

Municipality of West Grey

Study and Analysis of Policing Services

Council Meeting

January 19, 2023



Wherever business takes you

[MNP.ca](https://mnp.ca)

Agenda

- Introductions
- Project Background
- Project Methodology
- Service
- Governance
- Financial
- Financial – CFS Variability

Project Background

Background

- The council for the Municipality of West Grey passed a resolution on December 21, 2021, directing staff to proceed with a policing costing for the provision of policing services in the municipality.
- The request for proposals asked specifically for the analysis of service levels, cost of service, the cost of any enhancements required from the alternate services to equate to service currently provided by the WGPS, the cost associated with transitioning to an alternate policing service (severance, pension and benefits transfers, impacts to municipal services/bylaw, police facility requirements), and any other criteria necessary to effectively evaluate the cost of policing in the Municipality of West Grey.



Project Objectives

- **To examine cost projections**, including:
 - One-time startup expenses; and
 - Annual operational costs (during the initial municipal policing transition and following that initial phase).
- A comprehensive **review of the current and future costs**.
- Recommendation on **overall feasibility of potential models**.
- **Community impacts** both short and long term.
- **Service standards and service level comparison**.
- **Deployment model and staffing level comparison**.
- **Average increase per year with WGPS and the proponent's services** (outside of the initial policing transition phase).
- **Compare costings based on similar sized municipalities with similar call volumes** to determine officer-to-call ratio and related billing model impact over a 15-year span.
- Assist with the **determination of a service level statement to determine what is adequate policing service to all areas, residents, and visitors** within the municipality both currently and in the future.
- Analysis of all **advantages and disadvantages** of each option.

Project Outcomes



Gain an understanding of the current state model and the proposed policing models and respective proposals.



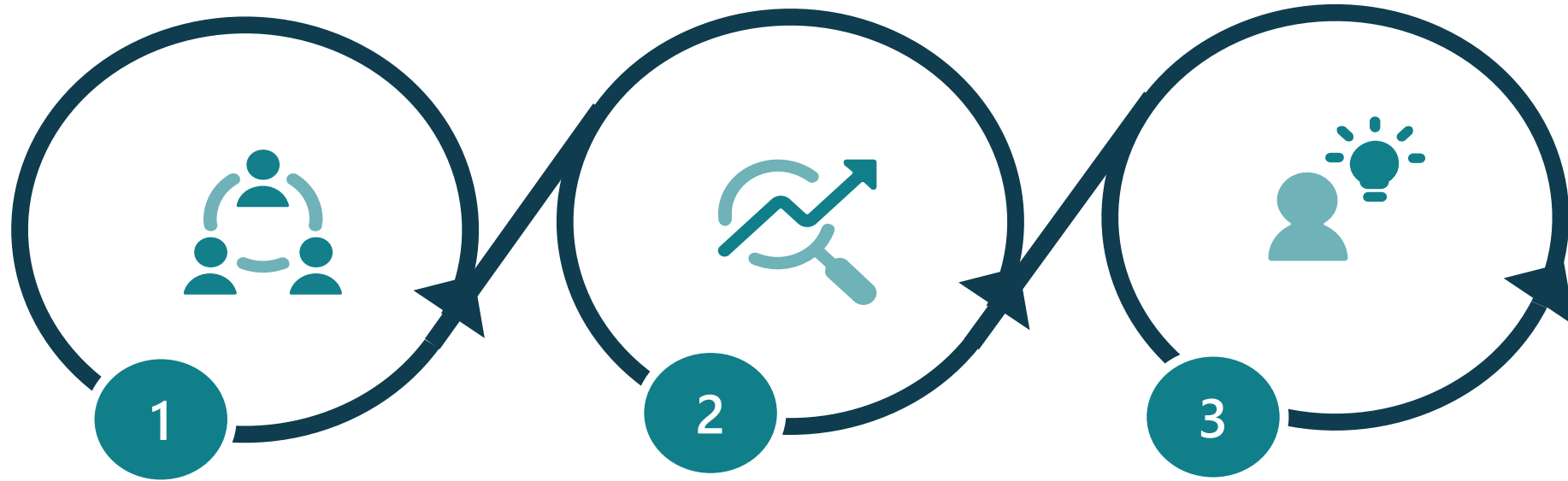
Analyze service levels, cost of service, transition costs, impacts to municipal services/bylaws etc.



Provide a report that summarizes costs, pros and cons of the proposed policing service options.

Project Methodology

Project Workplan



Project Initiation & Planning

Goal: To work closely with West Grey through an initial kick-off meeting and subsequent communications to confirm expectations and conduct a detailed validation of the project scope, objectives, resources, approach and expected outcomes.

Information and Data Gathering and Analysis

Goal: To collect salient background information and data that can assist with developing current and potential future policing and community safety trends in West Grey (population, crime data, etc.). To begin to connect with appropriate West Grey resources that can provide key details related to current and prospective future West Grey activities and operations.

Reporting

Goal: To develop a report based upon the findings and analysis from the previous phase that clearly and concisely conveys a comparison of the WGPS and the proponents' proposed services.

Evaluation Framework

Service

- Services provided
- Deployment models
- Staffing levels
- Service provision

Governance

- Level of oversight
- Flexibility
- Autonomy
- Ability to provide input

Financial

- Costs

Stakeholder Consultation

Police Services

- Chief of WGPS
- WGPS Association
- OPP
 - Grey Bruce Detachment
 - Municipal Policing Bureau

Municipality of West Grey

- CAO
- Director of Finance/Treasurer
- Fire Chief

WGPS Business Plan Stakeholders

- Neustadt Business Group
- Bluewater District School Board – Public and Separate
- Normanby Optimist Club
- Ayton's Senior's Group
- Durham Silver Threads
- West Grey Durham Lions Club
- Elmwood Chamber
- Chamber of Commerce / BIA
- Service groups: Lions, Optimist
- Schools
- Durham hospital

Public Community Consultation

Online Survey

- Open to the public

Paper Version of Survey

- Made available at libraries, municipal office, community centres.
- Responses sent to MNP anonymously

Details

- Conducted between October 27th and November 10th 2022

Other Municipalities

- Shelburne
- Orangeville
- Dryden
- Midland

Data Requests

WGPS

- Annual Reports and Business Plans 2018-2024;
- Monthly Activity Reports;
- Employment Contracts;
- Financial Statements 2018-2022 (YTD);
- Calls for Service Data 2018-2022;
- Organizational Structure and FTE numbers from 2018-2022;
- Human Resource policy and procedures;
- Annual leave balances 2018 – 2022;
- Current Collective Agreement;
- Service Contracts (PSAP and IT);
- Municipal Property Counts;
- Asset Listing; and
- Officer Daily Duty Report Template.

