

Ontario Tops the Provinces in Police Spending – but should we?



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Ron G. Bain
Executive Director
OACP

At the upcoming 2014 AMO Conference...the Challenge Question...

Ontario tops the provinces in police spending - but should we?

In 2011 Ontarians spent \$320 per capita on policing. That's about \$35 more than Albertans, \$56 more than British Columbians, \$24 more than Quebecers. Many public services have had to confront spiralling costs with a plan to modernise what they do. New thinking and new models have slowed previously steady growth in health care costs for example. Can police services do the same?



Presentation Purpose

- To provide a perspective from the OACP on the session statement...and, perhaps change the 'starting point' and the 'assumption'.
- Some thoughts as to why Ontario is at the top.
- The importance of the on ongoing discussions at the Future of Policing Advisory Committee (FPAC) .
- To provide an opportunity for AMO delegates to ask questions.

Ontario Tops the Provinces in Police Spending – but should we?

Why shouldn't we be?

Evolution to a highly sophisticated, resource intensive and extremely complex profession in a dynamic environment.

How can this be a surprise?

Is the real issue...the way we pay for our policing?

Why? The Story behind the costs.

Ontario has a broken and unsustainable funding model for policing.

Unlike most municipal services, policing is extremely fluid and unpredictable.

What do we want our police services to be doing?

TODAY ...

TOP AGENDA FOR POLICING

- ✓ Economics of Policing
- ✓ Cost of Policing
- ✓ Court cost drivers
- ✓ Future of Policing
- ✓ Questions around ability to sustain policing
- ✓ Need to break the cycle – perception vs. reality
- ✓ CAUTION – OVERREACTION *look to United States*
Policing has been compromised by panic slashes in budgets



Toronto Star Commentary – August 4, 2014

...’modern police services are desperately short of sufficient personnel and money to do their job properly. Police budgets are tight and getting tighter. The Canadian Charter of Rights and Freedoms makes it a lot more time-consuming for cops to process a case in 2014 – up to 10 times as long – than it was a quarter of a century ago. Every restriction imposed on police increases costs and time consumed’.

Colin Kenny, Past Chair of the Senate Committee on National Security and Defence

Crime rates are down again...really?

‘Unfortunately, this year’s report (Statistics Canada) continues to use the utterly subjective and imprecise “Crime Severity Index” and the “Most Serious Incident” methodology, whereby an incident with multiple crimes only gets reported as a single offence. This causes crimes to be under-reported, especially offences such as breaching bail, probation or other court orders. As a result, the information reported about justice-system performance is minimized’.

Scott Newark, National Post, August 12, 2014

Crime rates are down again...really?

‘As for the crime data itself, the report confirms that the volume of crime, including most violent crime, has gone down from last year and from 10 years ago. Don’t be surprised if preventive policing strategies involving community mental health and drug addiction played a role in this, which should be explored further. The same is true about targeted repeat offender strategies and legislative reforms, which may have played a role in this welcome crime reduction.

There were, however, troubling and significant increases in violent extortion and sexual crimes against children, but the data provided should be able to facilitate the creation of effective crime-reduction strategies’.

Scott Newark, National Post, August 12, 2014

Comparing costs of policing to health care

'Health care has managed to encourage new thinking and embrace new models that have dramatically slowed cost growth while improving patient care'

- Significant investment in research & prevention strategies!
- Significant investment in alternate response model
- But...are you happy with hospital & health care 'wait' times?

So where are we with research & prevention strategies in policing?

Understanding our costs

Personnel costs

Risen as the need for more officers has grown due to population growth
Leadership development due to attrition and organization demand.

Collective Agreement influences

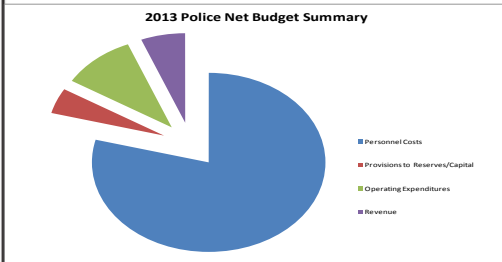
Wage settlements ~3% on average

Impacts – 3,6,9%

Introduction of specialty pay

Benefit improvements

Pension contribution



Major components to the rising costs of policing

Collective Bargaining Model

- Freely negotiated vs. arbitrated debate
 - Locally driven/local control
 - Little coordination province wide
 - Leapfrogging/Whipsawing effect
 - Sophisticated strategies by PAO/OPPA
 - Successful in making gains
 - Consumes management time and resources
 - Economy of scale/access to expertise
 - Concerns around current arbitration system

Ontario Tops the Provinces in Police Spending – so why is that?

