

## **“PUBLIC AGENDA”**

**TO:** Darlene Brander, Chairperson  
Board of Police Commissioners

**FROM:** Troy Cooper  
Chief of Police

**DATE:** 2019 December 24

**SUBJECT:** 2020 Approved Operating Budget

**FILE:** 2,018

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### **ISSUE:**

City Council has given final approval of the 2020 Operating Budget for the Saskatoon Police Service. The total net approved budget amounts to \$99,682,100, an increase of \$5,078,400 (5.37%) over 2019.

Additionally, consistent with the Multi Year Budgeting methodology, City Council has approved the 2021 Fiscal Operating Plan (2021 Operating Budget will be formally approved in 2020). The total net approved plan amounts to \$103,997,900, an increase of \$4,315,800 (4.33%) over 2020.

Supporting documentation follows.

### **RECOMMENDATION:**

That the information be received.

### **STRATEGIC PRIORITY:**

This report supports the Service's goals in the 2015-2019 Business Plan in the following ways:

- Reduce Crime and Victimization – by adding appropriate resources and redeploying resources to address crime in the community;
- Community Partnerships – continuing to work with the City and funding partners to fund the development of strategies that will provide a safe and secure environment;
- Effective and Efficient Service – the Service is uncompromising in ensuring we serve Saskatoon in an effective and efficient way and the budget process is but one way to demonstrate that to the public;

## **“PUBLIC AGENDA”**


- Human Resource Development – this budget has allowed the Service to better support its employees in effectively and safely serving the community.

**Written by:**           **Earl Warwick**  
                                 **Director of Finance**

**Approved by:**       **Clae Hack**  
                                 **Executive Director, Corporate and Strategic Performance**

**Mitch Yuzdepski**  
**Deputy Chief, Support Services**

**Approved by:**

  
\_\_\_\_\_  
**Troy Cooper**  
**Chief of Police**

**Dated:**  
**(attachment)**

\_\_\_\_\_  
**January 14, 2020**

# **Saskatoon Police Service**

*Honour - Spirit - Vision*



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## **2020/21 OPERATING BUDGET**

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**APPROVED**



Saskatoon Police Service  
2020/21 Operating Budget

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## SPS 2020/21 Operating Budget

### **OPENING REMARKS**

Consistent with the new practice at the City of Saskatoon, the Board of Police Commissioners has undertaken a multiyear budget (MYB) for a period of two years encompassing the fiscal years of 2020 and 2021. Though this is a MYB, legislation dictates the budget will need to be passed one year at a time. The intent is there will be no changes when the 2021 budget is presented for formal approval, unless there have been substantial, quantifiable occurrences that would materially affect the accuracy of the 2021 budget prepared this year.

Recognizing the above, this report will be a bit longer than usual as key elements of two budget years are being captured.

### **OVERVIEW OF MAJOR PRESSURE POINTS – 2020**

SASKATOON POLICE SERVICE 2020 OPERATING BUDGET SUMMARY				COUNCIL APPROVED
	2020 Budget	2019 Budget	Variance	%Variance
<b>Revenues</b>				
General Revenue	2,296,200	2,078,700	217,500	10.46%
Prov. of Sask. Revenue	7,800,500	7,400,600	399,900	5.40%
Gov't of Canada Revenue	652,300	931,000	(278,700)	-29.94%
<b>Total Revenues</b>	<b>10,749,000</b>	<b>10,410,300</b>	<b>338,700</b>	<b>3.25%</b>
<b>Expenditures</b>				
Staff Compensation	88,129,700	83,676,900	4,452,800	5.32%
Operating Costs	20,214,300	19,263,900	950,400	4.93%
Debt Charges	-	-	-	-
Cost Recovery	(384,800)	(398,700)	13,900	-3.49%
Transfer to Reserves	2,471,900	2,471,900	-	0.00%
<b>Total Expenditures</b>	<b>110,431,100</b>	<b>105,014,000</b>	<b>5,417,100</b>	<b>5.16%</b>
<b>Total Net Budget</b>	<b>\$ 99,682,100</b>	<b>\$ 94,603,700</b>	<b>\$ 5,078,400</b>	<b>5.37%</b>
Total Staff - Full Time Equivalents (FTE)	681.53	666.53	15.00	2.25%
Total Staff - Positions	681.53	666.53	15.00	2.25%

The Saskatoon Police Service (SPS) net operating budget for 2020 is approved as \$99,682,100. This includes \$110,431,100 in gross expenditures and \$10,749,000 in anticipated revenues. Total net increases over 2019 amount to \$5,078,400 (5.37%) and have been broadly categorized into three areas Base, Growth and Service Level Changes.

### **Base \$4,012,300 (4.24%)**

Base increases are related to additional funding requirements to maintain existing service levels and deal with the impact of changes in staff compensation and inflation. Also contained in this category is the operating impact for the occupancy of the SPS Headquarters Facility which will decrease by \$170,000, thanks in no small part to the energy efficient nature of the SPS HQ.

## **SPS 2020/21 Operating Budget**

### **Service Level Changes \$132,600 (0.14%)**

2020 Service Level Changes include the increase in service and increased funding of a provincial program. The net result of these funding and service level changes is an increase of 4 FTEs. The Operational Review undertaken by the Board of Police Commissioners figures prominently in the non-base aspects of this budget.

#### **Communications:**

In the 2019 budget the Board funded one Communications Operator with the understanding that we were lobbying for increased provincial funding (Sask9-1-1) in order to add two additional Communication Operators. We were successful in obtaining new revenue mid-year 2019. Two new Special Constables in Communications are now included in the operating budget. The Operational Review acknowledges the Morale Committee as a positive aspect of SPS culture. A standing item on the Morale Committee agenda had been the strain the Communications group is under, due to call loads increasing without a proportional increase in staffing. These additions will work toward addressing that identified issue and will ensure we have adequate resources to safely respond to the increased workload.

#### **Civilian Executive Director:**

Another position being added to the operating budget is that of an Executive Director. This will help to address comments in recommendation 2 of the Operational Review, Organizational Chart. Reporting to the Deputy Chief – Support Services, the Executive Director will be responsible for Corporate Strategy and Performance and will oversee the areas of Finance, HR, IT and Central Records and Asset Management, as well as oversee the planning unit. The position was partially funded by eliminating a vacant 17<sup>th</sup> Year Constable position to mitigate the expense, with the remainder of the expense offset by increasing budgeted vacancy savings (decreasing the budget). There are net savings in salary expenditures as a result of this transition.