OPP

- OPP Contract Policing Proposal;
- Post Initial 3-year Transition Phase Billing Model;
- Calls for Service Workgroup Definitions;
- Per Property Costs for Additional Services (e.g. accommodations, cleaning, prisoner escorts);
- Estimated Court Security Costs Post Initial 3-year Transition Phase;
- Example of Quarterly Reports to Police Service Board;
- Service Levels and Standards; and
- Governance Structure.

Service

Sub-Sections

- 1) Staffing Levels
- 2) Service Standards
- 3) Services Offered
- 4) Provincially Mandated Responsibilities vs. Municipal Responsibilities
- 5) Community Policing Focus
- 6) Additional / Extra Services
- 7) Other Jurisdictional Research

Staffing

FTEs	Current WGPS Structure (FTEs)	Proposed OPP Structure FTE Contract Resources
Chief	1.00	-
Detachment Commander (Inspector)	1.00	0.17
Staff Sergeant	-	0.34
Sergeant	3.00	3.00
Constables	17.00	17.00
Part Time Officers	1.00	-
Special Constable	1.00	-
Uniform FTE*	-	2.00
Total Uniform FTE	24.00	22.51
Court Officer – Administration	-	1.00
Detachment Administration Clerk	1.00	1.00
Volunteer Auxiliary Constables	0.00	-
Total Civilian FTE	1.00	2.00
Total FTE	25.00	24.51

Service Standards – WGPS

Local Service Model with Three zones

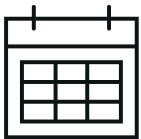


- Zone 1 - the former Bentinck Township
- Zone 2 - the former Normanby Township, Ayton, and Neustadt
 - Ayton sub-station for officers
- Zone 3 - the former Town of Durham and the former Glenelg Township



WGPS has a minimum service standard of two members on duty and in the community 24/7

- Sergeants are dispatchable so there are typically at least three officers on duty at any given time.



WGPS members work twelve-hour shifts in four (4) days on, four (4) days off cadence, with 2 nightshifts and days-shifts within each deployment



Monthly charge expectations

Service Standards – OPP



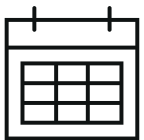
Integrated or Regional Service Model

- Officers are deployed “closest to call”



Four Platoons

- 19 constables and 3 Sergeants per shift
- 3 allowed to be on vacation leave at a time
- 15 – 15 officers on the road at any time within the region



5-4-5-5 schedule (5 days on shift, 4 days off shift, 5 days on shift and 5 days off shift). There are currently two (2) days and three (3) nights in one, three (3) days and two (2) nights in the other and then two (2) of each in the last

Service Offerings

Service	WGPS	OPP
Call Taking and Dispatch	WGPS has contract with the City of Owen Sound to provide its Primary Safety Answering Point (PSAP) and dispatch services. Calls to 911 and after-hours calls are routed to Owen Sound and dispatched from the Owen Sound call centre.	The five (5) OPP Provincial Communications Centres operate 24/7/365, answering emergency and non-emergency calls for service. Police communicators provide essential public safety answering point and dispatch services. The closest centre to West Grey is in Orillia.
Call Response	The WGPS respond to all calls within its jurisdiction	The OPP respond to all calls within its jurisdiction as well as provide specialized services and additional services that fall within its mandate as the provincial police service.
Crime Prevention and Intervention programs	The WGPS has developed several proactive crime prevention and intervention programs. For example, it works extensively with the local schools to create customized plans for schools and children. The WGPS has also developed a building check program. During the evening shift, officers check doors in the downtown urban core at some time during their shift to ensure buildings are secure.	The Grey Bruce Detachment currently operates a nine-member crime unit specifically focused on investigating and preventing crime. This unit would be increased in size should West Grey accept the OPP proposal. The OPP also operates the "Safeguard" program where Auxiliary Officers work with victims of crime on target hardening.
Traffic	Traffic generally performed by officers on patrol. RIDE (Reduce Impaired Driving Everywhere) programs are utilized every evening in random locations. WGPS has a technical traffic investigator on staff, but will bring in OPP reconstruction services as required	The OPP provide a wide array of general traffic services through patrol officers, but also provide additional services regionally through focused traffic teams

Service Offerings

Service	WGPS	OPP
Data Analytics	Provided via contract with Owen Sound Police Service. Four police services applied jointly for grant funding which employs an analyst with the Owen Sound Police Service.	The OPP maintains a dedicated team of crime analysts and there are approximately 9 Analysts in the region, with many more across the province. Grey Bruce shares an Analyst with South Bruce (located in London). Additionally, the OPP maintain a business Analyst at Regional Headquarters.
Prisoner Transportation	Charges laid in West Grey go to court in Walkerton. Pre-COVID, charged prisoners would be transported to Walkerton by WGPS officers. Post-COVID all bail courts are now done remotely at the WGPS facility. The current WGPS building only has two cells, neither of which meet current standards.	Charges laid in West Grey would continue to go to court in Walkerton.
Bylaw Enforcement	The Municipality of West Grey has one part-time (14 hours per week) bylaw officer that focuses on property standards. The WGPS respond to all other bylaw calls, noise, animal, etc., whether a charge or a municipal fine is warranted.	The OPP will attend bylaw calls and will lay charges as appropriate; however, will not administer municipal fines under municipal bylaws
Forensic Identification	The WGPS has seven (7) Scene of Crime Officers (SOCOs) that provide typical evidence collection and crime scene management. Complex and/or more serious crimes may be referred to the OPP's forensic identification unit as required.	The OPP maintains SOCO (Scenes of Crime Officers) on each platoon to obtain and process DNA, fingerprints etc. The OPP Forensic Identification Section is far more robust and housed in Mt. Forest. The unit is lead by a Sergeant with 4 members. The unit services Grey Bruce, South Bruce, Huron, Wellington, and Perth Counties.

Service Offerings

Service	WGPS	OPP
Tactical Services	The WGPS does not maintain an emergency response or tactical unit, full or part time, and relies on the OPP to provide this service as required.	The OPP operated dedicated tactical and Emergency Response Team (ERT) throughout the province. There are currently four (4) dedicated ERT team members in the Grey Bruce Region.
Serving Court Documents	The WGPS serves all court documents	
Finance	Performed by the Municipality of West Grey	OPP would provide this service for West Grey
Human Resources	Handled by the WGPS with support from Mega Health at Work (return to work etc.)	OPP would provide this service for West Grey
Information Technology		OPP would provide this service for West Grey

Community Policing - WGPS

- **Downtown Foot Patrols** – In addition to being a crime prevention, officers can interact with the community
- **West Grey Police Toy Drive** – Approximately 200 area children supported through community member and business donations
- **West Grey Fall Fair** - WGPS operates a bike rodeo where bikes can be registered. They also perform traffic control for the parade
- **Halloween Drive Through** – WGPS service provided traffic control and routing assistance for approximately 300 – 400 kids during the Halloween drive through during the pandemic
- **West Grey Homecoming** – WGPS provides traffic control for the parade as well as attends several events. Officers are dedicated to Homecoming events during that week
- **Trek for Tourette's** - a 5 km charity fun walk supporting Tourette Canada
- **Fire Truck Pull (Ayton)** - Fundraiser
- **Durham Hospital Foundation** - Fundraiser
- **Presentations** – members of the WGPS conduct several presentations with different community group on different topics of important to the community. Community groups include schools, not-for-profits and for-profit organizations