Influences/dependencies from the last decade

- Major case management
 - Case file disclosure
 - Transcribing witness statements
 - Overwhelming amounts of paperwork
 - Increased role in counter-terrorism
 - Victim care
 - Social media used to agitate groups and drive reactions
- Judicial System
 - Case trial preparation
 - Trial times
 - Disclosure
 - Court Security costs
 - Delays
 - Costs associated with court testimony
 - Little say/control over
 - Accountability??

Ontario Tops the Provinces in Police Spending – so why is that?

Rising demands for service and outcomes

- Emergency preparedness and response
 - 911
 - Unanticipated major incidents & events
 - Pandemic response
- Emerging priorities
 - Guns and Gangs
 - Rise in threat of terrorism
 - Cybercrime investigations
 - Drug-related activities

Ontario Tops the Provinces in Police Spending – so why is that?

Police customers

- Expect police in neighbourhoods, schools, parks, business districts – police visibility
- The only 7/24 hour service available
- Demand more proactive policing
 - Traffic enforcement (roadways, waterways, air patrols)
- Majority are not hardened criminals
 - Response with softer services like crime prevention, managing homelessness, poverty, addiction support to victims, handling mental health issues
 - Cutbacks result in a backlash

Ontario Tops the Provinces in Police Spending – so why is that?

‘Recent events in our city have highlighted that the potential for violence is increasing and police resources are imperative, not only to work towards interdicting the commission of these offences, but also to quickly respond and arrest the responsible parties. And while I have never linked our resource requirements to crime trends, or patterns, this disturbing escalation has been noted for the last several years as criminal connections between London and other large urban areas, most notably the GTA, have clearly been established. We have had to reallocate resources to meet this very serious criminal threat, as well as engaging in local partnerships with the RCMP to jointly combat the gun and drug activity associated to gangs’.

Chief Brad Duncan, London Police Service, January 9, 2014

Ontario Tops the Provinces in Police Spending – so why is that?

- Trend analysis – what are the real trends
- Inflation
- Provincial and Federal legislative requirements
 - Enforcing, implementing, training
 - Bill 168, YCJA, AODA, Bill 207 (Safe Schools), ViCLAS, PowerCase, Section 21 Occupational Health and Safety, SOR, HRO management, Human Rights complaints
- Equipment, training and professional development
 - Meeting and maintaining *Adequacy Standards Regulation* requirements
 - Specialized units
 - Issue!!....militarization of the police...USA...are we?

Ontario Tops the Provinces in Police Spending – so why is that?

- Legal fees
 - Driven by OIPRD, OCPC, SIU, IPC, OHRC, HR Issues, risk mitigation
 - P.S.A. Hearings
 - Adoption of the “Rules”
 - Double the cost in the past 3 years
- R vs. Spencer
- Police Record Checks
 - Policy expansion since 1990
 - OACP LEARN Committee Guidelines
 - IPC Complaint
- OCPC proposed policy on ‘Chiefs’ complaints.

Ontario Tops the Provinces in Police Spending – so why is that?

Operating cost impacts

- Vehicle replacements/registration/license fees
- Fuel and maintenance costs have risen
- Information Technology costs
- Qualified staff



Hardware
CCTV
CAD/RMS/AFIS
Fingerprinting
Security/firewall requirements
Network storage



So why is that?...an example

- Mission critical infrastructure such as radio communications
- Peterborough Lakefield Community Police purchased a \$3.1M radio system 3 years ago. (capital budget)
- They paid \$120K for spare parts (in-year-current budget)
- \$250k for software upgrades and SLA for repair. (in-year-current budget)

source: Chief Murray Rodd July 21, 2014

Ontario Tops the Provinces in Police Spending – so why is that?

Operating cost impacts

- Management and storage of property
- Hazardous waste disposal
- Court costs – notwithstanding upload
 - Overtime
 - Court decisions
 - Disclosure preparation and associated costs
- Equipment and specialized training costs
- Mandated requalification training
- Communication costs
 - Exponential increases in cell phones/bb's/MDTs



Ontario Tops the Provinces in Police Spending – so why is that?

