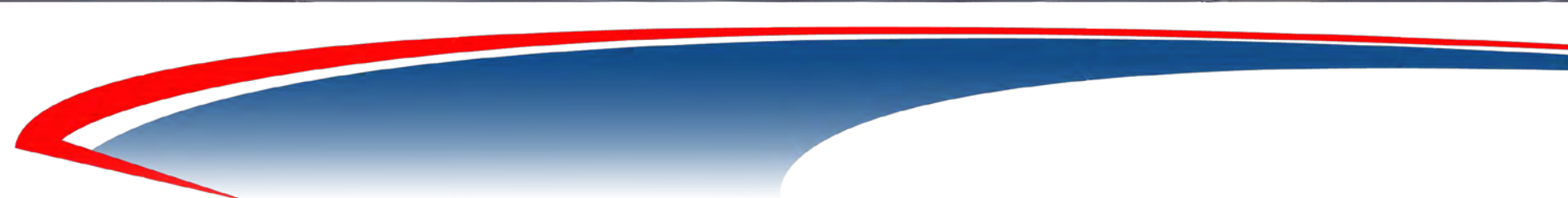


Greater Sudbury Police Services Board

Our Investment in Community Safety and Well-being

January 26, 2015

Operating Budget 2015
Capital Plan 2015-2019



Vision and Mission

VISION

Our Shared Commitment is founded in our proud traditions to provide exemplary service. As inclusive leaders we ensure community safety and well-being through collaborative partnerships, innovation and community engagement.

MISSION

Invested in Our Shared Commitment, our members are ambassadors for a team-based approach to safety, security and wellness as champions for effective and efficient risk-focused policing.



Values

Respect = Our actions demonstrate our mutual respect for the community and each other.

Inclusivity = We value the unique qualities of our members and communities by promoting an inclusive environment guided by fairness, respect, equity and dignity.

Courage = We are committed to serving with distinction and pride for justice.

Honesty = We are professional, open, fair and accountable ethically performing our duties with integrity and trust.

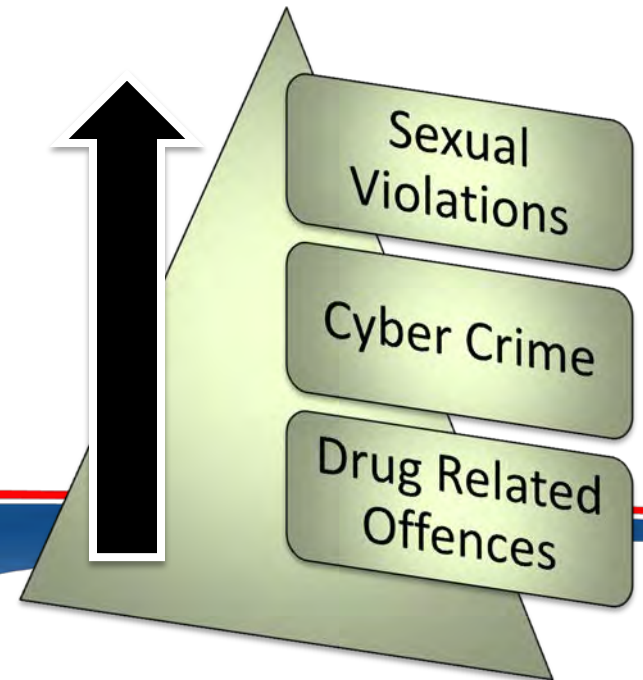


OUR MOTTO

Our Community ~ Our Commitment

Our Investment

- **Community Safety and Well-being**
 - Adequate and Effective Police Services
- **Governed by**
 - Police Services Board
 - *Police Services Act*
- **Staffing**
 - Sworn members, Civilian professional support team,
 - Auxiliary and volunteers,
 - Proposal for Community Safety Officers
- **Supported by**
 - City Council, Stakeholders, Community Groups, Citizens, Businesses



Our Investment



Challenges

Case Law and
Complex Judicial
System

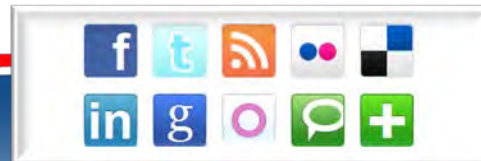
Complexity of Police
Work

Public expectation
and demands/
Just-in-time
communication



Police Visibility and
Fiscal Pressures

Legislative
Requirements



Police Governance

Police Services Board

Police Services Act

Prepare and submit operating and capital estimates to the municipal council in order to maintain the Police Service

– *Adequacy and Effectiveness Regulation*

- Crime Prevention
- Law enforcement
- Assistance to victims of crime
- Public order maintenance; and
- Emergency Response
- Administration and infrastructure



National Trends



Changing demographics

- Mental Health
- Addictions
- Missing Youth
- Aging population
- High rates of suicide



National Trends

New crime trends and patterns

Identity theft

Threats on infrastructure controlled by technology

Commercial fraud

Cyber-crime and on-line child pornography

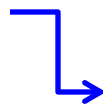
Borderless Crime



Investigative example ...

- Computer Crime

- Laptop \$429.00



- 1 terabyte hard drive space



- 120 million pieces of 2-sided paper/2 million photographs

- Investigators must search through all of it



National Trends



- Complexities of the court system
 - Policing is one part of a large and intricate justice system
 - Recording and transcribing witness statements
 - Case law decisions
 - Search warrant requirements – judicial authorization
 - Well-informed public
 - Dangerous offender releases



National Trends

- Complexities
 - Processing and maintaining evidence continuity
 - Case trial preparation
 - Disclosure
 - Officer court testimony
 - Waiting time to testify
 - Court security



Today's reality ...