Community Policing OPP

- **Golden Helmets** – precision motorcycle riding team travelling throughout the province as goodwill ambassadors. Municipalities may request the Golden Helmets to perform at a variety of events or parades in their communities at no additional cost to the municipality
- **Law Enforcement Torch Run** – fundraising efforts from this run go towards awareness, social opportunities, and sports for Special Olympics Ontario
- **OPP Chorus** – choir made up of community volunteers which includes present and former civilian and uniform OPP members performing at various locations and community events across the country. Communities can book the choir for a variety of events via the OPP website
- **Positive Ticketing Program** – this program offered by the OPP in partnership with Mac's Convenience Stores recognizes positive behaviours from youth in different communities policed by the OPP. Members of the OPP issue coupons for a free cold beverage in the summer and hot beverage in the winter when they show positive behaviours
- **Project Safe Trade** – the OPP creates a "community safe zone" where members of the community can trade or auction their wares in the OPP parking lot
- **Community Bear Program** – OPP provides teddy bears to children who have fallen victim to difficult circumstances as a form of comfort during

Service Offering Notes

- Provincially mandated vs municipal responsibilities
 - Provincial policing responsibilities which the OPP typically provides at no cost to municipal police services will continue to be provided at no cost to the Municipality
- Municipal bylaw enforcement
 - OPP will attend animal, noise calls etc. and lay charges as appropriate; however, they will not issue nor administer municipal fines/ticketing

Stakeholder Input

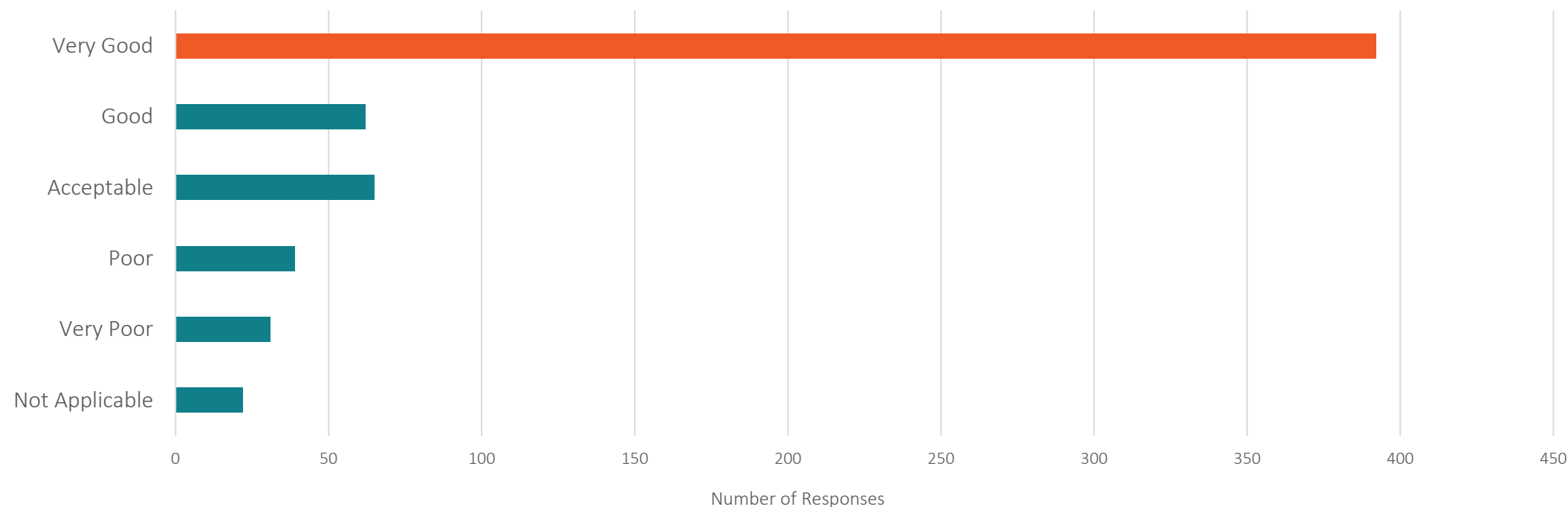
- Stakeholder input was very positive related to the service currently provided by the WGPS
- Stakeholders were less aware of the OPP municipal policing model and were more familiar with their provincial policing role
- The only negative brought forward was concerns from rural areas and/or areas distal to Durham that believe they are not served as highly as those in Durham and the immediate area

Community Survey

- 613 responses
 - 584 online
 - 29 paper
- Not randomized and not exclusion (no available margin of error)
 - 97% of respondents self-identified as West Grey Residents

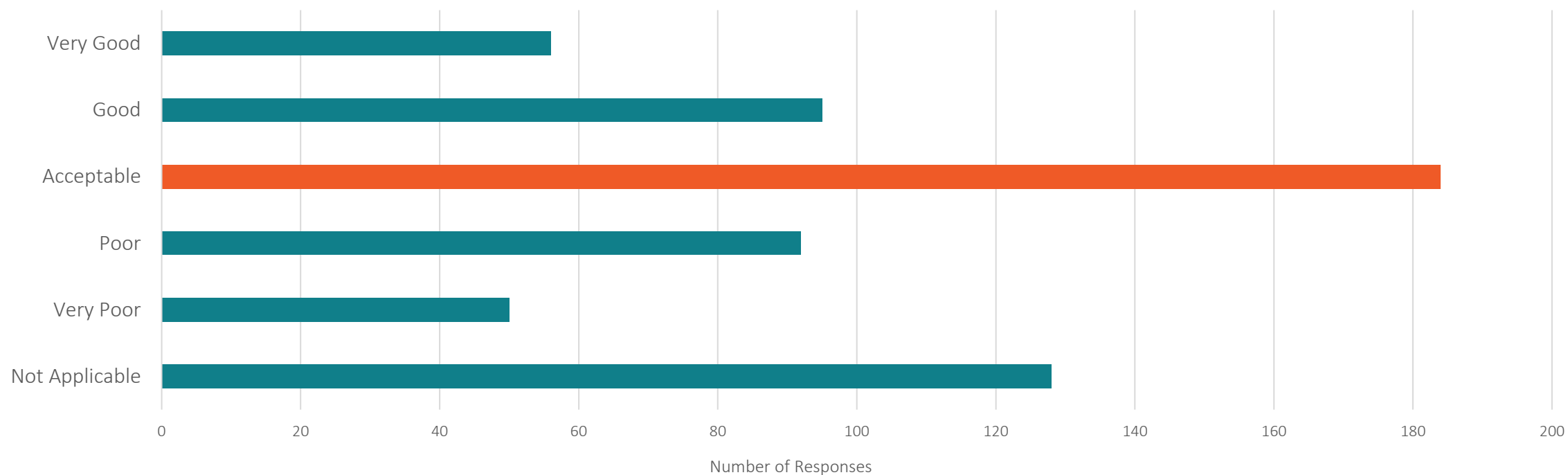
Community Survey

In your opinion, what is the quality of the policing services as provided by the WGPS?