Impact of rising costs

Driven great debate amount city managers, elected officials and police executives on how to best pay for policing

Community safety costs cannot be sole responsibility of police; need to look at shifting and sharing the price to keep communities safe

The “Return on Investment” has given rise to questions in terms of falling crime rates and response to calls for service

Become the topic of media attention

Offender-funded justice ... fair or troubling trend?

The Policing Summit & FPAC...So why did OACP ask for this?

- We knew that there would be risk for the OACP and for the Police in Ontario



Preparation for FPAC Discussions

- Preferable outcomes
 - Change the channel on perception –its ok to have contact with police
 - What we do is critical ... how we do it more so.
 - Community Mobilization Model-how are we doing...where do police 'step off'?
- Preferable outcomes
 - Goes back to what is 'core policing'...why exist... What business should we be in?
 - Secure agreement that, generally speaking, policing is not broken ...if so, what needs to be done to move forward?
 - Building trust and confidence in your police services.

Feedback from the 2013 OACP AGM Discussion

Common theme : Traditional policing is not sustainable

If we continue to only be law enforcers (symptom response) how effective will we be? Do we not increase our value if we are part of the social service response?

Tradition, pride, ownership and sense of entitlement can no longer justify the existence of a police service. The Public demands and expects affordable, accountable police service ensuring safety

OACP position should be asking for a review of PSA; it has been 20 years since core functions were established. Need more flexibility for two-tiered policing and flexible shared-service arrangements

Need to discuss how to bridge barriers toward working together. How to jointly plan, evaluate and report on outcomes. Need to improve on collaborating together.

Must change the debate from high cost of policing **to** value and effectiveness in our communities;

Keeping our eye on the ball

Regardless of size, no police service can be effective on its own. Must partner with other organizations and community service providers to fill gaps;

Must engage in meaningful dialogue. If uncomfortable topics such as roles, responsibilities, specializations, improving economies are off the table – there will be no change;

How do we ensure that we still have the communities trust?

How do we ensure the community has faith in our ability to actually do the things we say we are going to do?

What does a police officer look like in the future?

Future of Policing Roadmap

Vision:

Professional and culturally appropriate policing that is grounded in integrated, multi-disciplinary partnerships that harness the strength of our communities and public safety partners. This comprehensive, effective and efficient approach will be rooted in strong local governance, evidence-based research and modernized educational practices that are outcomes-based, measurable and community-focused.

Mission:

Planning for effective, efficient and sustainable delivery of policing services to enhance community safety in Ontario.

Guiding Frameworks:

(A) Planned approach to community safety and well-being

(B) Measuring performance

Goal 1: Effective Governance and Oversight

Outcome: Enhanced governance through clear and sound direction and evidence-based decision making

Strategies

- Policing requirements that are outcomes-based and balance provincial direction with appropriate local governance
- Provide clear leadership and sound direction through standardization of processes and mandatory training
- Make informed decisions based on evidence
- Modernization of legislative/regulatory framework to meet current needs

Goal 2: Strategic Use of Resources

Outcome: Effective use of public safety resources including services, infrastructure and people

Strategies

- Integrate public safety services offered by police and other community safety providers, which are currently delivered independently
- Use alternative service delivery models to deliver police services more effectively and efficiently
- Maximize efficiencies in police operations

Goal 3: Shared Commitments

Outcome: Achieve common goals and address complex community safety issues through collaboration, including other human services sectors and levels of government

Strategies

- Establish partnerships and generate awareness of opportunities to collaborate for improved service delivery, including with the public
- Collaborate with partners to implement specific community safety projects
- Partner with Ontario First Nations communities and the federal government on a potential legislative basis for First Nations policing