On August 4, 2014, Colin Kenny, Past Chair of the Senate Committee on National Security and Defense was quoted in the Toronto Star ... *"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"*.

The logo for the Toronto Star newspaper, featuring the words "TORONTO STAR" in white serif font on a blue banner with white arrowheads at both ends.

Domestic Violence

- Complex and time consuming investigations
 - Historical – one officer (one hour investigation)
 - Today - 2 to 3 officers (typically 12 hour investigation)
 - ❑ 2,122 Domestic Dispute Occurrences in 2014
 - ✓ 21,000 hours investigative time
 - ✓ 11.7 full time equivalent police officers
 - ✓ \$1.425 million



Calls for Service

Crime trends are



Calls for service are



Calls for Service

Sudbury calls 60,000 annually

- **85% non-criminal**

- Social disorder occurrence
- Proactive work
 - » School resource officers
 - » Community service
 - » Education
 - » Problem identification and intervention



- **15% criminal**

Reactive and requires intense investigation



Pressures ...

- Fiscal pressures and increasing workloads
- Diminishing resources
- 7/24/365 hour availability
- Sustainability of existing models
- Citizen expectations
- Public accountability



Public oversight and accountability



National Research

In the face of diminishing resources. Public Safety Canada is leading national discussions about the “Economics of Policing” and provincial committees are meeting on the “Future of Policing” debating the question around the ability to sustain policing in its existing form.



What the Research and Data is saying

- The Blue Line or the Bottom Line of Police Services in Canada?: Arresting runaway costs', by Professor Christian Leuprecht
- Fraser Institute released 'Police and Crime Rates in Canada: A Comparison of Resources and Outcomes' by Livio Di Matteo
 - Greater Sudbury was found to have fewer officers per 100,000 when benchmarked against an analysis model.
 - » **6 officers short**
 - Found to be amongst the more efficient using the same comparative methodology



Research and data

Scott Newark, in the National Post August 12, 2014 is quoted *“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 the justice-system performance is minimized.*



Research and data

"Policing Canada in the 21st Century: New Policing for New Challenges" , was released by the Council of Canadian Academies, which details the complexity and global nature of policing in the modern age.

Chaired by the Honourable Stephen Goudge and a 12-member Expert Panel on the Future of Canadian Policing Models determined that safety and security cannot just rest with Canada's policing services



Research and data

The Institute for Canadian Urban Research Studies released their *Economics of Policing: Complexity and Costs in Canada, 2014* concluded:

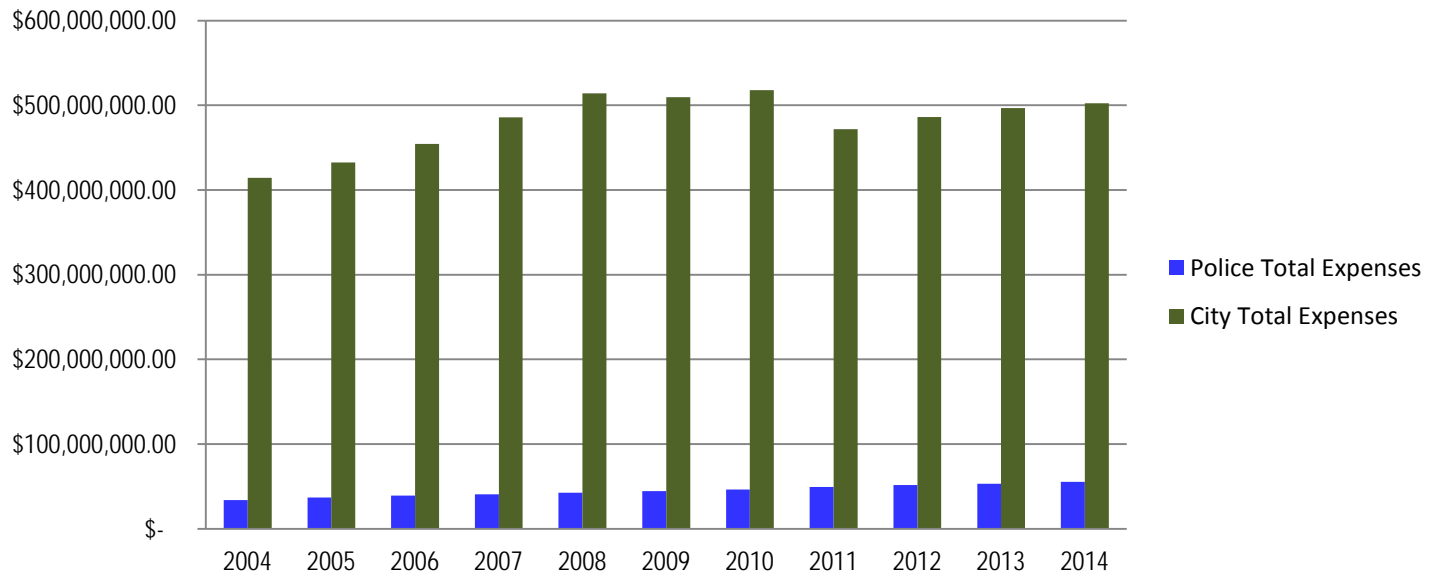
- Increases in policing costs were consistent with the rise of costs in other sectors such as health and education
- Criminal events as recorded in the Incident-Based Uniform Crime Reports represent only about 30% of calls for service by the public and cannot, by themselves, be used as an indicator of police workload
- Police have been increasingly required to expend resources dealing with matters that overlap the responsibilities of other agencies and ministries
- Proportion of municipal expenditures committed to police services has remained relatively stable for the past 30 years



Police Service % of Municipal Gross Budget

Proportionately has not changed ...