Community Survey

In your opinion, what is the quality of the policing services as provided by the OPP?

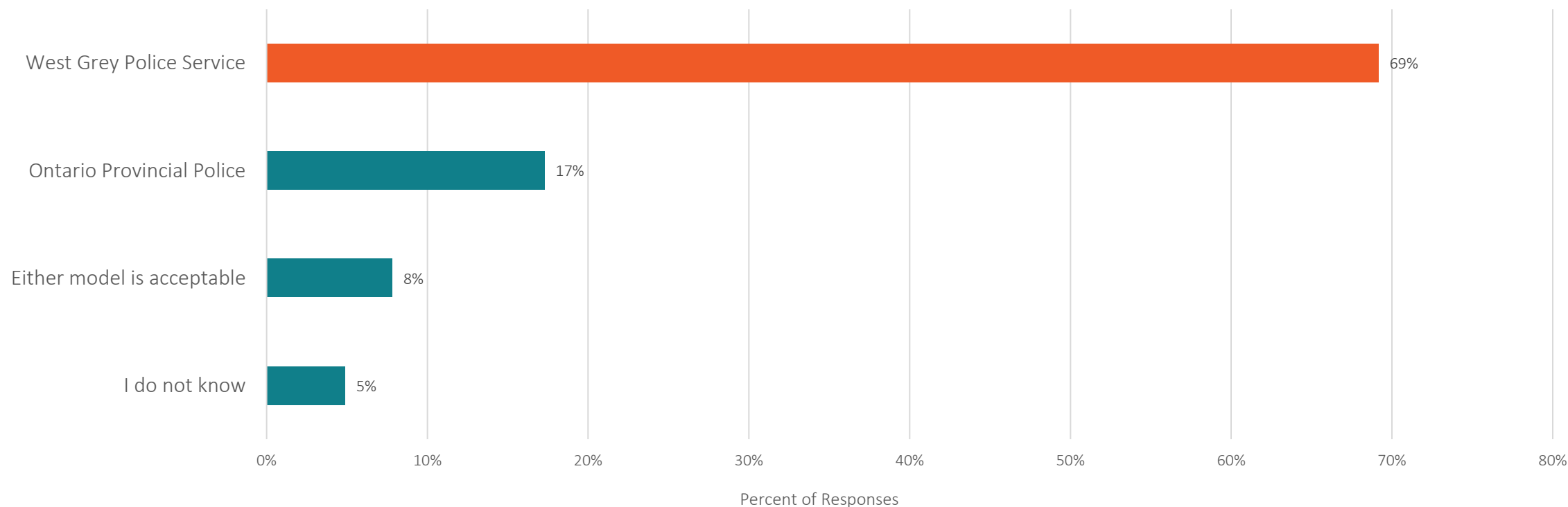


Community Survey

- 1 Service – 70%
- 2 Financial – 17%
- 3 Governance – 10%

Community Survey

Based on your understanding of the WGPS and OPP models, which model do you prefer?



Community Survey – Common Perceptions

	Common Themes on the Quality of Policing
West Grey Police Service	<ul style="list-style-type: none">• WGPS provide community-based policing, have quick response time• The WGPS are visible in my community• The officers live in the community and are part of the community• Living in a rural section of West Grey we see very little evidence of West Grey Police on patrol.
Ontario Provincial Police	<ul style="list-style-type: none">• OPP take a reactive approach to policing• OPP have longer response times• OPP struggle with staffing shortages

Community Survey

What are the elements that led you to prefer one or either model?

Reasons participants prefer the WGPS

- Familiarity with the community and its residents
- Proximity and responsiveness of the police
- Trust in and satisfaction with the current police service
- Concerns about the potential cost and lack of service with the OPP
- The belief that local police are more proactive and provide better service than the OPP
- Strong ties to the community
- Efficient response times

Reasons participants prefer the OPP

- Potential for cost savings
- Better coverage of rural areas

Other Jurisdictional Research

- Generally, the municipalities interviewed are currently pleased with the service they have received since their OPP transition
- Provide that forming a good relationship with detachment commander is important
- Overall, please with community policing levels – indicated many of the officers are local (some retained from municipal service)
- Reported that the OPP have been proactive in reducing calls for service
- Prior interviews indicated that municipalities that did not move forward with transition were concerned with the unknowns of officers within municipality geography and the perceived difficulty with going back to a municipal service in the future

Governance

Governance

Municipal Policing Model	OPP Policing Model
<ul style="list-style-type: none"> PSB will determine, after consultation with the Chief of Police, objectives, and priorities with respect to police services in the municipality 	<ul style="list-style-type: none"> Consultation will happen with the Detachment Commander or his or her designate
<ul style="list-style-type: none"> PSB will ensure the establishment of appropriate policies for the effective management of the police service 	<ul style="list-style-type: none"> PSB, after consultation with the Detachment Commander or his or her designate, will establish any local policies with respect to police services but not with respect to provincial policies of the OPP with respect to police services
<ul style="list-style-type: none"> PSB will recruit and appoint the Chief of Police and any Deputy Chief, and annually determine their remuneration and working conditions, taking their submissions into account 	<ul style="list-style-type: none"> PSB will participate in the selection of the Detachment Commander assigned to the municipality
<ul style="list-style-type: none"> PSB will direct the Chief of Police and monitor his or her performance 	<ul style="list-style-type: none"> PSB will monitor the performance of the Detachment Commander
<ul style="list-style-type: none"> PSB will establish policies respecting the disclosure by the Chief of Police of personal information about individuals 	<ul style="list-style-type: none"> No defined direct role with regards to establishing policies
<ul style="list-style-type: none"> PSB will receive regular reports from the Chief of Police on disclosures and decisions under Section 49 (secondary activities) 	<ul style="list-style-type: none"> PSB will receive regular reports from the Detachment Commander on disclosures and decisions under Section 49 (secondary activities)