#### **Employee Health and Wellness Strategy:**

An approved 2018/19 pilot project to have a Clinical Psychologist on staff rather than contracting services has proven successful. Adding this position also helps to fulfill recommendation 9, the Value of Staff, from the Operational Review. The opportunity to tend more immediately to the mental health and well-being of SPS members and to position the members for improved sustained follow up is an improvement over past practice. The position was added in April rather than January to leave some end-load budget implication in 2021. Funds that had been previously used for contract psychologist services will offset the cost of the salary. Further in 2021, a part time (0.8 FTE) Wellness Coordinator will be added to augment the Employee Health and Wellness Strategy. A pilot process to have a part time Wellness Coordinator on staff has proven successful. All of our staff are able to access this resource and we have found it valuable in improving morale and increasing fitness levels. It also reflects the commitment in our Collective Agreement to address health and wellness of our membership. Adding this position was also done fiscally prudently in using funds that had been earmarked for the pilot to offset the cost of the salary.

## SPS 2020/21 Operating Budget

### Video Retrieval:

In 2020 a Programmer Analyst (PA) has been added to the IT division. This is an efficiency measure and assists with patrol officer availability. The PA will be used to gather video-based evidence, freeing up a sworn member from this activity. Currently, police officers are required to attend scenes and retrieve and file electronic evidence. It is time consuming and could be done more efficiently by using the PA. This partially fulfills both recommendations 3, Increasing Patrol Availability Factor, and 6, Civilianization. During the time the PA is not busy helping retrieve video evidence, they will have the ability of furthering IT support within the SPS.

### Growth \$933,500 (0.99%)

### Authorized Strength:

8 Constables are being added on January 1, 2020. 3 Constables are being added in late 2020 (August). This will help to address recommendation 3 of the Operations review, Increasing Patrol Availability Factor, and has been done in both an operationally necessary and a fiscally prudent way, adding key positions immediately, and adding more later to mitigate the potential to detrimentally affect the 2020 budget. The projected growth in City population and increased workload for officers supports this increase in authorized strength. One of the positions will be used to manage our Alternative Measures Programs, which are linked to the City's Poverty Reduction Strategy. The other positions will increase patrol availability and provide options to improve our Tactical Support Unit.

### OVERVIEW OF MAJOR PRESSURE POINTS - 2021

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				COUNCIL PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
<b>Revenues</b>				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
Govt of Canada Revenue	525,200	652,300	(127,100)	-19.48%
<b>Total Revenues</b>	<b>10,779,000</b>	<b>10,749,000</b>	<b>30,000</b>	<b>0.28%</b>
<b>Expenditures</b>				
Staff Compensation	91,300,100	88,129,700	3,170,400	3.60%
Operating Costs	21,187,900	20,214,300	973,600	4.82%
Debt Charges	-	-	-	-
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
<b>Total Expenditures</b>	<b>114,776,900</b>	<b>110,431,100</b>	<b>4,345,800</b>	<b>3.94%</b>
<b>Total Net Budget</b>	<b>\$ 103,997,900</b>	<b>\$ 99,682,100</b>	<b>\$ 4,315,800</b>	<b>4.33%</b>
Total Staff - Full Time Equivalents (FTE)	687.33	681.53	5.80	0.85%
Total Staff - Positions	687.33	681.53	5.80	0.85%

The Saskatoon Police Service (SPS) net operating budget for 2021 is requested to be \$103,997,900. This includes \$114,776,900 in gross expenditures and \$10,779,000 in anticipated revenues. Total net increases over 2020 amount to \$4,315,800 (4.33%) and have been broadly categorized into three major areas Base, Growth and Service Level Changes.

## **SPS 2020/21 Operating Budget**

### **Base \$3,062,600 (3.07%)**

Base increases are related to additional funding requirements to maintain existing service levels and deal with the impact of changes to staff compensation costs and inflation. Also contained in this category is the operating impact for the occupancy of the SPS Headquarters Facility which will increase by \$77,500, reflecting anticipated inflation.

### **Service Level Changes \$731,000 (0.73%)**

2021 Service Level Changes include the increase in service to residents of Saskatoon. The net result of these funding and service level changes is an increase of 1.8 FTEs. The Operational Review undertaken by the Board of Police Commissioners figures prominently in the non-base aspects of this budget.

#### **Fraud:**

The SPS has identified the need for a civilian Forensic Accountant position. This is both an efficiency measure and a recognition of the increased call volume for specialized fraud investigations. This will help to address comments in recommendation 6, Civilianization, and will help increase the effectiveness of the Economic Crime section. Rather than training officers to investigate the more complex and large scale frauds, the civilian can be used more effectively, reducing the human resource requirement and with no need for expensive training.

#### **Low Risk Policing Model Pilot:**

A new pilot to test the effectiveness of Community Safety Officers (CSOs) is budgeted in 2021. The intent of this pilot is to respond to recommendation 3, Increasing Patrol Availability Factor and also to examine long term sustainable options for public safety. We are currently lobbying for funding at a provincial level as well, and the framework for a CSO model will be discussed as part of collective bargaining

#### **Strengthening Families:**

The federal funding for the Strengthening Families Program is earmarked to end mid-year in 2021. The budget increase requested allows the program to complete the calendar year of 2021 when it can be evaluated for future budget years. The program is proactive, and it is seen to benefit the community by providing family and parenting skills to high risk families.

The resulting endload from 2020 positions accounts for the remainder of the requested budget in this category in this year.

## **SPS 2020/21 Operating Budget**

Growth \$522,200 (0.52%)

### **Authorized Strength:**

4 Constables are being added to the budget with a start date of January 1, 2021. This will help to address recommendation 3 of the Operations review, Increasing Patrol Availability Factor. The officers will again be deployed strategically to address pressures relating to an increase in calls for service and in reported sexual assaults.

The resulting endload from 2020 positions accounts for the remainder of the requested budget in this category in this year.

The schedule on the following page itemizes the budget pressure points from both years.