Gross Budget



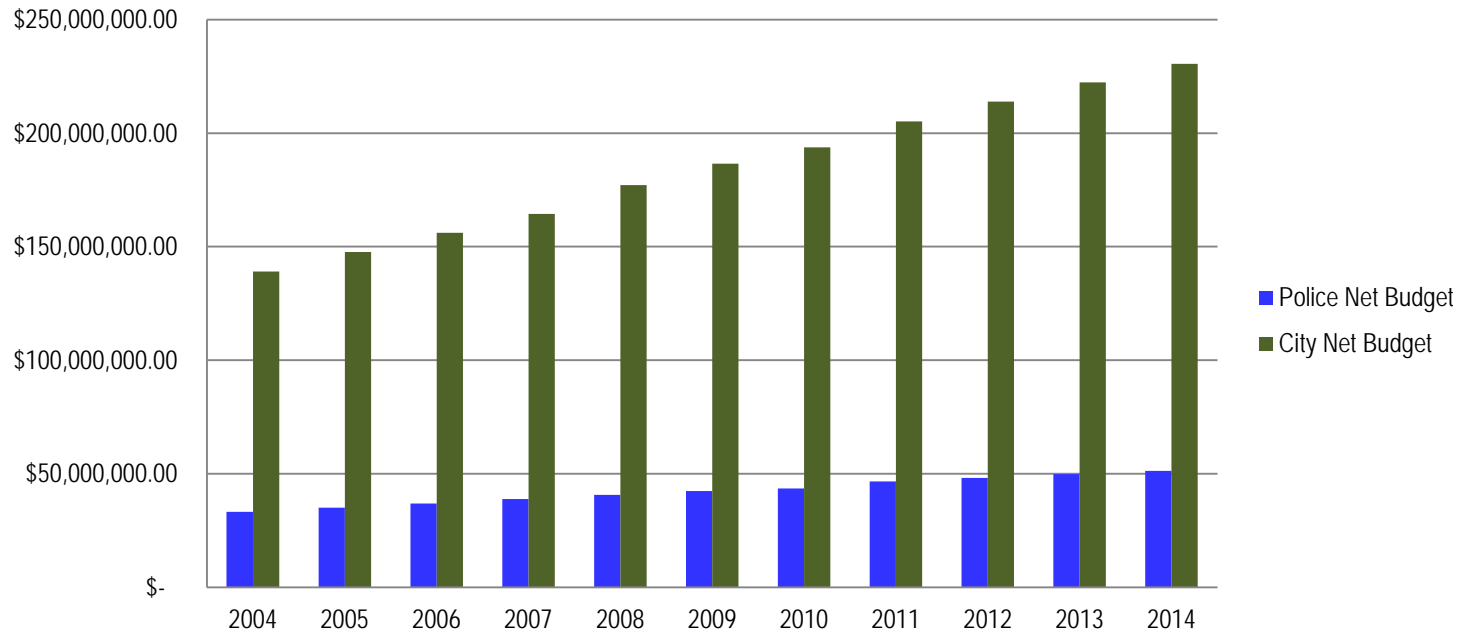
2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
8%	9%	9%	8%	8%	9%	9%	10%	11%	11%	11%



Police Service % of Municipal Net Budget

Proportionately has not changed ...

Net Budget



2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014
24%	24%	24%	24%	23%	23%	22%	23%	23%	22%	22%