Governance

Municipal Policing Model	OPP Policing Model
<ul style="list-style-type: none"> PSB will establish guidelines with respect to the indemnification of service members for legal costs under Section 50 	<ul style="list-style-type: none"> No defined role with regards to the indemnification of service members for legal costs under Section 50
<ul style="list-style-type: none"> PSB will establish guidelines for dealing with complaints made under Part V 	<ul style="list-style-type: none"> No defined role with regards to establishing guidelines for dealing with complaints made under Part V
<ul style="list-style-type: none"> PSB will review the Chief of Police's administration of the complaints system under Part V and receive regular reports from the Chief of Police on his or her administration of the complaints system 	<ul style="list-style-type: none"> PSB will review the Detachment Commander's administration of the complaints system under Part V and receive regular reports from the Detachment on his or her administration of the complaints system
<ul style="list-style-type: none"> PSB shall submit operating and capital estimates to the municipal council that will show, separately, that amounts that will be required to; maintain the police service and provide it with equipment and facilities and to pay the expenses of the PSB's operation other than the remuneration of PSB members 	<ul style="list-style-type: none"> No defined role for submitting operating and capital estimates to the municipal council
<ul style="list-style-type: none"> PSB is responsible for labour relations such as participation in collective bargaining and grievance 	<ul style="list-style-type: none"> PSB would have no say with regards to the OPP collective agreement negotiation

Other Jurisdictional Research

- Municipalities interviewed indicated they did not feel there has been large discrepancies between the level of input the municipality used to have with their municipal service and what they have now with the OPP
 - Generally please with the level of input they have been able to provide and with the degree it has been acted upon
- Some were happy to be relieved of the governance and administration of the police service
- Generally pleased with the level of reporting and communication
 - Some reports of less communication and some of better communication
- Municipalities that did not choose to accept the OPP proposal often indicated that a perceived “loss of control” was a large determining factor

Financial

Components

- 1) Switching Costs
- 2) Initial 3(+)-Year Costs
- 3) Base Service Costs
- 4) Calls for Service Costs
- 5) Additional/Extra Service Costs
- 6) Financial Projection
- 7) Year-End Reconciliation
- 8) Sensitivity Analysis
- 9) Other Jurisdictional Research

Switching Costs

- Upfront costs that occur in year “0”
- Uniform, Vehicle and Equipment
 - Mostly comprised of uniform and personal equipment as well as radio and radar
 - \$619,945
- Severance
 - Although provincial standards regarding severance pay are more modest, recent arbitration decisions in Ontario regarding police severance indicate the intricacy and complexity of the issue. Publicly available severance awards provided four weeks for sworn officers and civilians plus a \$5,000 award for retraining. Officers that were hired by the OPP received 4 weeks of pay.

	0% Transition to OPP	50% Uniform Officers, Transition to OPP	75% Uniformed Officers Transition to the OPP	100% Transition to OPP
Severance Costs	\$2,091,274	\$1,434,018	1,105,390	\$915,900

Switching Costs

- Pension Transfer
 - Recent arbitrations in Ontario related to Municipal police transfers to the OPP where arbitrators have ruled that the *"Board will pay all pension contribution costs for members employed by the OPP to ensure that the member has the same pensionable service under the Public Service Pension Plan as under the OMERS pension plan."*
- Other initial costs
 - Supplemental HR Support - \$100,000
 - Records and information management - \$25,000
 - Legal and communications - \$65,000

Financial Model

- Detachment building
 - Assumed to be the same in each model
- Transition Timing
 - OPP Cost estimate assumes January – December
 - Most transitions occur mid-year and the contract is “3+” year term before the beginning of the “Billing Model”
 - OPP operations dependent on the new facility and the timing of such is unknown
 - Therefore, the financial model assumes a January 1 start date for simplicity

WGPS Cost Projection

- Costs are projected forward using their current cost trajectory
 - Salaries 2.0%
 - Overtime is built into salaries
 - Benefits 30% of salaries
 - Operating overhead 5.5%
 - Police Board 2.0%
- CFS Billing model
 - Officers were added to maintain a rate per officer relative to the current rate
 - Officers were added as 4th class constables cost inflated to the year they are added

WGPS - Capital

Year	Automotive	Technology	Radios	Firearms / Tasers	Other Gear	Office Supplies	Total
2024	188,215	13,897	28,742	6,226	5,019	2,048	244,147
2025	45,547	14,175	29,317	6,351	5,119	2,089	102,598
2026	-	14,459	29,904	6,478	5,221	2,131	58,193
2027	-	14,748	30,502	6,607	5,326	2,173	59,356
2028	156,545	15,043	31,112	6,740	5,432	2,217	217,089
2029	-	15,344	31,734	6,874	5,541	2,261	61,754
2030	-	15,650	32,369	7,012	5,652	2,306	62,989
2031	-	15,964	33,017	7,152	5,765	2,352	64,250
2032	220,523	16,283	33,679	7,295	5,880	2,399	286,059
2033	53,366	16,608	34,353	7,441	5,998	2,447	120,213
2034	-	16,941	35,042	7,590	6,118	2,496	68,187
2035	-	17,279	35,744	7,742	6,240	2,546	69,551
2036	183,418	17,625	36,460	7,896	6,365	2,597	254,361
2037	-	17,977	37,191	8,054	6,492	2,649	72,363
2038	-	18,337	37,936	8,215	6,622	2,702	73,812

- **NOTE** - OPP Capital is included in their costing methodology

OPP Cost Projection – 3 Year Term

- Initial 3 year term
 - 1st year provided as \$4,368,104
- To inflate this cost over the next two years an “inflation” rate was calculated by inputting the same CFS volumes into CFS models
 - The resulting costs increases were determined to be from cost increases, not changes in calls for service
 - 3.55% annually
- 2nd year - \$4,553,000
- 3rd year - \$4,767,000

OPP – Base Service Cost

West Grey Property Counts						
	2018	2019	2020	2021	2022	
Base Service Cost Per Property	7,244	7,248	7,255	7,329	7,346	
% Change	-	0.06%	0.10%	1.02%	0.23%	
Annual % Change over 5-year period	0.28%					
	2018 Reconciled	2019 Reconciled	2020 Reconciled	2021 Reconciled	2022 Estimate	2023 Estimate
Base Service Cost Per Property	\$193.02	\$191.43	\$184.61	\$179.62	\$172.07	\$165.66
% Change	-	-0.82%	-3.56%	-2.70%	-4.20%	-3.73%
Average Annual % Change	-3.0%					

Therefore, the starting base service rate cost for West Grey is \$1,230,627 in 2026 (a proposed start date for the billing model assuming 2023 – 2026 is the three-year contract term) growing to \$1,269,071 in 2037.