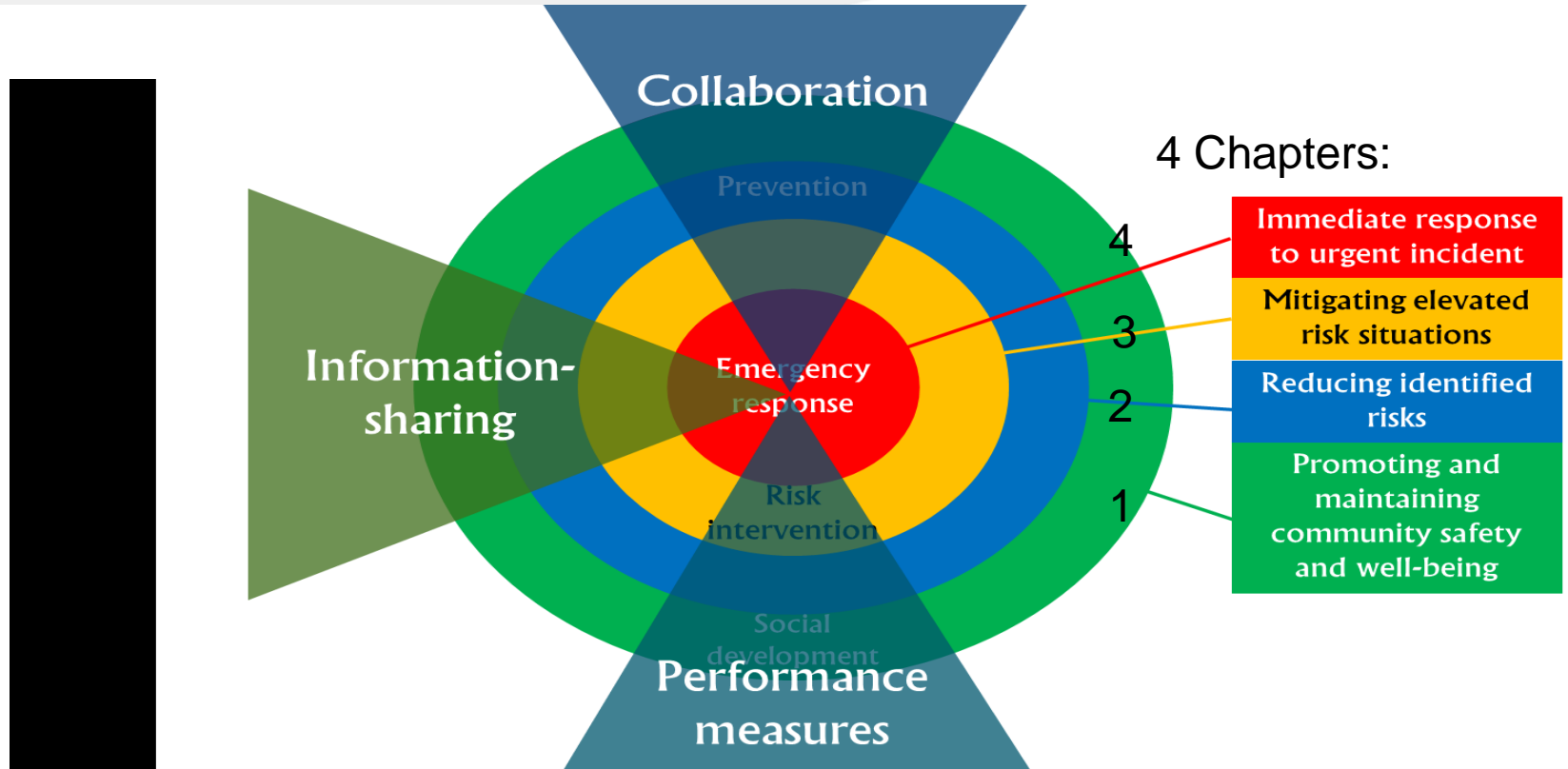
Our Challenge

Focus

- Expanded use of volunteers
- Intelligence-led crime prevention...Where is the Plan?
- Commitment to the development of dynamic neighborhood, business and broader community engagement and mobilization
- Shift community safety planning with Municipalities leading
- Reduce repeat calls for service – address root causes/focus on high risk situations
- Strong crime analysis component will result in smarter and effective police deployments



Guiding Framework A: Planned Approach to Community Safety and Well-Being



A look ahead ...

Rethinking how we do business

- Business Planning must capture what and how we do business
 - Community engagement
 - Openness to change systems and service models
 - Understand the consequences of service reductions
 - Is this a core police function; divesting that which is not

A look ahead ...