Public opinion

Public opinion continues to rank

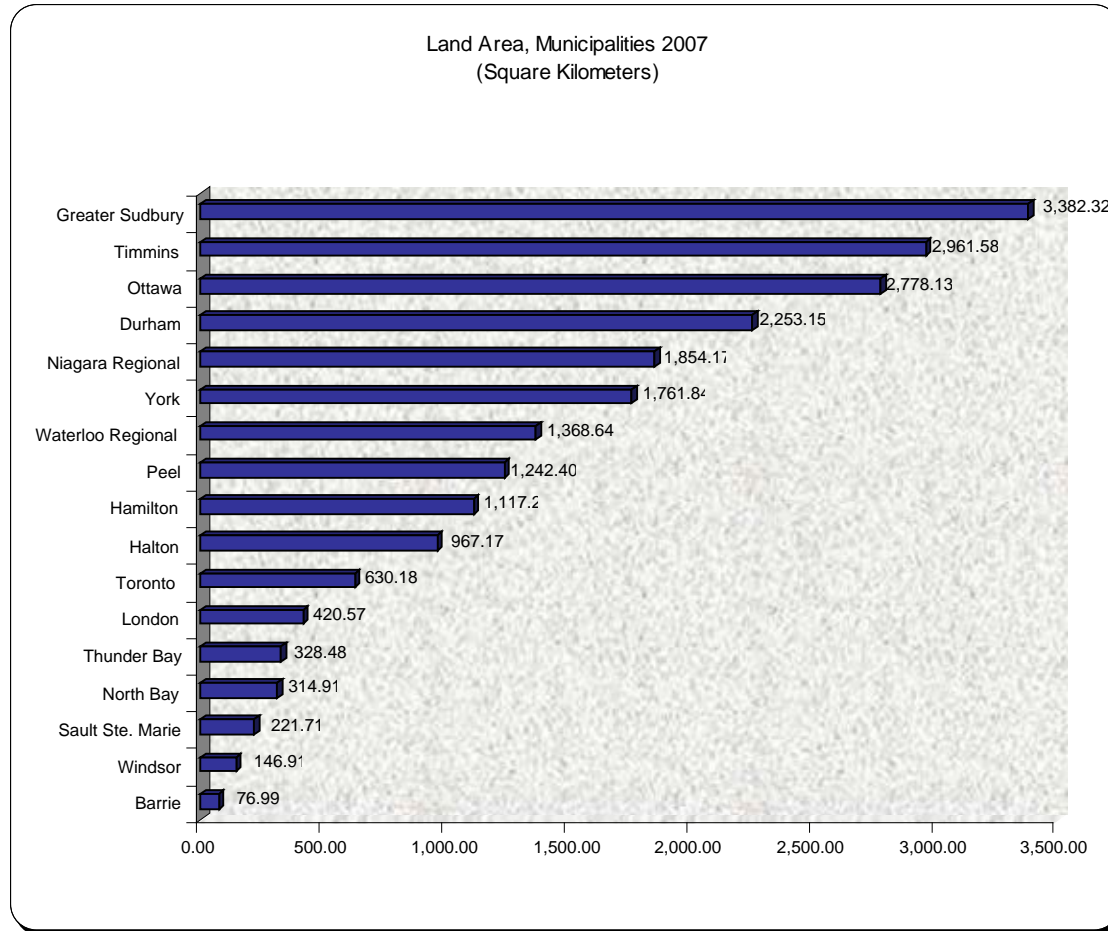
- greater police presence and visibility
- traffic enforcement and education
- more police officers on the beat
- more focus on alcohol and drug enforcement and
- more police officers overall as a priority

Citizens and community groups look to the police for solutions and leadership in response to problems

- Challenged by huge land mass to serve



Greater Sudbury Land Area



Sudbury's Landscape

Greater Sudbury vs. Southern Ontario Cities

Land Area & Population Comparison

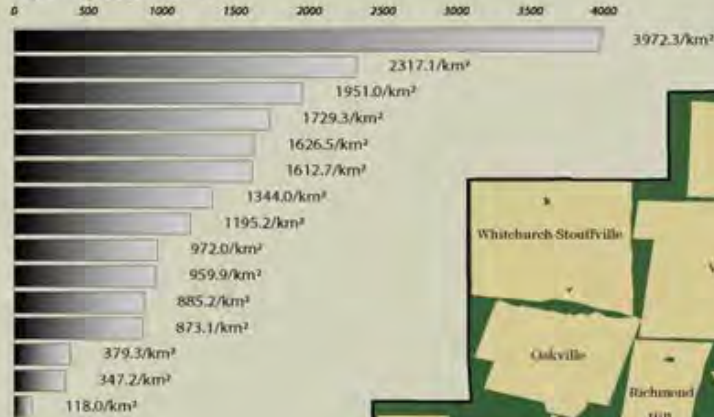
City	Land Area (km ²)	Population
Toronto	630.2	2,503,281
Mississauga	288.5	668,549
Newmarket	38.1	74,295
Orangeville	15.6	26,925
Brampton	266.7	433,806
Richmond Hill	100.9	162,704
Ajax	67.1	90,167
Oakville	138.6	165,613
Oshawa	145.7	141,590
Aurora	49.6	47,629
Burlington	185.7	164,415
Vaughan	273.6	238,866
Pickering	231.6	87,838
Grimsby	68.9	23,937
Whitchurch	206.7	24,390
Total (Total of Cities)	2,707.5	4,854,005

Greater Sudbury 3,200.6 157,857

Greater Sudbury Infrastructure

Road Lanes	3600+ km
Water System	886 km
Sanitary System	723 km
Arenas	14
Libraries	13
Lift Stations	75
Fire Stations	25
Police Stations (over 10 ha)	330
Child Daycares	107

Population Density Chart




Municipal Buildings	620
Ambulance Stations	11
Citizen Service Centres	7
Parks/Fields/Playgrounds	406

Southern Ontario Cities
 City of Greater Sudbury



0 2.5 5 10 15 km


Greater Sudbury
www.greater-sudbury.ca



Sudbury's Demographics

Uniqueness places strain on police resources

- Excessive alcohol consumption
 - 22.2% compared to 16.9% for Ontario
- Higher rates of non-prescription drug use
 - 2008 – 2012 there were 87 deaths due to drug toxicity
- Suicide rates amongst the highest in the province
 - dominate large portion of 9-1-1 Priority calls for service
- Active mental health cases
 - 981.3/100,000 compared to 527.6/100,000 for Ontario



Sudbury's Demographics



Seniors



Aboriginals



Visible minorities



Model for Service

All of this data endorses the need to examine the model of policing currently employed in most municipalities and squarely sets the stage to dramatically embody new approaches through an alternative response model that is responsive to calls for service.