OPP – CFS Cost

	2018	2019	2020	2021	2022
Total WGPS Calls for Service	3,398	3,769	3,761	3,874	4052
WGPS Calls included in "BASE Service"	190	251	143	179	267
OPP Billing Model Calls	3,208	3,518	3,618	3,695	3,785

OPP – CFS Costs

Calls for Service Billing Workgroups	Municipal Police Service Calls for Service Count					2023 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2023 Estimated Calls for Service Cost
	2019	2020	2020	2021	Four Year Average				
					A	B	C = A * B	D	D * Provincial Total \$
Drug Possession	5.5	7.5	5.0	2.5	5.1	7.1	36	0.0023%	\$ 4,050
Drugs	5.5	15.0	5.0	2.5	7.0	68.0	476	0.0217%	\$ 38,786
Operational	1,687	1,917	2,157	2,235	1,999.0	3.8	7,596	0.2750%	\$ 491,118
Operational 2	134	208	202	248	198.0	1.4	277	0.0136%	\$ 24,268
Other Criminal Code Violations	133	195	157	209	173.5	7.5	1,301	0.4243%	\$ 757,712
Property Crime Violations	444	444	422	333	410.8	6.4	2,629	0.1443%	\$ 257,671
Statutes & Acts	280	259	267	296	275.5	3.4	937	0.0436%	\$ 77,857
Traffic	336	364	315	283	324.5	3.7	1,201	0.1723%	\$ 307,712
Violent Criminal Code	183	116	88	86	118.3	15.8	1,868	0.1484%	\$ 265,089
Estimated Calls for Service Total	3,208	3,526	3,618	3,695	3,512		16,322	1.2455%	\$ 1,816,510
Provincial Totals	401,434	441,088	364,415	373,300	395,059		1,604,533	100.0000%	\$ 178,576,909

Remember that 3.55% Growth Rate?

	2019 Model Estimate	2020 Model Estimate	2021 Model Estimate	2022 model Estimate	2023 Model Estimate
Provincial Total Time	1,604,533	1,626,979	1,666,390	1,740,049	1,604,533
West Grey Total Weighted Time	15,836	15,868	15,764	16,057	16,461
West Grey's % of Total	0.987 %	0.975%	0.9824%	1.0008%	1.0259%
Total Municipal Cost	\$160,778,914	\$166,805,510	\$168,336,779	\$176,906,037	\$178,576,909
West Grey Cost	\$1,586,850	\$1,626,886	\$1,592,419	\$1,632,510	\$1,816,510
Annual Change (%)		2.52%	-2.12%	2.52%	11.27%
Average Annual Change	3.55%				

OPP – Overtime

	2021 Estimate	2022 Estimate	2023 Estimate
Per Property OT Rate	\$13.47	\$12.79	\$14.97
% Change (annual)	6.00%		

- Overtime in the first year of the billing model is assumed to be \$177,222 inflated from its starting point by 6% annually
- WGPS Overtime was included in salaries

OPP – Prisoner Transportation

	2021 Reconciled	2022 Reconciled	2023 Estimate
Prisoner Transport Cost per Property	\$2.02	\$1.71	\$1.17
% Change	-	-19%	-32%

- Using the Municipality of West Grey's property count of 7,367, the estimated 2023 prisoner transport costs would be approximately \$8,620. The financial model does not assume that this rate will continue to decrease but leaves it at the 2023 rate and increases the municipality's annual property count as it has in other scenarios.

Accommodations and Cleaning

- The OPP charges municipalities a portion of the cost of provincially-owned detachment facilities on a per property basis. These accommodation costs are based on the calculation of costs associated with the provincially owned detachment facilities (number of municipal officers and per officer costs) and the property counts for the municipality through a standard province-wide rate
- However, West Grey will own the policing facility and will be responsible for the total cost of its accommodation and maintenance, regardless of the policing model going forward. As such, the accommodations and cleaning costs are the same for each model in the financial model (\$35,000 inflated at 2% annually)

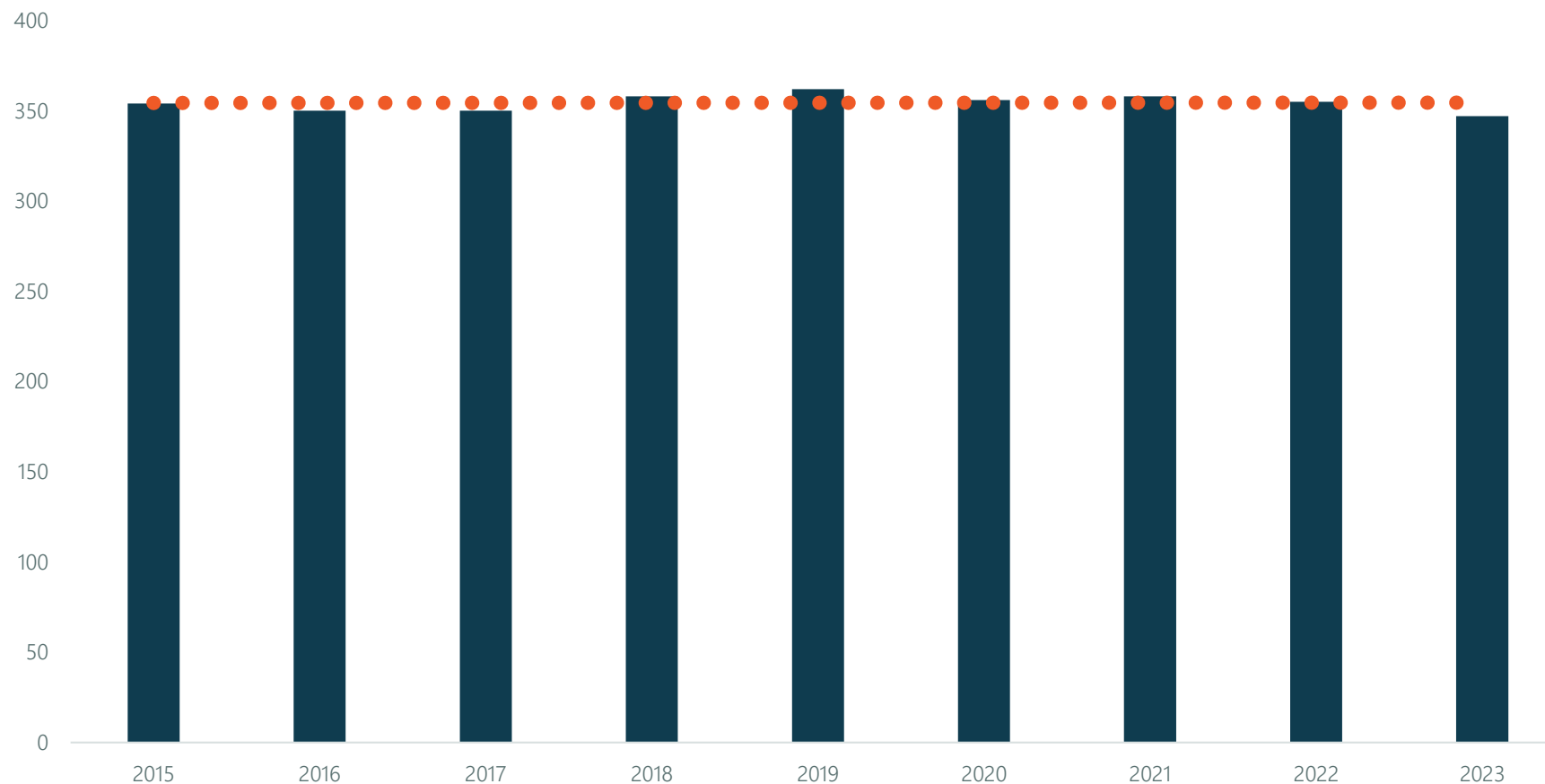
Police Services Board

- Required in each model
- Recent average of \$88,000 annually; however, one large year
- Model uses \$40,800 in each model (normalized) and inflates this cost at 2% annually