# SPS 2020/21 Operating Budget

## 2020/21 OPERATING BUDGET - MAJOR PRESSURE POINT SCHEDULE

COUNCIL APPROVED					2020 Increase	%	2021 Increase	%
<b>BASE</b>								
	2020	2021						
Contractual Salary & Payroll Cost Increases					\$ 3,415,500	3.6103%	\$ 2,371,800	2.3794%
Cross Charges Related to SPS Headquarters								
New Headquarters Building - Reserve Increase	0	0						
New Headquarters Building - Operating Increases	-12,600	28,900						
New Headquarters Building - Energy Cost Increases	-157,400	48,600						
	-170,000	77,500			-170,000	-0.1797%	77,500	0.0777%
Base Adjustments								
Revenues - General	-176,100	-30,000						
Inflation Impact	942,900	439,300						
Contribution to Capital Reserves	0	204,000						
	766,800	613,300			766,800	0.8105%	613,300	0.6153%
Base Budget Increase					4,012,300	4.24%	3,062,600	3.07%

SERVICE LEVEL CHANGES						2020 Increase	%	2021 Increase	%	
Government Funded Positions	FTE	FTE	Endload			(23,000)	-0.0243%	-	0.0000%	
	2020	2021	2020	2020	2021					
Communications - Special Constable	2		139,600							
Gov't Revenue Increase			-162,600							
Extra funds non-salary costs	2	0	-23,000	0	0					
New City Funded Positions	FTE		Endload			102,500	0.1083%	167,400	0.1679%	
			2020	2020	2021					
	Civilian									
	Executive Director	1	175,000							
	Remove Constable - 17th Year	-1	-114,100							
	Increase vacancy savings budget		-60,900							
	Clinical Psychologist	1	103,500	38,300						
	Reduce Budget offset		-59,100							
	Programmer Analyst	1	58,100	19,400						
	Forensic Accountant	1			97,100					
	Wellness Coordinator	0.8			62,600					
	Reduce Budget offset				-50,000					
		2	1.8	102,500	57,700					109,700
	Non-salary increase for all positions listed above									53,100
Initiatives						453,200		453,200	0.4546%	
	Community Safety Officer Pilot	350,000								
	Strengthening Families Program Extension	103,200								
		453,200								
Service Level Changes						132,600	0.14%	731,000	0.73%	

GROWTH						2020 Increase	%	2021 Increase	%
New City Funded Positions									
	FTE	FTE		Endload					
	2020	2021	2020	2020	2021				
Police									
Patrol Constables	3		71,300	129,700					
Patrol Constables		4			238,600				
Patrol Constables (8)	8		486,700	122,700					
	11	4	558,000	252,400	238,600	558,000	0.5898%	491,000	0.4926%
Non-salary increase for all positions listed above						375,500	0.3969%	31,200	0.0313%
Growth Budget Increase						933,500	0.99%	522,200	0.52%

	FTE	FTE							
	2020	2021							
Total Budget Increase	15.00	5.80				\$ 5,078,400	5.37%	\$ 4,315,800	4.33%

2019 Net Approved Budget	94,603,700
2020 Increases	5,078,400
2020 Proposed Budget	99,682,100

2020 Proposed Budget	99,682,100
2021 Increases	4,315,800
2021 Proposed Budget	103,997,900

## SPS 2020/21 Operating Budget

SASKATOON POLICE SERVICE 2020 OPERATING BUDGET SUMMARY				COUNCIL APPROVED
	2020 Budget	2019 Budget	Variance	%Variance
<b>Revenues</b>				
General Revenue	2,296,200	2,078,700	217,500	10.46%
Prov. of Sask. Revenue	7,800,500	7,400,600	399,900	5.40%
Gov't of Canada Revenue	652,300	931,000	(278,700)	-29.94%
<b>Total Revenues</b>	<b>10,749,000</b>	<b>10,410,300</b>	<b>338,700</b>	<b>3.25%</b>
<b>Expenditures</b>				
Staff Compensation	88,129,700	83,676,900	4,452,800	5.32%
Operating Costs	20,214,300	19,263,900	950,400	4.93%
Debt Charges	-	-	-	-
Cost Recovery	(384,800)	(398,700)	13,900	-3.49%
Transfer to Reserves	2,471,900	2,471,900	-	0.00%
<b>Total Expenditures</b>	<b>110,431,100</b>	<b>105,014,000</b>	<b>5,417,100</b>	<b>5.16%</b>
<b>Total Net Budget</b>	<b>\$ 99,682,100</b>	<b>\$ 94,603,700</b>	<b>\$ 5,078,400</b>	<b>5.37%</b>
Total Staff - Full Time Equivalents (FTE)	681.53	666.53	15.00	2.25%
Total Staff - Positions	681.53	666.53	15.00	2.25%

### **REVENUE SUMMARY - 2020**

Total revenues are budgeted to increase \$338,700 (3.25%) compared to 2019.

**General Revenue** sources are anticipated to net increase \$217,500 (10.46%). Notable changes are increases to anticipated Criminal Record Check revenue (\$152,800) and Lost and Found Revenue (\$29,700).

**Provincial Government** revenue will increase \$399,900 (5.40%). The most significant change is an increase in funding by the Sask911 program. There is also a shift in funding of the CFSEU program to provincial funding from federal funding.

**Federal Government** revenue will decrease \$278,700 (29.94%). The decrease is nearly exclusively attributable to the funding change in CFSEU as noted in the provincial section above.

### **EXPENDITURE SUMMARY - 2020**

#### **Staff Compensation**

Staff Compensation is budgeted to increase \$4,452,800 (5.32%) over 2019.

**Contractual salary and payroll costs** are budgeted to increase \$3,342,000 including increases for police and civilian personnel and the impact of a large number of staff moving up through negotiated pay levels.

**Staffing changes** as discussed in the first part of this document comprise the remainder of the value increase.

## SPS 2020/21 Operating Budget

### SPS 2020 BUDGET STAFFING SUMMARY

	Full-Time Equivalents (FTE)			
	2020	2019	Change	%
<b>Police Personnel</b>				
Police Executive	14.00	14.00	0.00	0.0%
NCO's	127.00	127.00	0.00	0.0%
Constables	334.00	324.00	10.00	3.1%
<b>Total Regular Police Members</b>	<b>475.00</b>	<b>465.00</b>	<b>10.00</b>	<b>2.2%</b>
Special Constables	64.50	62.50	2.00	3.2%
<b>Total Police Personnel</b>	<b>539.50</b>	<b>527.50</b>	<b>12.00</b>	<b>2.3%</b>
<b>Civilian Personnel</b>				
Civilian Executive	7.00	6.00	1.00	16.7%
Exempt	26.80	25.80	1.00	3.9%
CUPE	108.23	107.23	1.00	0.9%
<b>Total Civilian Personnel</b>	<b>142.03</b>	<b>139.03</b>	<b>3.00</b>	<b>2.2%</b>
<b>Total Personnel (FTEs)</b>	<b>681.53</b>	<b>666.53</b>	<b>15.00</b>	<b>2.3%</b>

### Operating Costs other than Staff

Operating costs are budgeted to increase \$964,300 (4.52%) over 2019. Major pressure points impacting 2020 operating costs include the following:

- **General Operating Costs** will increase \$727,400.
- The biggest single category of increases from a dollar value perspective is Contracts and Services, representing a net increase of \$341,200. Within Contracts and Services, the three largest contributors to the increase are Special Services, Contractual Services, and License and Insurance. The primary increases are inflationary costs associated with service provision to support the police service. Two items of note are increased health and wellness expenses plus specific contract changes totaling \$121,500 and a \$36,000 increase in License and Insurance.
- Materials and Supplies contribute an increase of \$300,900 to the operating cost increases. The largest component of that is ammunition prices increasing \$152,900
- Further, computer software expenses increased \$316,400 with a large cost increase for Microsoft products.
- There were further net increases and decreases beyond those highlighted above.
- **Debt Charges**  
The Service will not be carrying any debt charges in the 2020 Operating Budget.