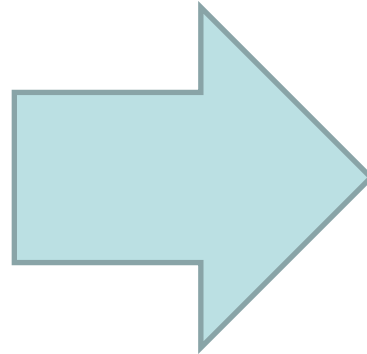
Rethinking how we do business

- Supervisory personnel must learn how to communicate with contemporary workforce
 - Shift from command and control to mentors and coaches
 - Pushing leadership down
 - “flattening” the organization
- Increase collaborative capacity internally/externally
- Working as part of a network of services
 - Police can not and should not do it all

A look ahead ... a Required cultural shift

From

Hit or miss
Uniformity
Provision
Producers
Inputs
Generalization
Talk equity
Regulation
Hazard development
Looking up



To

Universal high standards
Diversity
Choice
Customers/citizens
Outcomes
Specificity
Deliver equity
Incentives
Continuous development
Looking outward

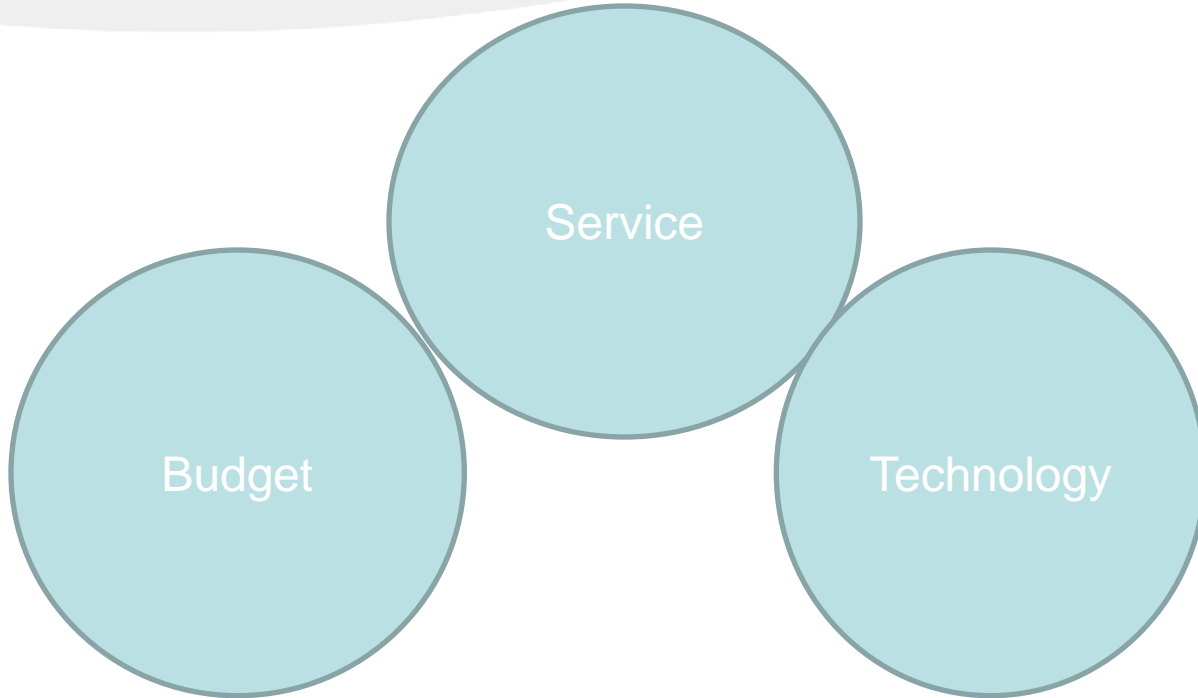
A look ahead ...

Striking a balance

- Integrate strategy, culture (internal/external) and political influences
 - Consider new police strategies
 - Review best practices
 - Develop clear and concise performance measures/metrics
 - Manage community-police crisis
 - Retain new talent
 - Communicate results
 - Perception that taxpayers are digging deep to cover the rising costs of policing – is this really true?



A look ahead ...what is your main priority?



Civilian Governance & Oversight Working Group - Mandate

MCSCS is leading the discussion to modernize and strengthen the local governance system to provide effective oversight and accountability and to facilitate strong partnerships between municipalities and their police

- Purpose of PSB's as a mechanism for local governance
- Roles and responsibilities of Boards and it's members
- Size and composition of Boards
- Options for revision of section 10 Boards
- Resourcing for PSB's and remuneration of Board members

Economics of Policing – National initiatives

On May 12, 2014, the Chair of the House of Commons Standing Committee on Public Safety and National Security, tabled the Committee's fourth report entitled [*Economics of Policing*](#) following an extensive study of policing in Canada that began in June 2012.