	Year	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
WGPS	Salaries and Wages		\$2,801,348	\$2,857,375	\$2,914,523	\$2,972,813	\$3,032,270	\$3,092,915	\$3,154,773	\$3,217,869	\$3,282,226	\$3,347,871	\$3,414,828	\$3,335,989	\$3,402,709	\$3,470,763	\$3,540,178
	Benefits		\$840,405	\$857,213	\$874,357	\$891,844	\$909,681	\$927,874	\$946,432	\$965,361	\$984,668	\$1,004,361	\$1,024,448	\$1,000,797	\$1,020,813	\$1,041,229	\$1,062,054
	Non-Salary Expenses		\$610,541	\$644,121	\$679,548	\$716,923	\$756,353	\$797,953	\$841,840	\$888,142	\$936,989	\$988,524	\$1,042,892	\$1,100,252	\$1,160,765	\$1,224,608	\$1,291,961
	Police service utilities & building maintenance		\$13,000	\$13,461	\$13,939	\$14,433	\$14,946	\$15,476	\$16,025	\$16,594	\$17,182	\$17,792	\$18,423	\$19,077	\$19,754	\$20,455	\$21,181
	Revenue		-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309	-\$155,309
	Police Services Board		\$40,800	\$41,616	\$42,448	\$43,297	\$44,163	\$45,046	\$45,947	\$46,866	\$47,804	\$48,760	\$49,735	\$50,730	\$51,744	\$52,779	\$53,835
	Capital and Equipment		\$244,147	\$102,598	\$58,192	\$59,356	\$217,088	\$61,754	\$62,989	\$64,250	\$286,059	\$120,214	\$68,186	\$69,551	\$254,361	\$72,364	\$73,812
	TOTAL	\$0	\$4,394,932	\$4,361,076	\$4,427,698	\$4,543,358	\$4,819,192	\$4,785,710	\$4,912,698	\$5,043,772	\$5,399,620	\$5,372,212	\$5,463,205	\$5,421,087	\$5,754,838	\$5,726,888	\$5,887,712
OPP	Estimated Annual Policing Costs (Initial 3-Year Period)	\$0	\$4,368,104	\$4,523,096	\$4,735,950	-	-	-	-	-	-	-	-	-	-	-	-
	Uniform, Equipment and Vehicle Initial Costs	\$619,944	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Other Initial Costs	\$190,000	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Severance Costs	\$1,434,018	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
	Base Service Costs	\$0	-	-	-	\$1,234,074	\$1,237,529	\$1,240,995	\$1,244,470	\$1,247,955	\$1,251,450	\$1,254,955	\$1,258,469	\$1,261,993	\$1,265,527	\$1,269,071	\$1,272,625
	Calls for Service Costs	\$0	-	-	-	\$2,006,085	\$2,056,493	\$2,108,168	\$2,161,141	\$2,215,445	\$2,271,114	\$2,328,182	\$2,386,683	\$2,446,655	\$2,508,133	\$2,571,156	\$2,635,763
	Overtime	\$0	-	-	-	\$177,222	\$188,378	\$200,236	\$212,841	\$226,239	\$240,481	\$255,620	\$271,711	\$288,815	\$306,996	\$326,321	\$367,668
	Police Service Board	\$0	\$40,800	\$41,616	\$42,448	\$43,297	\$44,163	\$45,046	\$45,947	\$46,866	\$47,804	\$48,760	\$49,735	\$50,730	\$51,744	\$52,779	\$53,835
	Prisoner Transport	\$0	-	-	-	\$8,740	\$8,765	\$8,789	\$8,814	\$8,839	\$8,863	\$8,888	\$8,913	\$8,938	\$8,963	\$8,988	\$9,013
	Accommodations and Cleaning	\$0	\$35,000	\$35,700	\$36,414	\$37,142	\$37,885	\$38,643	\$39,416	\$40,204	\$41,008	\$41,828	\$42,665	\$43,518	\$44,388	\$45,276	\$46,182
	Increased By-Law Services	\$75,000	\$200,000	\$204,000	\$208,080	\$212,242	\$216,486	\$220,816	\$225,232	\$229,737	\$234,332	\$239,019	\$243,799	\$248,675	\$253,648	\$258,721	\$263,896
	Police service utilities & building maintenance	\$0	\$13,000	\$13,461	\$13,939	\$14,433	\$14,946	\$15,476	\$16,025	\$16,594	\$17,182	\$17,792	\$18,423	\$19,077	\$19,754	\$20,455	\$21,181
	Revenue	\$0	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100	-\$25,100
	TOTAL	\$2,318,962	\$4,631,804	\$4,792,774	\$5,011,731	\$3,708,135	\$3,779,546	\$3,853,070	\$3,928,787	\$4,006,780	\$4,087,135	\$4,169,943	\$4,255,298	\$4,343,301	\$4,434,054	\$4,527,669	\$4,645,063

Financial – Other Jurisdictions

OPP Policed Municipalities – Per Property Cost (2015 – 2023)