## SPS 2020/21 Operating Budget

- **Cost Recovery**

Cost recovery is estimated to decrease \$13,900 compared to 2019.

- **Transfers to Reserves - Capital Contributions**

Total transfers to SPS reserves, capital and other, will remain static compared to 2019. This still fits Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

SASKATOON POLICE SERVICE 2021 OPERATING BUDGET SUMMARY				COUNCIL PUBLIC
	2021 Budget	2020 Budget	Variance	%Variance
<b>Revenues</b>				
General Revenue	2,376,600	2,296,200	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	7,800,500	76,700	0.98%
Govt of Canada Revenue	525,200	652,300	(127,100)	-19.48%
<b>Total Revenues</b>	<b>10,779,000</b>	<b>10,749,000</b>	<b>30,000</b>	<b>0.28%</b>
<b>Expenditures</b>				
Staff Compensation	91,300,100	88,129,700	3,170,400	3.60%
Operating Costs	21,187,900	20,214,300	973,600	4.82%
Debt Charges	-	-	-	-
Cost Recovery	(387,000)	(384,800)	(2,200)	0.57%
Transfer to Reserves	2,675,900	2,471,900	204,000	8.25%
<b>Total Expenditures</b>	<b>114,776,900</b>	<b>110,431,100</b>	<b>4,345,800</b>	<b>3.94%</b>
<b>Total Net Budget</b>	<b>\$ 103,997,900</b>	<b>\$ 99,682,100</b>	<b>\$ 4,315,800</b>	<b>4.33%</b>
Total Staff - Full Time Equivalents (FTE)	687.33	681.53	5.80	0.85%
Total Staff - Positions	687.33	681.53	5.80	0.85%

### **REVENUE SUMMARY - 2021**

Total revenues are budgeted to increase \$30,000 (0.28%) compared to 2020.

**General Revenue** sources are anticipated to net increase \$80,400 (3.50%).

Notable changes are increases to anticipated Criminal Record Check revenue (\$62,700) and the False Alarm Admin Fee (\$10,200).

**Provincial Government** revenue will increase \$76,700 (0.98%). The changes are generally minor, though appreciated.

**Federal Government** revenue will decrease \$127,100 (19.48%). The decrease is nearly exclusively attributable to the winding down of funding for the Strengthening Families Program, with the full funding being stopped in 2022.

## SPS 2020/21 Operating Budget

### EXPENDITURE SUMMARY - 2021

#### Staff Compensation

Staff Compensation is budgeted to increase \$3,170,400 (3.60%) over 2020.

**Contractual salary and payroll costs** are budgeted to increase \$2,371,800 including increases for police and civilian personnel and the impact of a large number of staff moving up through negotiated pay levels.

**Staffing changes** as discussed in the first part of this document comprise the remainder of the value increase.

### SPS 2021 BUDGET STAFFING SUMMARY

	Full-Time Equivalents (FTE)			
	2021	2020	Change	%
<b>Police Personnel</b>				
Police Executive	14.00	14.00	0.00	0.0%
NCO's	127.00	127.00	0.00	0.0%
Constables	338.00	334.00	4.00	1.2%
<b>Total Regular Police Members</b>	<b>479.00</b>	<b>475.00</b>	<b>4.00</b>	<b>0.8%</b>
Special Constables	64.50	64.50	0.00	0.0%
<b>Total Police Personnel</b>	<b>543.50</b>	<b>539.50</b>	<b>4.00</b>	<b>0.7%</b>
<b>Civilian Personnel</b>				
Civilian Executive	7.00	7.00	0.00	0.0%
Exempt	28.60	26.80	1.80	6.7%
CUPE	108.23	108.23	0.00	0.0%
<b>Total Civilian Personnel</b>	<b>143.83</b>	<b>142.03</b>	<b>1.80</b>	<b>1.3%</b>
<b>Total Personnel (FTEs)</b>	<b>687.33</b>	<b>681.53</b>	<b>5.80</b>	<b>0.9%</b>

#### Operating Costs other than Staff

Operating costs are budgeted to increase \$1,175,400 (5.27%) over 2020. Major pressure points impacting 2020 operating costs include the following:

- **General Operating Costs** will increase \$1,113,600.
- The biggest single category of increases from a dollar value perspective is Contracts and Services, representing a net increase of \$477,300. The bulk of the increase is for a \$350,000 Community Safety Officer pilot program as previously noted in this report.

### **SPS 2020/21 Operating Budget**

- Vehicles – Operating and Maintenance comprises the next largest increase of \$398,500 to the operating cost increases. V&E rentals and fuel costs account for substantially all of that figure.
- There were further net increases and decreases beyond those highlighted above.

- **Debt Charges**

The Service will not be carrying any debt charges in the 2021 Operating Budget.

- **Cost Recovery**

Cost recovery is estimated to increase \$2,200 compared to 2020.

- **Transfers to Reserves - Capital Contributions**

Total transfers to SPS reserves, capital and other, will increase \$204,000 compared to 2020. This is required to fit Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average project cash flow requirement.

## SPS 2020/21 Operating Budget

### 2020/21 Preliminary Operating Budget – Appendix Additional Information

#### 1. Budget Components

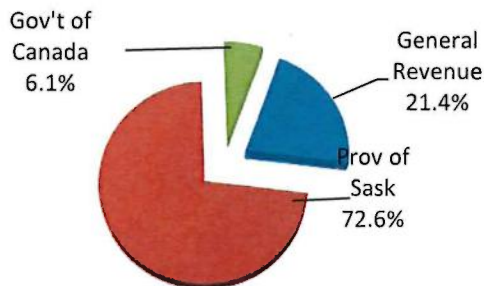
##### Revenue Sources

The Saskatoon Police Service 2020/21 Operating Budgets include \$10,749,000/\$10,779,000, respectively, in anticipated revenues. Province of Saskatchewan funding grants are the major source of this revenue. These grants fund programs such as the Provincial Enhanced Community Policing Program, the 911 emergency telephone answering program, the Serious Habitual Youth Offender Comprehensive Action Program (SHOCAP), the Internet Child Exploitation unit (ICE) and the Combined Traffic Services Saskatchewan unit to name a few. A change reflected in 2020 and carrying through to 2021 is the province providing funding for the CFSEU program, with that funding being removed from federal funding.

