

**“PUBLIC AGENDA”**

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

**FROM:** Troy Cooper  
Chief of Police

**DATE:** 2019 December 24

**SUBJECT:** 2020 Approved Capital Budget

**FILE:** 2,018

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**ISSUE:**

City Council has given final approval of the 2020 Capital Budget for the Saskatoon Police Service (SPS). The total approved budget includes five projects totaling \$1,883,000, all funded from Police capital reserves, and one project totaling \$40,000 that is not funded from Police capital reserves.

Additionally, consistent with the Multi Year Budgeting methodology, City Council has approved the 2021 Capital Spending Plan (2021 Capital Budget will be formally approved in 2020). The total approved plan includes seven projects totaling \$2,693,000.

Supporting documentation follows.

**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 to address crime in the community;
- Community Partnerships – continuing to work with the City and funding partners to fund the assets 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

### **RECOMMENDATION:**


That the information be received.

**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:**

  
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**Troy Cooper**  
Chief of Police

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

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**January 14, 2020**

# **Saskatoon Police Service**



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**2020/21 CAPITAL BUDGET**  
**2022 – 2024 CAPITAL PLAN**

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**APPROVED**



**Saskatoon Police Service**  
**2020/21 Capital Budget 2022 – 2024 Capital Plan**

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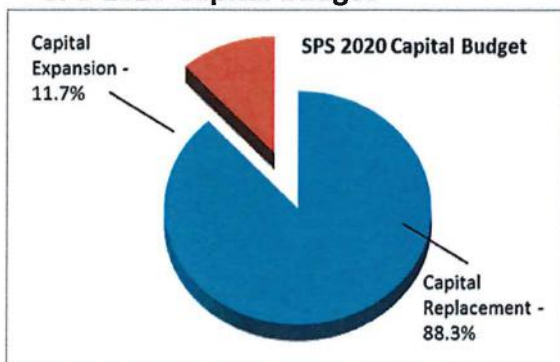
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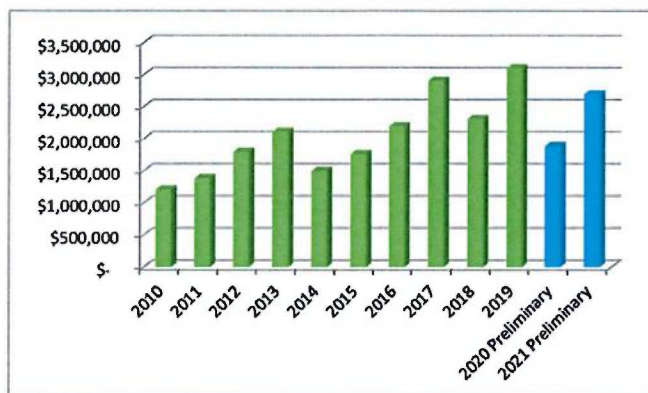
## EXECUTIVE SUMMARY

**2020 Total SPS Funded Capital Budget – 5 Projects      \$1,883,000**

### SPS 2020 Capital Budget



10 Yr Approved Capital Budget /2020/21 Prelim Budget



### 2020 Capital Budget - Expenditure Type

#### Capital Replacement

Radio	0.0%	\$ -	
Equipment	45.4%	855,000	
Technology	37.1%	698,000	
Facilities	5.8%	110,000	
	88.3%	\$1,663,000	\$1,663,000

#### Capital Expansion

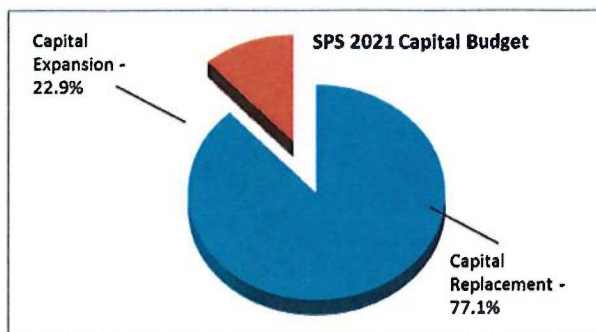
Radio	0.0%	\$ -	
Equipment	4.5%	84,000	
Technology	7.2%	136,000	
Facilities	0.0%	-	
General	0.0%	-	
	11.7%	\$ 220,000	\$ 220,000

**100%      \$1,883,000**

2020 Saskatoon Police Service (SPS) Capital Investments include five projects totaling \$1,883,000 of which \$1,663,000 is targeted to address a number of asset replacement projects including \$855,000 related to equipment replacement and \$698,000 for technology replacement.