Other Jurisdictions

Similarly Populated Municipalities

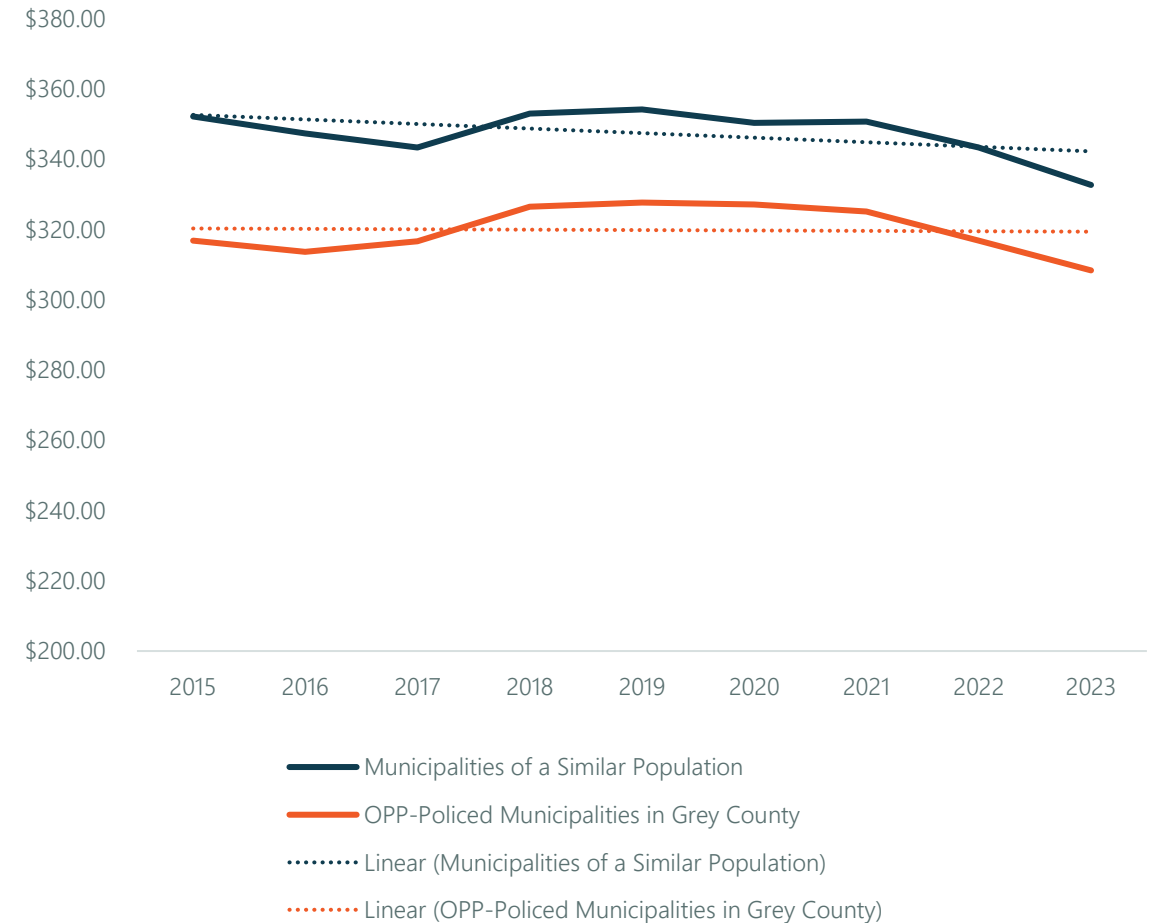
- | | | | |
|-----------------|---------------------|------------------|---------------|
| • The Nation | • West Nipissing | • Carleton Place | • Meaford |
| • Ingersoll | • Mississippi Mills | • Kincardine | • Elliot Lake |
| • Trent hills | • Clearview | • Brighton | • Norwich |
| • Thames Centre | • Severn | • Tiny | • Perth East |

Other Municipalities in Grey County

- | | | | |
|----------------------|-------------|--------------|-------------------|
| • The Blue Mountains | • Meaford | • Chatsworth | • Georgian Bluffs |
| • Grey Highlands | • Southgate | | |

Other Jurisdictions

- The average annual change in rate per property is -0.77% for similarly populated municipalities and -0.3% for OPP-policed municipalities in Grey County.



Other Jurisdictions

	2015	2016	2017	2018	2019	2020	2021	2022 Estimate	2023 Estimate
Similarly Populated Municipalities	\$352.13	\$347.33	\$343.33	\$353.00	\$354.20	\$350.40	\$350.73	\$343.33	\$332.69
Other OPP-Policed Municipalities in West Grey	\$316.83	\$313.67	\$316.67	\$326.50	\$327.67	\$327.17	\$325.17	\$316.83	\$308.33

	2018	2019	2020	2021
WGPS Cost per Property	\$463.87	\$486.78	\$483.18	\$534.77

Financial Summary

Financial Area	WGPS Policing Model	OPP Policing Model
Switching Costs	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> \$2,079,648
Initial 3-Year Costs	<ul style="list-style-type: none"> Year 1: \$4,416,932 Year 2: \$4,383,314 Year 3: \$4,450,173 <ul style="list-style-type: none"> Projection Rates: <ul style="list-style-type: none"> Salaries: 2.00% Other Expenses: 5.5% 	<ul style="list-style-type: none"> Year 1: \$4,618,804 Year 2: \$4,779,312 Year 3: \$4,997,792 <ul style="list-style-type: none"> Projection Rates: <ul style="list-style-type: none"> OPP Annual Operating 3.55% Inflation: 2% (Police Services Board)
Base Service Costs	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> \$1,234,074 (Year 4) <ul style="list-style-type: none"> Property rate growing at 0.28% annually Per property rate constant at \$165.66
Calls for Service Costs	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Year 4: \$2,006,085 <ul style="list-style-type: none"> Projection Rates: <ul style="list-style-type: none"> OPP cost increase at 3.55%
Additional/Extra Service Costs	<ul style="list-style-type: none"> N/A 	<ul style="list-style-type: none"> Overtime: \$177,222 (2017) <ul style="list-style-type: none"> Projection Rate: 6.0% Police Services Board: \$40,8000 (Year 1) <ul style="list-style-type: none"> Projection Rate: 2% Prisoner Transport: \$8,740 (Start Year 4) <ul style="list-style-type: none"> Property increases of 0.28% annually Per property rate consistent at \$1.17
Financial Projection	<ul style="list-style-type: none"> Total Cost during projection <ul style="list-style-type: none"> \$76,667,526 	<ul style="list-style-type: none"> Total Cost During Projection <ul style="list-style-type: none"> \$66,242,312 Payback Period – 6.5 years

Financial – CFS Variability

CFS Variability

- Preceding financial analysis assumes that calls for service do not change enough for WGPS to add an officer
- For the OPP model, it assumes that West Grey's calls for service remain proportionate with the rest of the Ontario municipalities policed by the OPP
- The following analysis endeavours to estimate the financial results, based on the same assumptions, if calls for service change by different rates
- OPP Cost model has this ability built in, for the WGPS an officer(s) needs to be added/decreased as CFS increase/decrease

WGPS – CFS per Officer

	2018	2019	2020	2021	2022
# of Uniform Officer FTEs	18	18	18.5	19	20
Calls for Service	3,398	3,769	3,761	3,874	4,052
Calls for Service per FTE	188	209	203	204	203
Average Calls for Service per FTE	201				

- Assumes Constables and Sergeants assigned to platoons are deployable (does not include the Chief of Police or the Inspector; however, it is acknowledged that can be deployed in emergent situations)

CFS Sensitivity Analysis

Assumed Annual Calls for Service Growth	-1%	0%	1%	2%	3%	4%	5%
Cumulative WGPS Cost (15 years)	\$76,666,000	\$77,455,000	\$78,431,000	\$82,609,000	\$87,685,000	\$92,528,000	\$94,554,000
Cumulative OPP Cost (15 years)	\$66,243,000	\$69,127,000	\$72,317,000	\$75,846,000	\$79,750,000	\$84,068,000	\$88,843,000
Difference	\$10,423,000	\$8,328,000	\$6,114,000	\$6,763,000	\$7,935,000	\$8,460,000	\$5,711,000

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Questions?



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