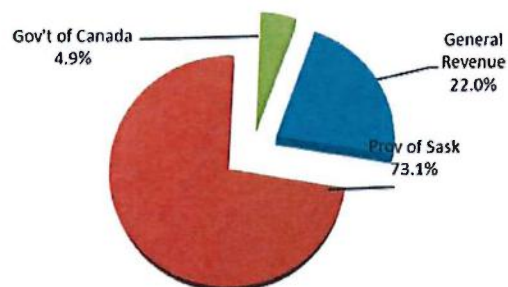
General Revenue sources account for \$2,296,200/\$2,376,600 respectively. Revenues in this category are generated from providing services such as managing false alarms, providing criminal record checks, providing special duty services and disposing of lost and found items.

The final revenue source comes from the Federal Government accounting for \$652,300/\$525,200 respectively. This revenue funds programs such as the national firearm enforcement program (NWEST) with some other program funding sprinkled throughout other areas of the Service. As noted above, the Combined Forces Special Enforcement Unit (CFSEU) funding is being administered through the province in 2020 resulting in a shift of funding. 2021 marks the beginning of the finalization of the Strengthening Families Program, with funding being reduced in 2021 and eliminated in 2022.

#### SPS 2020 Revenues



#### SPS 2021 Revenues



## SPS 2020/21 Operating Budget

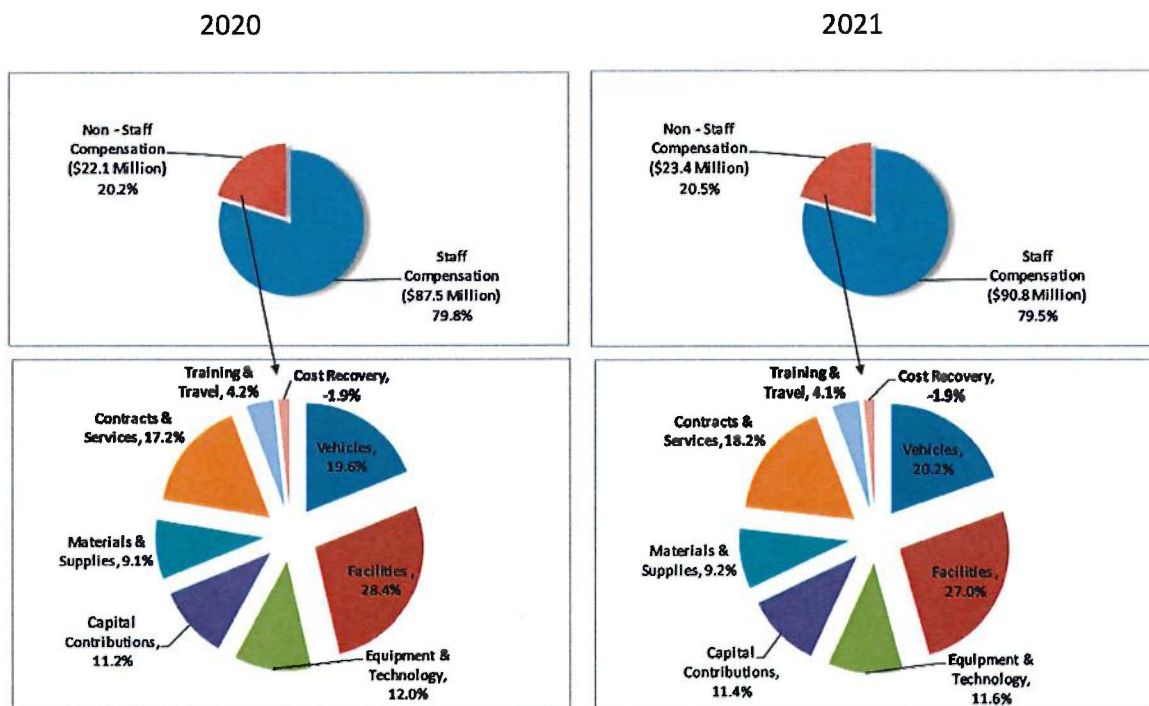
### Appendix - Additional Information

#### Expenditure Categories

The Saskatoon Police Service 2020/21 operating budgets include \$110.4 million/\$114.8 million in gross expenditures respectively. Staff compensation, which covers the cost of 681.53/687.33 positions respectively, is the largest expenditure category. The remaining \$22.3 million/\$23.5 million covers essential non-staff-compensation expenditures such as vehicles, equipment, training, technology and facility operations.

As shown in the following graph, a significant proportion, 48.0%/47.1% respectively of non-staff compensation expenditures, are used to cover vehicles and facility related costs. The operating budget is also a source of funding for capital projects. 18.7%/18.6% respectively of non-staff compensation expenditures are set aside to fund capital projects related to technology & equipment, police radios and vehicles as well as facility furnishings and renovations and cross charges from Corporate Asset Management related to facility reserve contributions.