Planned capital expansion projects for 2020 total \$220,000 including \$136,000 for technology expansion, and \$84,000 for equipment expansion.

All projects noted above are to be funded from Police Capital Reserves.

**2021 Total SPS Funded Capital Budget – 7 Projects      \$2,693,000****SPS 2021 Capital Budget****2021 Capital Budget - Expenditure Type****Capital Replacement**

Radio	5.0%	\$ 134,000	
Equipment	16.7%	451,000	
Technology	53.5%	1,441,000	
Facilities	1.9%	50,000	
	77.1%	\$2,076,000	\$2,076,000

**Capital Expansion**

Radio	0.0%	\$ -	
Equipment	2.9%	77,000	
Technology	12.7%	341,000	
Facilities	0.0%	-	
General	7.4%	199,000	
	22.9%	\$ 617,000	\$ 617,000

100%	\$2,693,000
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2021 Saskatoon Police Service (SPS) Capital Investments include seven projects totaling \$2,693,000 of which \$2,076,000 is targeted to address a number of asset replacement projects including \$1,441,000 related to technology replacement and \$451,000 for equipment replacement.

Planned capital expansion projects for 2021 total \$617,000 including \$341,000 for technology expansion, and \$199,000 for general equipment expansion.

All projects noted above are to be funded from Police Capital Reserves.



**Funding Sources**

All 2020/21 capital projects noted above are proposed to be funded from SPS Capital Reserves. The proposed total annual provision from the Operating Budget into capital reserves is \$2,462,800.

The forecasted balance in capital reserves at the end of each year is as follows:

**FORECASTED CLOSING BALANCE:**

	2020	2021
<b>Equip. &amp; Technology</b>	(354,588)	(295,088)
<b>Radio</b>	(161,848)	(27,848)
<b>General Capital</b>	191,704	68,204
<b>Renovations</b>	(94,617)	(138,417)
<b>Total Closing Balance</b>	<b>\$ (419,349)</b>	<b>\$ (393,149)</b>

Brackets show funds remaining in the reserve, lack of brackets show reserve as overspent

The General Capital Reserve will be in a negative balance, as approved by the Board and Council in 2017 related to the purchase of the SPS aircraft. The General Capital Reserve will return to a positive balance in 2022 as promised.

**Operating Budget Impact**

Listed capital projects will not affect the 2020 Operating Budget and will increase the 2021 Operating Budget by \$47,000.

**Non-SPS Funded Proposed Capital Projects**

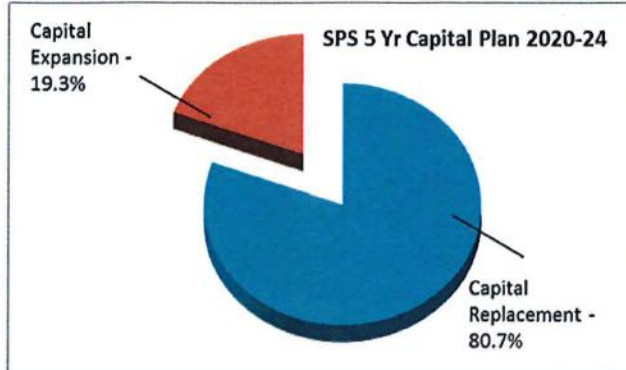
There is one proposed project in the 2020 Capital Budget which is not intended to be financed by SPS reserves. This additional capital project totals \$40,000. The difference between the SPS funded capital projects and this project is, if funding is not secured from an outside source, the project will fall off and not be completed. Please see the project below:

<b>CAPITAL PROJECTS Not funded by Reserves</b>	2020	2021
2498 CID - Lab Safety Equipment	40,000	-
	-	-
<b>Total Police Projects - Not funded by Reserves</b>	<b>40,000</b>	<b>-</b>