OUR SHARED COMMITMENT

The Future of Policing in Sudbury



Key Impacts on Police Spending

- Police Recruitment and Attrition
- Collective Agreement Requirements
 - Salaries, benefits, retention pay, specialty pay for specialized work
- Judicial system and court time
- Legislative requirements



Key Impacts on Police Spending

- Citizen expectations - 24 hour service demands
 - Negative reaction to spending that results in program cuts
- Emergency planning and responses driven by significant events –terrorism/ public demonstrations
- Insurance premiums are rising dramatically
- Impacts of Technology and data storage requirements



Our Commitment to Safety

- Top of mind is to strike a balance between responsible spending and an overreaction to perceived overspending in police services resulting in policing being compromised by panic slashes in budgets. This can have extremely detrimental effects. In its approach to Service re-design, best practices, performance measures and a modernized approach to community safety based on “Our Shared Commitment to Community Safety and Well-being” we are committed to addressing safety and security in Sudbury.





GREATER SUDBURY POLICE SERVICE OPERATING BUDGET 2015



Budget Guidelines

- 2015 Base Budget guided by City Budget Preparation Policy
- Maintain operating cost levels wherever feasible
- Mandatory/contractual compensation adjustments
- Account adjustments
 - Careful scrutiny of past and predicted spending
 - Zero where practicable
 - Reduce where achievable



Service Priorities

- Continued evolution of Our Shared Commitment model to improve safety and quality of life
- Facilities re-alignment to ensure streamlined customer service and maximized efficiencies within the Uniform Patrol Division
- Maintain and enhance service levels
- Progressive and modernized approach to service delivery
- Evidenced based practices focused on risk and use of analytics
- Expanding partnerships and interagency collaboration
- Maximize front-line service delivery and police visibility



Service Priorities *continued*

- Ensure compliance with legislative requirements
- Reduce crime and victimization
- Investigate and increase solvency rates
- Target high risk situations and curb crime
- Integrate technology to support business practices
- **Focus on:**
 - Traffic enforcement;**
 - Child pornography and cyber crime;**
 - Drug enforcement;**
 - Identity theft;**
 - Telephone scams;**
 - Community education and crime prevention;**
 - Youth and School Support;**
 - Emergency preparedness and response;**
 - Human resource development and training**



Commitment to Continuous Improvement

Business improvements:

- Continued expansion of Citizens on Patrol
- Improved storefront access through volunteer deployment
- Alternative services – Collision Reporting Centre
- Change in shift schedule
- Use of on-line crime reporting (CopLogic)
- Crime analytics and mapping to assist with resource allocation
- Crime analytics to identify problem areas to inform intelligence led policing
- Scenes of Crime Officer Program
- Zone reconfiguration
- In-depth analysis of calls for service demands



Commitment to Continuous Improvement *continued*

- Notification of Community Crime (NOCC)
- Enhanced response to persons with mental health needs through Mobile Crisis partnership with LHIN, Health Science's North, and Canadian Mental Health Association
- Focus on young persons through the Chief's Youth Advisory Council (CYAC)
- Shift to an entirely owned fleet of vehicles as opposed to costly rental units
- 12-Month High Visibility Traffic Safety Program
- Targeted traffic enforcement
- Currently reviewing the implementation of a call triage screening program
- Creation of Joint Emergency Services Operating Group



Alternative Service Delivery Model

Community Safety Officers

“Right resources at the right time”

- Alternative responder non-sworn unarmed police officers.



Community Safety Officers (CSOs)

Cost effective option to enhance front line capacity

Support frontline sworn police operations

Provide an augmented visible presence

Enhance level of customer service provided to citizens,
businesses and visitors.

Increase uniform presence and overall visibility

Focus professional sworn police activities on the greatest risk to the safety
well-being of our communities.



Alternative Service Delivery Model

Community Safety Officers *continued*

- Civilian members equipped with skills and training
- NOT substitutes for police officers
- Enhanced foot patrol in neighborhoods to reassure the public and being accessible to citizens
- Provide crime prevention advice and neighborhood safety audits

- Civilianization in policing is by no means a new phenomenon:
 - Records management and human resources
 - Evidence and property management
 - Information technology and Fleet services
 - Victim services
 - Forensics, intelligence analyst
 - Youth referral coordinator and
 - Planning and research
 - Communications dispatch