#### SPS 2020/21 Expenditures with Non-Staff Compensation Expanded



# SPS 2020/21 Operating Budget

## Appendix – Additional Information

### 2. Review of Budget Changes by Major Budget Component

Major Budget Components		2020 OPERATING BUDGET SUMMARY				COUNCIL APPROVED
	2020 BUDGET		2019 BUDGET		VARIANCE	%VARIANCE
<b>REVENUES</b>						
General Revenue	2,296,200	21.4%	2,078,700	20.0%	217,500	10.46%
Prov. of Sask. Revenue	7,800,500	72.6%	7,400,600	71.1%	399,900	5.40%
Govt of Canada Revenue	652,300	6.1%	931,000	8.9%	(278,700)	-29.94%
<b>Total Revenues</b>	<b>10,749,000</b>	<b>100%</b>	<b>10,410,300</b>	<b>100%</b>	<b>338,700</b>	<b>3.25%</b>
<b>EXPENDITURES</b>						
<b>Staff Compensation</b>						
Salaries	75,850,200		72,056,200		3,794,000	5.27%
Severance Pay	326,400		326,400		-	0.00%
Allowances	341,600		334,900		6,700	2.00%
Payroll Costs	11,611,500		10,959,400		652,100	5.95%
<b>Total Staff Compensation</b>	<b>88,129,700</b>	<b>79.8%</b>	<b>83,676,900</b>	<b>79.7%</b>	<b>4,452,800</b>	<b>5.32%</b>
<b>Non- Staff Compensation</b>						
<b>Operating Costs</b>						
Vehicles - Operating & Maint.	4,377,900	4.0%	4,201,900	4.0%	176,000	4.19%
Facilities - Operating & Maint.	6,251,000	5.7%	6,493,400	6.2%	(242,400)	-3.73%
Contract & Services	3,798,300	3.4%	3,457,100	3.3%	341,200	9.87%
Technology & Equipment	2,661,200	2.4%	2,490,900	2.4%	170,300	6.84%
Training & Travel	986,900	0.9%	904,500	0.9%	82,400	9.11%
Materials & Supplies	2,127,000	1.9%	1,704,100	1.6%	422,900	24.82%
Grants/Subsidies	12,000	0.0%	12,000	0.0%	-	0.00%
<b>Total Operating Costs</b>	<b>20,214,300</b>	<b>18.3%</b>	<b>19,263,900</b>	<b>17.9%</b>	<b>950,400</b>	<b>4.93%</b>
Transfers to Reserves	2,471,900	2.2%	2,471,900	2.4%	-	0.00%
Debt Charges	-	0.0%	-	0.0%	-	-
Cost Recovery	(384,800)	-0.3%	(398,700)	-0.4%	13,900	-3.49%
<b>Total Non-Staff Compensation</b>	<b>22,301,400</b>	<b>20.2%</b>	<b>21,337,100</b>	<b>20.3%</b>	<b>964,300</b>	<b>4.52%</b>
<b>Total Expenditures</b>	<b>110,431,100</b>		<b>105,014,000</b>		<b>5,417,100</b>	<b>5.16%</b>
<b>Total Net Budget</b>	<b>\$ 99,682,100</b>		<b>\$ 94,603,700</b>		<b>\$ 5,078,400</b>	<b>5.37%</b>
Total Staff - Full Time Equivalents (FTE)	681.53		666.53		15.00	2.25%
Total Staff - Positions	681.53		666.53		15.00	2.25%
Major Budget Components		2021 OPERATING BUDGET SUMMARY				COUNCIL PUBLIC
	2021 BUDGET		2020 BUDGET		VARIANCE	%VARIANCE
<b>REVENUES</b>						
General Revenue	2,376,600	22.0%	2,296,200	21.4%	80,400	3.50%
Prov. of Sask. Revenue	7,877,200	73.1%	7,800,500	72.6%	76,700	0.98%
Govt of Canada Revenue	525,200	4.9%	652,300	6.1%	(127,100)	-19.48%
<b>Total Revenues</b>	<b>10,779,000</b>	<b>100%</b>	<b>10,749,000</b>	<b>100%</b>	<b>30,000</b>	<b>0.28%</b>
<b>EXPENDITURES</b>						
<b>Staff Compensation</b>						
Salaries	78,681,900		75,850,200		2,831,700	3.73%
Severance Pay	326,400		326,400		-	0.00%
Allowances	343,600		341,600		2,000	0.59%
Payroll Costs	11,948,200		11,611,500		336,700	2.90%
<b>Total Staff Compensation</b>	<b>91,300,100</b>	<b>79.6%</b>	<b>88,129,700</b>	<b>79.8%</b>	<b>3,170,400</b>	<b>3.60%</b>
<b>Non- Staff Compensation</b>						
<b>Operating Costs</b>						
Vehicles - Operating & Maint.	4,811,000	4.2%	4,377,900	4.0%	433,100	9.89%
Facilities - Operating & Maint.	6,258,400	5.5%	6,251,000	5.7%	7,400	0.12%
Contract & Services	4,275,600	3.7%	3,798,300	3.4%	477,300	12.57%
Technology & Equipment	2,710,800	2.4%	2,661,200	2.4%	49,600	1.86%
Training & Travel	962,800	0.8%	986,900	0.9%	(24,100)	-2.44%
Materials & Supplies	2,157,300	1.9%	2,127,000	1.9%	30,300	1.42%
Grants/Subsidies	12,000	0.0%	12,000	0.0%	-	0.00%
<b>Total Operating Costs</b>	<b>21,187,900</b>	<b>18.6%</b>	<b>20,214,300</b>	<b>17.9%</b>	<b>973,600</b>	<b>4.82%</b>
Transfers to Reserves	2,675,900	2.3%	2,471,900	2.2%	204,000	8.25%
Debt Charges	-	0.0%	-	0.0%	-	-
Cost Recovery	(387,000)	-0.3%	(384,800)	-0.3%	(2,200)	0.57%
<b>Total Non-Staff Compensation</b>	<b>23,476,800</b>	<b>20.6%</b>	<b>22,301,400</b>	<b>20.2%</b>	<b>1,175,400</b>	<b>5.27%</b>
<b>Total Expenditures</b>	<b>114,776,900</b>		<b>110,431,100</b>		<b>4,345,800</b>	<b>3.94%</b>
<b>Total Net Budget</b>	<b>\$ 103,997,900</b>		<b>\$ 99,682,100</b>		<b>\$ 4,315,800</b>	<b>4.33%</b>
Total Staff - Full Time Equivalents (FTE)	687.33		681.53		5.80	0.85%
Total Staff - Positions	687.33		681.53		5.80	0.85%

## **SPS 2020/21 Operating Budget**

### **Appendix – Additional Information**

#### **Commentary**

Key revenue and expense changes were highlighted on pages 7 - 13.

Though highlights of the Non-Staff Expenditure changes were touched on in those pages, a curious reader may want a bit more detail related to the major budget components.

Please note M\$ denote millions of dollars and K\$ denote thousands of dollars. An example is 0.1M\$ equals 100K\$ equals \$100,000.

Please see the following commentary:

#### **Non-Staff Compensation Expenditures**

Total non-staff compensation expenditures are budgeted to total 22.3M\$/23.5M\$ respectively, increases of 964.3K\$/1.2M\$ respectively.

Major changes are as follow:

##### **Vehicle – Operating & Maintenance**

Vehicle related costs are budgeted to total 4.4M\$/4.8M\$ respectively. This funding supports capital replacement and operating costs for vehicles leased from the City's Vehicle & Equipment Branch, the cost of a small number of externally leased units as well as fuel, including fuel for the airplane. Generally, the biggest changes relate to fuel.