## 5 YEAR CAPITAL PLAN

### 1. Project Overview



#### 2020 - 2024 Capital Budget/Plan - Expenditure Type

Radio	1.8%	\$ 240,000	
Equipment	29.8%	3,907,000	
Technology	44.8%	5,883,000	
Facilities	4.3%	559,000	
	80.7%	\$10,589,000	\$ 10,589,000

Radio	0.0%	\$ -	
Equipment	1.2%	\$ 161,000	
Technology	12.7%	1,670,000	
Facilities	0.0%	-	
General	5.4%	709,000	
	19.3%	\$ 2,540,000	\$ 2,540,000

100%	\$ 13,129,000
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The most prominent trend for future capital spending relates to asset replacement. Radio, equipment, technology and facility replacement over the five year planning period of 2020 to 2024 is projected to cost \$10.6 million (80.7%) of total capital spending.

Of interest to the reader may be the Aircraft Equipment Replacement project. Project funding is listed on page 8 and it is a component of the Equipment Replacement category listed above. The aircraft, as a key tool in the operations of SPS to enhance community safety, often engenders substantial public interest. For greater clarity, the budgets each year of \$110,000 include the replacement of the engine and propeller as mandated by mechanical requirements. The \$781,000 includes the same engine and propeller replacement, plus planning for replacing the Thermal Imaging Camera, which will have reached the end of its life expectancy by that time. The propeller and engine replacements were expected expenses at the time of the airplane acquisition. The Thermal Imaging Camera would have been required regardless of the ownership versus leasing of the plane.

Future capital expansion projects total \$2.5 million (19.3%) of total capital spending. Proposed key projects include the \$1,670,000 in technology expansion, and \$709,000 related to vehicle and specialty equipment expansion.

### 2. Capital Funding

All projects in the five year capital plan are proposed to be funded from existing SPS capital reserves, except as otherwise noted.





### 3. Sufficiency of Reserves

#### Overview

The ability to adequately fund Police capital reserves is for the most part a function of comprehensive planning that forecasts future needs and the ability to match these needs with a corresponding appropriate annual provision from the Operating Budget. Over the years the SPS with the support of the Board and City Council has taken a number of steps to improve both the planning efforts and reserve funding levels highlighted within the comments that follow.

#### Reserve Status

In 2020 the total annual provision to the Police Equipment & Technology Capital Reserves will remain static. In 2021, an increase in the annual provision of \$204,000 is required. The increased funding meets Board approved policy that calls for the annual provision to capital reserves be equal to the ten year average project cash flow requirement.

#### Total Transfer to Reserves

The planned transfers from the operating budget to the capital reserves are as follows:

#### TRANSFERS TO RESERVES

	2020	2021
<b>Equip. &amp; Technology</b>	(1,938,200)	(2,250,500)
<b>Radio</b>	(109,300)	0
<b>General Capital</b>	(322,500)	(322,500)
<b>Renovations</b>	(92,800)	(93,800)
<b>Total Annual Provision</b>	(2,462,800)	(2,666,800)

The status of each reserve is summarized below. A table forecasting the sufficiency of reserves is provided later in this report on Page 9.

#### Equipment & Technology Reserve

The Equipment & Technology Reserve annual Operating Budget provisions are as proposed above. Projects requiring funding from this reserve have increased significantly over the past number of budget cycles largely due to improved efforts to identify asset replacement needs and the desire to take advantage of new technology. A number of steps have been taken in the recent past to ensure that this is properly funded

In 2020 a rebalancing of capital contributions from operating will occur with no net operating budget change resulting from capital contributions. In 2021, an increase in the capital contributions from the operating budget is planned at \$204,000. This entire increase will go to the Equipment & Technology Reserve, plus some additional rebalancing as occurred in 2020.



The balance in the reserve at the end of 2021 is projected to be \$295,088, which is an improvement over the forecast at this time last year. Deficits are projected for 2022 and 2024; however, commitment to future projects is still under review. Efforts will continue to prioritize capital projects and reallocate funding between capital categories. In the future, funding of capital reserves may take up a larger portion of the Operating Budget.