Recommendations include:

- examining the economics of the justice system and its effects on policing costs;
- increasing involvement of police services in interagency collaboration models such as the Prince Albert Hub;
- increasing the use of e-learning as a cost effective way of training police officers;
- considering tiered policing methods to support fully trained police officers; and
- calling for a central database of information sharing between police services regarding best practices and research.

Squeezing the police budget – so here are some possible consequences from that choice.

Most police services report that 82-85% of the current budget is salaries & benefits

So that leaves 15-18% annually we are trying to manage costs...for all the rest of policing! This is what we are really talking about.

What do you need and then want your police services to be doing?

Consistent with the Council-approved assessment growth policy, policing costs due to the growth of the expanding City should be funded from assessment growth funds.

Squeezing the police budget – so here are some possible consequences from that choice.

‘It is clear that frontline service delivery and investigative services are stretched to the point that personnel reductions in these areas are not an option. This means a review of the Community Oriented Response Unit, the Community Foot Patrol Unit, and the Community Services Unit. The human resources assigned to these areas are a result of responses to long-standing community demands and requirements. Reduction in personnel in these areas will have considerable impacts to community health and well-being. Further, a reduction in proactive areas will result in an increase to reactive frontline service delivery...We have already done what many police services are now doing in terms of realigning their resources to augment uniformed patrol staff’.

Chief Brad Duncan, London Police Service, January 9,2014

Squeezing the police budget – so here are some possible consequences from that choice.

Career Development & Recruiting – Budget cuts would negatively affect our ability to optimize relationships with the Community (Goal #2) and to continue a concentrated effort to cultivate an inclusive workforce that represents our diversity (Goal #4)

Emergency Services & Investigative Services – Reductions in Training positions would negatively affect our efforts at Succession Planning and would directly affect our ability to carry out initiative in our Traffic Management Plan.

Information & Communication Technology – Reductions would negatively affect our ability to adequately provide training to members thereby reducing our ability to leverage emerging technologies that facilitate efficiencies and enhance public safety.

Source: Chief Jeff McGuire & Deputy Chief Joe Matthews, Niagara Regional Police, July 2014.

Squeezing the police budget – so here are some possible consequences from that choice.

Business Services – Potential cuts to Wellness Programs negatively affect our ability to promote a healthy workplace and diminish our ability to reduce absenteeism.

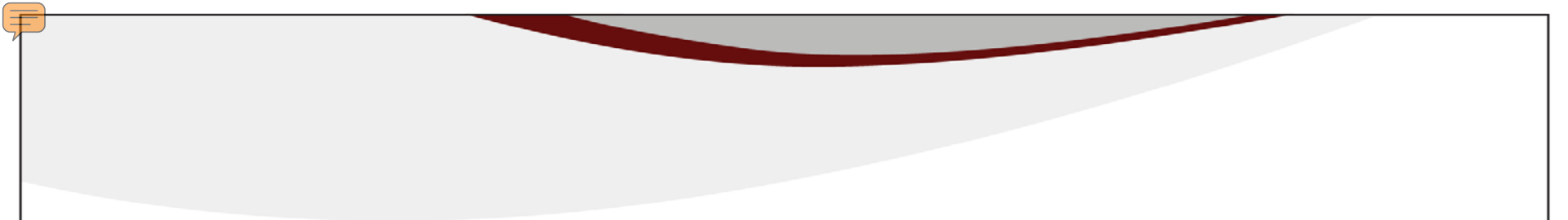
Reduction in Funding to Community Partners – Potential budget cuts that would have removed funding for vital Community partners such as, Crime Stoppers, Children's Safety Village, Child Advocacy Centre and Victim Services would have worked to reduce the ability of those arms-length organizations from providing valuable services to the public that enhance public safety.

Source: Chief Jeff McGuire & Deputy Chief Joe Matthews, Niagara Regional Police, July 2014.

Squeezing the police budget – so here are some possible consequences from that choice.

‘Our budget is based upon a clear business case detailing our deployment of resources and I urge Council to consider this in your deliberations. A reduction of operating funds could negatively impact our legislative requirement to provide adequate and effective police service delivery and will, in fact, create a deficient model of policing for the City of London’.

Source: Bradley S. Duncan, O.O.M., Chief of Police, London Police Service, January 9, 2014.



Cops & robbers. It used to be
so simple. Not these days.

Source: Colin Kenny, Past Chair of the Senate Committee on National Security and Defence, August 4, 2014.



Thank You!

Special acknowledgement for their assistance with this presentation:

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