##### **Facilities – Operating & Maintenance**

Expenditures for facility operations, maintenance and telephones are budgeted to total 6.2M\$/6.2M\$ respectively. This expenditure category includes all facility repairs, maintenance, utilities, telephones, custodian services and offsite leasing costs. The primary cause for the decrease in 2020 was related to cross charges from the City related to Maintenance and Energy consumption at SPS headquarters.

##### **Contracts & Services**

Contracts and Services are budgeted at 3.8M\$/4.3M\$ respectively. The three largest contributors to the increase are Contractual Services, Special Services and License & Insurance. The primary increases are inflationary costs associated with service provision to support the police service. Of note in the 2021 budget is a budgeted pilot for Community Safety Officers budgeted at 350.0K\$.

## SPS 2020/21 Operating Budget

### Appendix - Additional Information

#### Technology & Equipment

Technology and equipment related expenditures are budgeted to total 2.7M\$/2.7M\$, respectively. The 2020 increase is primarily related to software support costs. In 2020 there is a recategorization of managed print services from T&E to Materials & Supplies. This removed about 148.0K\$ from T&E and moved it to M&S in 2020.

#### Training & Travel

Training and travel expenditures are budgeted at 962.8K\$/986.9K\$ respectively remaining relatively static.

#### Materials & Supplies

2.2M\$/2.1M\$ respectively has been budgeted for expenditures on materials and supplies. Aside from the recategorization of managed print services as noted above, ammunition prices have increased significantly resulting in a 152.9K\$ increase in 2020.

#### Transfers to Reserves - SPS Capital Contributions

Budgeted transfers to reserves in 2020/21 will be distributed as follows:

	2020	2021
Radio Reserve	\$109,300	\$0
Renovations Reserve	\$92,800	\$93,800
Equipment & Technology Reserve	\$1,938,200	\$2,250,500
General Capital Reserve (Additional Vehicles)	\$322,500	\$322,500
Corporate Digital Data Reserve	\$9,100	\$9,100
	<u>\$2,471,900</u>	<u>\$2,675,900</u>

Total transfers to reserves, capital and other, will remain unchanged in 2020 and will increase \$204,000 in 2021. This meets Board approved policy that calls for the annual provision to capital reserves to be equal to the ten year average projected cash flow requirement.

#### Transfers to Reserves – Facility Reserve Contribution

As noted on page 7, the police headquarters facility will have an impact of \$30,100/\$30,500 respectively in City of Saskatoon Corporate Asset Management cross charges for facility reserve contributions. Though 2017 was the last year for a significant increase in cross charges from Corporate Asset Management related to facility reserve contributions, this increase is related to a minor, inflationary increase reflecting an increase in the value of the building as a City asset.

#### Grants/Subsidies

Grants/Subsidies are budgeted to total \$12,000 in 2019, which is an amount set aside to support the Police Pipes and Drums Band. This line is reflected in the Contracts and Services category above.

## SPS 2020/21 Operating Budget

### Appendix - Additional Information

#### Debt Charges

The Service will not be carrying any debt charges in the 2018 Operating Budget.

#### Cost Recovery

\$384,800/\$387,000 respectively has been budgeted for Cost Recovery. This budget category reflects cost recovery situations including staff parking fees and recovery of travel costs related to Saskatchewan Police College and Canadian Police College courses.

Other key items the reader may wish to know include:

The funded positions do not change between 2020/21; however, the ratio will change in 2021. This has not been updated.

#### 2020/21 GOVERNMENT FUNDED POSITIONS

The Police Service budget includes a number of positions funded through Provincial and Federal government funding agreements.

<b>Provincial Government Funded</b>	<b>Police</b>	<b>S/Cst</b>	<b>Civilian</b>	<b>Total</b>
CFSEU (Organized Crime Unit)	6			6
Enhanced Community Policing Program	11			11
Police and Crisis Team (PACT)	2			2
Combined Traffic Services Sask. (CTSS)	5			5
Combined Traffic Services Sask. (SGL - CTSS)	5			5
VICE - Child Sexual Exploitation	3			3
ICE	3			3
Street Gang (SHOCAP- 4, HRO- 2, 2 G&G)	8			8
GIS- SHOCAP	2			2
Targeted Enforcement - Missing Persons Unit	2			2
Serious Violent Offender	1		1	2
<b>Subtotal</b>	<b>48</b>	<b>0</b>	<b>1</b>	<b>49</b>
Victim Services & ARO			4	4
Missing Person Liaison			1	1
Victim Services Responder			1	1
911 Program	0.75	12	0.25	13
Automated Speed Enforcement	1			1
<b>Total Provincial Government Funded</b>	<b>49.75</b>	<b>12</b>	<b>7.25</b>	<b>69</b>
% of SPS by category	10.7%	18.6%	5.1%	10.2%
<b>Federal Government Funded</b>				
NWEST	1			1
International Secondments	2			2
Strengthening Families Program	1		0.5	1.5
<b>Total Federal Government Funded</b>	<b>4</b>	<b>0</b>	<b>0.5</b>	<b>4.5</b>
% of SPS by category	0.9%	0.0%	0.4%	0.7%
<b>Total Government Funded Positions</b>	<b>53.75</b>	<b>12</b>	<b>7.75</b>	<b>73.5</b>
% of SPS by category	11.5%	18.6%	5.5%	10.9%

# SPS 2020/21 Operating Budget

## Appendix - Additional Information

### 3. Program Budgets

2020/21 budget expenditures by program allocation are included here.