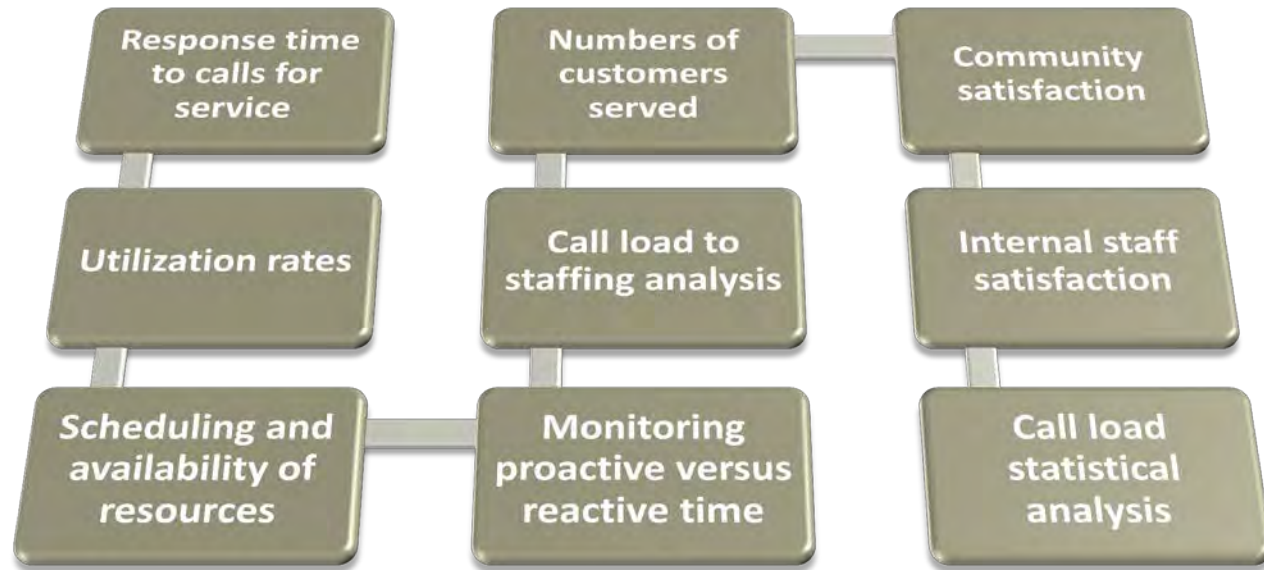


Alternative Service Delivery Model *continued*



Measuring Crime and Success of Strategies

- The Alternative Service Delivery approach using CSOs will be piloted for a three year period against an evidence based evaluation framework



Benefits

- Cost effective
- Enhances traditional police response
- Increases visibility
- Extends the resources of the police family making communities stronger through response to situations of elevated and acute risk resulting in a reduction in crime and anti-social behaviours
- Appropriate referrals to community partners across all sectors
- Enhanced education and crime prevention



BUDGET OVERVIEW

\$ 52,527,975

2.6%



2015 Police Net Budget Summary



- Personnel & Benefit Costs
- Contribution to Reserves
- Facilities
- Contract Services
- Fleet
- Materials Resources
- Information Systems
- Voice Radio
- Training
- Community Safety Unit Equipment
- Police Services Board
- Executive Services
- COPS
- Video Monitoring
- Emergency Services
- Revenues
- Alarm Program



2015 Budget Summary

By Department

Department	Amount	Percent
Personnel & Benefit Costs	\$ 44,237,808	84.1%
Contribution to Reserves	\$ 2,780,141	5.3%
Facilities	\$ 1,404,880	2.7%
Contract Services	\$ 1,156,369	2.2%
Fleet	\$ 877,665	1.7%
Materials Resources	\$ 760,171	1.4%
Information Systems	\$ 668,994	1.3%
Voice Radio	\$ 479,646	0.9%
Training	\$ 307,759	0.6%
Community Safety Unit Equipment	\$ 80,000	0.2%
Police Services Board	\$ 75,836	0.1%
Executive Services	\$ 66,832	0.1%
Citizens on Patrol (COPS)	\$ 57,620	0.1%
Video Monitoring	\$ 29,081	0.1%
Emergency Services	\$ 18,422	0.0%
Revenues	\$ (373,834)	-0.7%
Alarm Program	\$ (99,415)	-0.2%
TOTAL	\$ 52,527,975	100%



Budget Impacts

- Increases

- 8 new Community Safety Officers
- Contractual Requirements
 - Salaries, benefits, specialty pay rates, member reclassifications
 - Municipal Policing Allowance new entitlement: 15 members at 3%; 12 members at 6%; 1 member at 9%
 - Reclassifications; 17 member reclassifications
- Benefit Premium increases
- WSIB down
- Grants – salary offsets 35 officers



Grants

Name	2015 Budget Amount	Number of Officers
Ministry of Community Safety & Correctional Services <i>(Firearms, RIDE, Cyber Crime, Provincial Anti-Violence Strategy, Community Policing Partnerships CPP, Court Security Prisoner Transportation Program & Safer Community 1,000 Officer Program)</i>	\$ (3,145,249)	32
Ministry of the Attorney General <i>(Bail Safety)</i>	\$ (110,694)	1
Secondments <i>(ViCLAS, Ontario Police College)</i>	\$ (268,639)	2
Total Grant Salary Offset	\$ (3,524,582)	35



Other Budget Impacts

Operating Accounts

No increases except for insurance rates and binding agreements

Fuel is down

New facility operating costs with expanded facilities

Added tower maintenance and generator costs in support of P25 system

Contribution to Capital Envelopes and Reserve Funds 2.0%

Reallocation of vehicle rental expenses to Fleet Reserve

Revenue

Fee adjustment 3%

Court Security and Prisoner Transportation allocation



Conclusion

- The 2015 Budget balances several competing priorities ranging from citizen and community needs for safety, legislated operational requirements to ever-growing and evolving demands for service.
- The budget has been prepared within guidelines that commit resources to community safety and well-being and ensuring adequacy and effectiveness policy.
- The Greater Sudbury Police Service proudly serves our community through the efforts of officers, professional support members and volunteers whose hard work and dedication make Sudbury a safer place to live and play.
- Our Team is committed to continue to serve our community through inspired leadership and innovation driven by our Mission, Vision and RICH Values.





GREATER SUDBURY POLICE SERVICE

2015 - 2019 Capital Budget



2015 – 2019 Capital Budget

- Capital Purchases and Projects generally fall into six primary categories as follows:
 - Equipment – Fleet
 - Automation
 - Communication
 - Police Equipment and Supplies
 - Leasehold Improvements
 - Security
 - Communications Infrastructure



Capital Expenditure & Revenue

- A capital plan for the period of 2015 to 2019 has been prepared based on current and projected future capital needs.