#### **Radio Reserve**

The Radio Reserve, which is used to finance projects related to portable and in-car radios and equipment, is currently funded as indicated above. This is a rebalancing to help fund capital reserves based on determined priorities and anticipated timing of requirements. The balance in the reserve at the end of 2021 is projected to be \$27,848. Future projects to the end of the five year planning period of 2024 are adequately funded based on current project estimates.

#### **General Capital Reserve**

In 2010 Council approved City Administration's proposal for the establishment of new Corporate-wide departmental capital reserves. This new initiative included a partial transfer of funds from the Reserve for Capital Project (RCE) to City departments. The purpose of the new reserve was to provide annual funding to departments for projects that would typically end up on a long list of discretionary RCE projects. The Police Service allocation was set at \$100,000 and has been used to fund vehicle fleet additions. The current funding level for this account is \$322,500 annually, which is static compared to 2019.

The balance in the Police General Capital Reserve at the end of 2021 is projected to be a deficit of \$68,204. The deficit was approved by the Board and Council related to the purchase of the SPS aircraft. The deficit is projected to return to a positive balance in the 2022 financial year, consistent with the commitment made to the Board and Council.

#### **Facilities Renovations**

The Facilities Renovations Reserve is a source of funding primarily for renovations to existing facilities. The net funding for this reserve has been rebalanced, consistent with the description for other reserves as identified above.

The balance in the Facilities Renovations category the end of 2021 is projected to be \$138,417.



#### 4. Capital Loans

The Police Service does not have any outstanding capital loans.

#### CAPITAL SUMMARY TABLE

#### 2020/21 CAPITAL BUDGET / 2022 - 2024 CAPITAL PLAN

DRAFT #3	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	
POLICE CAPITAL RESERVE	2020	2021	2022	2023	2024	2020-2024
PROJECTS	BUDGET	BUDGET	Plan	Plan	Plan	Total

##### EQUIPMENT & TECHNOLOGY

P2497 EQUIPMENT REPLACEMENT	745,000	451,000	715,000	421,000	574,000	2,906,000
P2619 AIRCRAFT EQUIPMENT REPLACEMENT	110,000		110,000		781,000	1,001,000
P2498 EQUIPMENT EXPANSION	84,000	77,000	-	-	-	161,000
P2499 TECHNOLOGY REPLACEMENT	278,000	1,161,000	1,337,000	902,000	1,253,000	4,931,000
P2487 DICTATION SYSTEM REPLACEMENT	-	-	-	252,000	-	252,000
P1389 POLICE NOTEBOOK REPLACEMENT	420,000	280,000	-	-	-	700,000
P2610 TECHNOLOGY EXPANSION	136,000	341,000	470,000	468,000	255,000	1,670,000
<b>Total Equipment &amp; Technology</b>	<b>1,773,000</b>	<b>2,310,000</b>	<b>2,632,000</b>	<b>2,043,000</b>	<b>2,863,000</b>	<b>11,621,000</b>

##### RADIO PROJECTS

P2119 RADIO	-	134,000	-	106,000	-	240,000
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##### GENERAL CAPITAL PROJECTS

P2389 GENERAL CAPITAL PROJECTS	-	199,000	170,000	170,000	170,000	709,000
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##### FACILITIES RENOVATIONS

FACILITIES RENOVATIONS						
2489 Furniture Replacement	50,000	50,000	50,000	50,000	50,000	250,000
2618 Facility Renovations	60,000	-	181,000	-	68,000	309,000
<b>Total Facility Renovations/Furniture Replacement</b>	<b>110,000</b>	<b>50,000</b>	<b>231,000</b>	<b>50,000</b>	<b>118,000</b>	<b>559,000</b>

<b>Total Police Reserve Projects</b>	<b>1,883,000</b>	<b>2,693,000</b>	<b>3,033,000</b>	<b>2,369,000</b>	<b>3,151,000</b>	<b>13,129,000</b>
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CAPITAL PROJECTS Not funded by Reserves						
2119 Radio Replacement - CTSS	-				63,000	63,000
2498 CID - Lab Safety Equipment	40,000					40,000
	-	-	-	-	-	-
<b>Total Police Projects - Not funded by Reserves</b>	<b>40,000</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>63,000</b>	<b>103,000</b>