SASKATOON POLICE SERVICE - 2020 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION				
	COUNCIL		APPROVED	
	FTE	% OF TOTAL	BUDGET	% OF TOTAL
POLICE BOARD	0.00	0.0%	343,900	0.3%
OFFICE OF THE CHIEF	2.00	0.3%	536,500	0.5%
LEGAL SERVICES DIVISION	5.00	0.7%	655,000	0.7%
<b>OPERATIONS</b>				
OPERATIONS - DEPUTY CHIEF	1.50	0.2%	491,900	0.5%
PROFESSIONAL STANDARDS DIVISION	5.50	0.8%	749,000	0.8%
PUBLIC AFFAIRS	6.00	0.9%	694,100	0.7%
PATROL	278.00	40.8%	36,957,600	37.1%
CRIMINAL INVESTIGATIONS	155.00	22.7%	18,425,100	18.5%
<b>TOTAL - OPERATIONS</b>	<b>446.00</b>	<b>65.4%</b>	<b>57,317,700</b>	<b>57.5%</b>
<b>SUPPORT SERVICES</b>				
SUPPORT SERVICES - DEPUTY CHIEF	2.50	0.4%	601,900	0.6%
OPERATIONAL SUPPORT DIVISION	116.55	17.1%	15,898,200	15.9%
CORPORATE STRATEGY AND PERFORMANCE - PLANNING	5.00	0.7%	544,700	0.5%
HUMAN RESOURCES DIVISION	17.00	2.5%	3,166,000	3.2%
TECHNOLOGICAL SERVICES DIVISION	11.75	1.7%	3,183,700	3.2%
CENTRAL RECORDS & ASSET MANAGEMENT DIVISION*	64.73	9.5%	11,581,500	11.6%
FINANCE DIVISION*	11.00	1.6%	5,853,000	5.9%
<b>TOTAL - SUPPORT SERVICES</b>	<b>228.53</b>	<b>33.5%</b>	<b>40,829,000</b>	<b>41.0%</b>
<b>SPS TOTAL</b>	<b>681.53</b>	<b>100.0%</b>	<b>99,682,100</b>	<b>100.0%</b>
*Asset Management includes general overhead costs such as facilities management, insurance, patrol uniforms and office supplies.				
*Finance includes general service-wide costs such as severance pay and capital reserve provisions.				

SASKATOON POLICE SERVICE - 2021 OPERATING BUDGET - MAJOR PROGRAM ALLOCATION				
	COUNCIL		PUBLIC	
	FTE	% OF TOTAL	BUDGET	% OF TOTAL
POLICE BOARD	0.00	0.0%	394,600	0.4%
OFFICE OF THE CHIEF	2.00	0.3%	894,200	0.9%
LEGAL SERVICES DIVISION	5.00	0.7%	679,000	0.7%
<b>OPERATIONS</b>				
OPERATIONS - DEPUTY CHIEF	1.50	0.2%	492,200	0.5%
PROFESSIONAL STANDARDS DIVISION	5.50	0.8%	747,000	0.7%
PUBLIC AFFAIRS	6.00	0.9%	698,200	0.7%
PATROL	274.00	40.3%	37,297,700	36.1%
CRIMINAL INVESTIGATIONS	156.00	23.0%	18,605,500	18.0%
<b>TOTAL - OPERATIONS</b>	<b>443.00</b>	<b>65.2%</b>	<b>57,840,600</b>	<b>56.1%</b>
<b>SUPPORT SERVICES</b>				
SUPPORT SERVICES - DEPUTY CHIEF	2.50	0.4%	610,900	0.6%
OPERATIONAL SUPPORT DIVISION	116.55	17.2%	16,222,500	15.7%
CORPORATE STRATEGY AND PERFORMANCE - PLANNING	5.00	0.7%	544,400	0.5%
HUMAN RESOURCES DIVISION	17.80	2.6%	3,246,200	3.1%
TECHNOLOGICAL SERVICES DIVISION	11.75	1.7%	3,271,700	3.2%
CENTRAL RECORDS & ASSET MANAGEMENT DIVISION*	64.73	9.5%	11,703,800	11.3%
FINANCE DIVISION*	11.00	1.6%	7,782,400	7.5%
<b>TOTAL - SUPPORT SERVICES</b>	<b>229.33</b>	<b>33.8%</b>	<b>43,381,900</b>	<b>42.0%</b>
<b>SPS TOTAL</b>	<b>679.33</b>	<b>100.0%</b>	<b>103,190,300</b>	<b>100.0%</b>
*Asset Management includes general overhead costs such as facilities management, insurance, patrol uniforms and office supplies.				
*Finance includes general service-wide costs such as severance pay and capital reserve provisions.				

## SPS 2020/21 Operating Budget

### 4. Five Year Historical Budget Summary

A schedule containing five year historical budget information is attached.

Approved Operating Budget					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	9,523,700	9,831,900	9,129,200	9,890,200	10,410,300
EXPENDITURES					
STAFF COMPENSATION	72,422,700	75,652,300	77,250,200	79,671,100	83,676,900
OPERATING EXPENSES	15,330,000	16,626,300	16,650,800	17,716,300	18,865,200
TRFS TO RESERVES	1,837,200	1,877,200	1,877,200	1,966,300	2,471,900
TOTAL EXPENDITURES	89,589,900	94,155,800	95,778,200	99,353,700	105,014,000
NET BUDGET	80,066,200	84,323,900	86,649,000	89,463,500	94,603,700

Actual Revenues and Expenditures					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	10,417,125	9,843,174	10,598,100	11,330,700	11,492,600
EXPENDITURES					
STAFF COMPENSATION	73,146,475	76,639,005	78,397,900	80,568,200	84,496,600
OPERATING EXPENSES	14,965,050	14,763,895	16,652,600	18,063,400	19,127,800
TRFS TO RESERVES	1,837,200	1,877,200	1,877,200	2,003,800	2,471,900
TOTAL EXPENDITURES	89,948,725	93,280,100	96,927,700	100,635,400	106,096,300
NET ACTUAL	79,531,600	83,436,926	86,329,600	89,304,700	94,603,700
BUDGET SURPLUS/	534,600	886,974	319,400	158,800	0
(DEFICIT)	0.67%	1.05%	0.37%	0.18%	0.00%
					Projected June

Approved Budget Change from Previous Year (\$)					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	803,300	308,200	(702,700)	761,000	520,100
EXPENDITURES					
STAFF COMPENSATION	2,811,300	3,229,600	1,597,900	2,420,900	4,005,800
OPERATING EXPENSES	1,992,200	1,296,300	24,500	1,065,500	1,148,900
TRFS TO RESERVES	57,400	40,000	0	89,100	505,600
TOTAL EXPENDITURES	4,860,900	4,565,900	1,622,400	3,575,500	5,660,300
NET BUDGET CHANGE	4,057,600	4,257,700	2,325,100	2,814,500	5,140,200
	5.34%	5.32%	3.94%	3.25%	4.57%

Approved Budget Change from Previous Year (%)					
	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
YEAR	2015	2016	2017	2018	2019
REVENUES	9.21%	3.24%	-7.15%	8.34%	5.26%
EXPENDITURES					
STAFF COMPENSATION	4.04%	4.46%	2.11%	3.13%	5.03%
OPERATING EXPENSES	14.94%	8.46%	0.15%	6.40%	6.48%
TRFS TO RESERVES	3.23%	2.18%	0.00%	4.75%	25.71%
TOTAL EXPENDITURES	5.74%	5.10%	1.72%	3.73%	5.70%
NET BUDGET CHANGE	5.34%	5.32%	3.94%	3.25%	4.57%