Project Categories

Category	2015	2016	2017	2018	2019
Equipment Fleet	\$ 1,124,975	\$ 1,193,500	\$ 1,189,800	\$ 1,146,600	\$ 1,158,100
Automation	\$ 205,284	\$ 270,000	\$ 170,000	\$ 188,393	\$ 188,393
Communications	\$ 100,000	\$ 50,000	\$ 130,000	\$ 150,000	\$ 150,001
Police Equipment & Supplies	\$ 201,863	\$ 93,202	\$ 116,071	\$ 90,000	\$ 102,566
Leasehold Improvements	\$ 1,485,000	\$ 140,789	\$ 175,000	\$ 175,000	\$ 175,000
Security	\$ -	\$ 50,000	\$ 25,000	\$ 25,000	\$ 25,001
Service Assessment	\$ 100,000	\$ -	\$ -	\$ -	\$ -
Total Expenditures	\$3,217,122	\$1,797,491	\$1,805,871	\$1,774,993	\$1,799,061
Total Funding	\$3,217,122	\$1,797,491	\$1,805,871	\$1,774,993	\$1,799,061



Police Capital Envelope Categories

Equipment - Fleet

- The Service maintains a Police Equipment and Vehicle Replacement Fund to ensure adequate resources for the replacement of vehicles and equipment.
- 161 vehicles including automobiles, vans, SUV's, motorcycles, boats, snow machines, ATV's, paddy wagon, trailers, and bicycles.
- Mobile data terminals and associated hardware, radar units, the mobile command centre and mobile radios.
- A multi-year replacement cycle is established which ensures vehicles and equipment are replaced in a timely manner avoiding unnecessary delays in turnover causing additional operating costs in maintenance.



Police Capital Envelope Categories

Automation

- Crime analytics and mapping
- Records management dictation systems
- Storage area networks
- Closed circuit television monitoring
- Fingerprinting technology
- 2015 proposes a pilot project using dash mounted cameras in the cruisers with funds drawn from this area.



Police Capital Envelope Categories

Communications



- The new P25 system went live in the latter part of 2014.
- Replacements for damaged or additional portable/mobile radio equipment compatible with P25 infrastructure.
- Ensure ongoing funding is available for future replacements.
- Planning and contributions for the next replacement cycle commenced in 2014 with monies earmarked for police user gear specifically.



Police Capital Envelope Categories

Police Equipment/Supplies

- In ensuring and maintaining compliance with the *Adequacy and Effectiveness Regulation*, the Service has a number of specialty teams which require both operating and capital dollars.
- Units such as the Tactical Team, Canine Unit, and Public Order Unit have equipment needs for which capital dollars have been identified during the five-year capital planning cycle.
- Items such as Tactical Equipment, Canine, Conducted Energy Weapons and miscellaneous specialized equipment are included in this five year plan.



Police Capital Envelope Categories

Leasehold Improvements

- Police facilities Lionel E. Lalonde Centre and several storefront locations throughout the City.
- In order to ensure operational functionality of these facilities, renovations and routine upgrades are necessary.
- Currently exploring renovations at the former transit facility
 - Detailed design and drawings are currently underway and it is anticipated that renovations will be undertaken sometime in 2015.
 - Monies for this project have been earmarked and will be drawn from the Capital Financing Reserve Fund. Final costs have not yet been determined and may result in portions of the project being unfunded.



Police Capital Envelope Categories

Security

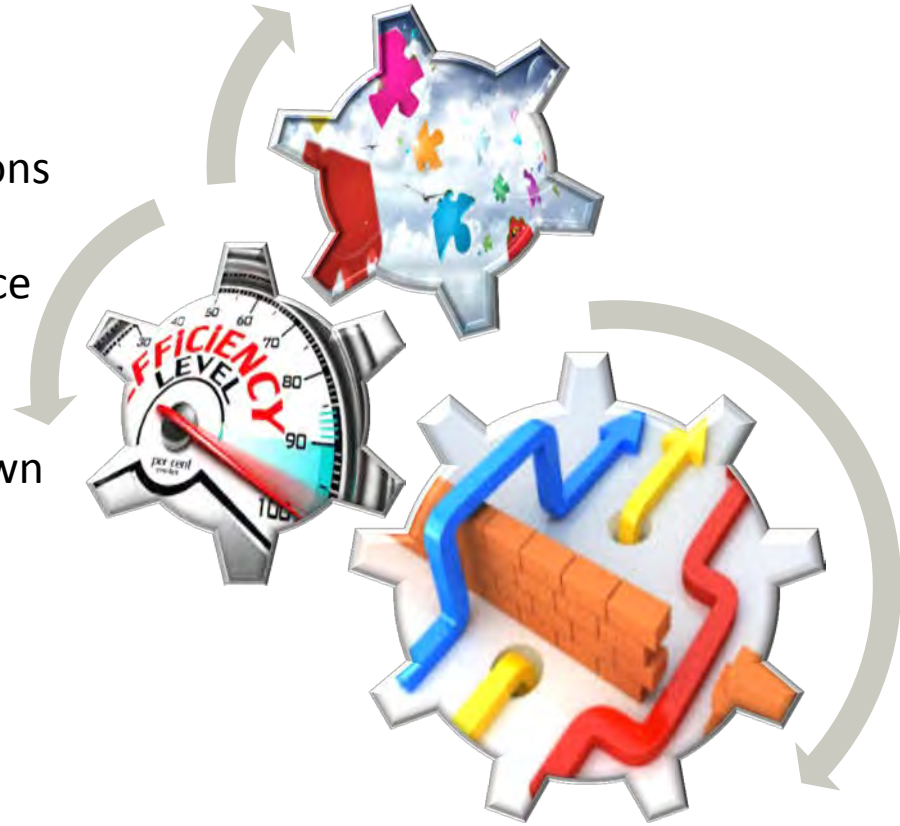
- As part of security in the Police Tower, internal and external security systems have been installed
- All external locks and access points are monitored with a security Intercon Card Access System
- Several branches require additional security within their specific unit to track access
- All Storefront locations are equipped with Intercon card access systems to provide a seamless security system for all of police facilities
- In 2015, security enhancements are proposed as part of the renovation costs