Please note Equipment and Technology projects are summarized by broad category for reporting purposes on the prior pages



**SPS - 2021 CAPITAL RESERVE SUFFICIENCY FORECAST TABLE**

Funding or room in reserves is represented as a credit, shown with brackets  
Unbracketed numbers equal an expenditure or deficit in funding

Draft #3		Yr 1	Yr 2	Yr 3	Yr 4	Yr 5
	2019	2020	2021	2022	2023	2024
<b>OPENING BALANCE:</b>						
Equip. & Technology	177,791	(189,388)	(354,588)	(295,088)	1,412	(280,388)
Radio	(243,405)	(52,548)	(161,848)	(27,848)	(27,848)	(48)
General Capital	465,421	514,204	191,704	68,204	(396)	(396)
Renovations	(95,535)	(111,817)	(94,617)	(138,417)	(117)	(43,917)
<b>Total Opening Balance</b>	<b>304,272</b>	<b>160,451</b>	<b>(419,349)</b>	<b>(393,149)</b>	<b>(26,949)</b>	<b>(324,749)</b>
<b>ADD ANNUAL PROVISION:</b>						
Equip. & Technology	(1,826,200)	(1,938,200)	(2,250,500)	(2,335,500)	(2,324,800)	(2,344,400)
Radio	(264,100)	(109,300)	0	0	(78,200)	(78,200)
General Capital	(322,500)	(322,500)	(322,500)	(238,600)	(170,000)	(170,000)
Renovations	(50,000)	(92,800)	(93,800)	(92,700)	(93,800)	(74,200)
<b>Total Annual Provision</b>	<b>(2,462,800)</b>	<b>(2,462,800)</b>	<b>(2,666,800)</b>	<b>(2,666,800)</b>	<b>(2,666,800)</b>	<b>(2,666,800)</b>
<b>FUNDING AVAILABLE:</b>						
Equip. & Technology	(1,648,409)	(2,127,588)	(2,605,088)	(2,630,588)	(2,323,388)	(2,624,788)
Radio	(507,505)	(161,848)	(161,848)	(27,848)	(106,048)	(78,248)
General Capital	142,921	191,704	(130,796)	(170,396)	(170,396)	(170,396)
Renovations	(145,535)	(204,617)	(188,417)	(231,117)	(93,917)	(118,117)
<b>Total Funding Available</b>	<b>(2,158,528)</b>	<b>(2,302,349)</b>	<b>(3,086,149)</b>	<b>(3,059,949)</b>	<b>(2,693,749)</b>	<b>(2,991,549)</b>
<b>LESS EXPENDITURES:</b>						
Equip. & Technology	1,732,000	1,773,000	2,310,000	2,632,000	2,043,000	2,863,000
Radio	949,000	-	134,000	-	106,000	-
General Capital	372,000	-	199,000	170,000	170,000	170,000
Renovations	50,000	110,000	50,000	231,000	50,000	118,000
<b>Total Expenditures</b>	<b>3,103,000</b>	<b>1,883,000</b>	<b>2,693,000</b>	<b>3,033,000</b>	<b>2,369,000</b>	<b>3,151,000</b>
<b>PROJECT CLOSURES/ ADJUSTMENTS:</b>						
Equip. & Technology	(272,979)					
Radio	(494,043)					
General Capital	(717)					
Renovations	(16,282)					
<b>Total Adjustments</b>	<b>(784,021)</b>					
<b>FORECASTED CLOSING BALANCE:</b>						
Equip. & Technology	(189,388)	(354,588)	(295,088)	1,412	(280,388)	238,212
Radio	(52,548)	(161,848)	(27,848)	(27,848)	(48)	(78,248)
General Capital	514,204	191,704	68,204	(396)	(396)	(396)
Renovations	(111,817)	(94,617)	(138,417)	(117)	(43,917)	(117)
<b>Total Closing Balance</b>	<b>\$ 160,451</b>	<b>\$ (419,349)</b>	<b>\$ (393,149)</b>	<b>\$ (26,949)</b>	<b>\$ (324,749)</b>	<b>\$ 159,451</b>