Police Capital Envelope Categories

Service Evaluation

- The Service plans to undertake a comprehensive assessment of the efficiency and effectiveness of Police Services' operations and administration with an aim to identify improvement opportunities relating to service delivery, organization, staffing and management.
- Funds have been committed and will be drawn from the Capital Financing Reserve Fund.



Capital Summary

- The proposed capital plan for the years 2015 to 2019 identifies several strategic and operational commitments. Based on known requirements at the present time, the Plan is fully funded with the exception of a shortfall in building renovations.

CAPITAL



PUBLIC SAFETY CAPITAL ENVELOPE

2015 - 2019 Budget



Public Safety Capital Envelope

- The Public Safety Capital Envelope was established a number of years ago in order to identify and capture funding requirements for projects germane the emergency services within the City, including Police, Fire, EMS and Emergency Management.
- Collaborative projects to date have included the Lionel E. Lalonde Emergency Services Centre, Mobile Command Unit and Communications Infrastructure project.
- An emerging issue for emergency services is the
New Generation 911 system which while in its early
stages of development stands to have
significant cost impacts.



Public Safety Envelope

Communications Infrastructure

- In addition to the police capital envelope contributions and funding for the communications infrastructure are captured in the Voice Radio System account.

Category	2015	2016	2017	2018	2019
Communications Infrastructure Costs	\$981,444	\$1,001,073	\$1,021,094	\$1,041,517	\$1,062,348
Project Financing	\$981,444	\$1,001,073	\$1,021,094	\$1,041,517	\$1,062,348
Contribution to Reserve Fund	\$981,444	\$1,001,073	\$1,021,094	\$1,041,517	\$1,062,348
NG911 Costs	\$100,000	\$100,000	\$100,000	\$100,000	
Unfunded NG911	\$100,000	\$100,000	\$100,000	\$100,000	



Public Safety Envelope

Communications Infrastructure

- The Communications Infrastructure project is nearly completed with final testing and sign offs now well underway with Harris Canada Systems Inc.
- The annual contributions reflected in the multi-year plan are earmarked specifically to repay the Communications Infrastructure replacement debt repayment.
- A fully funded debt financing plan was approved by Council in 2011. Annual contributions are recorded in the police operating budget Voice Radio System Cost Centre.



Public Safety Envelope

Next Generation 911

- 911 systems have been in operation since 1968 and specifically operating in Sudbury since June 1987.
- The Greater Sudbury Police Service is the Public Safety Answering Point (PSAP) centre that that processes 911 calls.
- PSAPs currently use analog equipment capable of receiving voice only messaging. Today, wireless communication devices used to transmit text information, photographs and videos are part of everyday communications.
- Current PSAPs cannot receive text messages, videos, or photos nor can they accurately pinpoint the In Call Location Update of calls made on a mobile device.



Public Safety Envelope

Next Generation 911 *continued*

- 911 is currently upgrading to the Next Generation 911 (NG911) which will transform an outdated system into an IP data based network that is faster and safer for law enforcement and the public including better access for special needs communities
- The NG911 will provide emergency responders with better information



Public Safety Envelope

Next Generation 911 *continued*

- There will be benefits from the changes associated with NG911
- There are also anticipated impacts on budget
- The cost of improving and expanding the 911 service will become a burden to police services across Ontario who serve as the PSAP and thus to the property taxpayer.



Public Safety Envelope

Next Generation 911 *continued*

- Specific details around actual costs at this time are unknown
- Funding options are being explored, although at this time, it would be prudent to earmark monies for this project
- It is proposed that \$100,000 be identified in each of the years commencing 2014 to 2018
- This was identified in the 2014 capital envelop as a priority in future years and remains unfunded.



2015 Budget Summary

OUR INVESTEMENT IN COMMUNITY SAFETY AND WELL-BEING

- Embraces a proposal to improve front-line police visibility and ultimate community service through the introduction of Community Safety Officers (CSOs)
- Sworn officers will be re-deployed to the front-line for improved proactive patrol, enforcement and risk intervention initiatives while enhancing accessibility to the public
- Realistic response to the on-going public safety risks, challenges and opportunities ensuring adequate and effective services



2015 Budget Summary

OUR INVESTEMENT IN COMMUNITY SAFETY AND WELL-BEING *continued*

- Balances several competing priorities while addressing the needs of citizens and stakeholders
- Commits to maintaining costs where possible
- Ensures sustainable policing to protect the interests of public safety in Greater Sudbury while meeting requirements of the adequacy and effectiveness regulation
- Embraces long term effectiveness and efficiency gains.

With the support of the Board and City Council we believe a more robust and responsive approach to policing will be realized.



Community Safety and Well-Being in Greater Sudbury



**THIS IS.....
OUR SHARED
COMMITMENT**

QUESTIONS

