

WPSB Special Public Meeting

To Consider the Capital and Operating Budgets



Windsor Police Headquarters, 150 Goyeau Street, 4th Floor Boardroom



Start: Wednesday, November 20, 2024 - 1:00pm

End: Wednesday, November 20, 2024 - 4:00pm

1. Agenda

1.1 Public Agenda November 20 2024.pdf

2. Call to Order

3. Declarations of Conflict & Pecuniary Interest by Members

4. Approval of Agenda

5. Delegations

6. Finance

6.1 2025 Requested Operating Budget to WPSB PUBLIC 20241110.pdf

6.1.1 2025 Requested Operating Budget - Appendix A - Budget Guidelines Letter.pdf

6.1.2 2025 Requested Operating Budget Public - Appendix B - Budget Summary.pdf

6.1.3 2025 Requested Operating Budget Public - Appendix C - Budget Detail.pdf

7. Adjournment



PUBLIC Agenda

Special Meeting: WPS BUDGET

Date: Wednesday, November 20, 2024
Time: 1:00 p.m. – 4:00 p.m.
Location: 150 Goyeau, 4th Floor, WPS Headquarters

1. Agenda
 - 1.1 Agenda
2. Call to Order
3. Declarations of Conflict & Pecuniary Interest by Members
4. Approval of Agenda
5. Delegations
6. Finance
 - 6.1 2025 Requested Operating Budget
 - 6.1.1 Operating Budget – Appendix A – Budget Guidelines
 - 6.1.2 Operating Budget – Appendix B - Budget Summary
 - 6.1.3 Operating Budget - Appendix C – Budget Detail
7. Adjournment: Date of Next Regular Meeting – **Thursday, December 12, 2024**



Date: November 10, 2024

To: Chief of Police, Jason Bellaire

From: Director of Finance, Melissa Brindley

Re: 2025 Operating and Capital Budgets – Public Report

The City of Windsor has commenced its annual budget development process. As in prior years, City Administration has been tasked to develop a budget that minimizes any increase to the current tax levy. In support of this position, City Administration has requested that the Windsor Police Service (WPS) present a 2025 operating budget for an amount no greater than the approved 2024 amount (Appendix A). In pursuit of this direction, the WPS Executive has met with the Windsor Police Service Board (WPSB) Finance Committee to conduct an in-depth review of the budget proposals. Together, the Operating and Capital Budgets have been established for consideration.

The 2025 Operating and Capital Budgets have been designed to address:

- Contractual obligations imposed by the Collective Bargaining Agreements
- Transition to the new Community Safety and Policing Act
- Major external contractual and inflationary pressures
- Implementation of strategic initiatives
- Risk mitigation

Appendix B has been composed to respond to the requests of the Corporation outlined in Appendix A. Appendix B provides an organizational overview, summarizes the 2025 Requested Operating Budget, and identifies budget highlights. This information will be presented to Council as part of the Agencies, Boards, and Committee (ABC's) budget book. The document highlights the 2025 Operating Budget request of \$111,798K which equates to a net increase of \$8,221K or 7.9% over the 2024 budget.

The main drivers of the 7.9% year over year increase in the Operating Budget includes contractual (staffing) impacts of 5.8%, corresponding benefit increases of 2.7%, and contractual obligations of 0.3%. Revenues have increased to reduce the impact of these pressures by 0.9%. The 2025 Operating Budget addresses all the above noted pressures, along with the target of net zero line-by-line changes in all other areas.

Budget Detail

2025 Operating and Capital Budgets

The line-by-line details of the 2025 WPS Operating budget, in comparison with the 2024 operating budget are included as Appendix C.

Summary

The 2025 Requested Operating and Capital budgets are the result of considerable discussion, research, and refinement on behalf of the entire membership. The Windsor Police Service Executive team has worked collaboratively with the WPSB Finance committee to reduce the requested operating budget by \$1.5M. All areas of the organization, including staffing levels were examined in pursuit of budget reductions. The WPS has established mitigating measures to control costs at all opportunities. The WPS aims to have minimal budgetary increases except for contractual salary increases. The 2025 requested operating increases are a direct result of contractual obligations, the introduction of the new Community Safety and Policing Act; major external contractual and inflationary pressures; strategic initiatives; and risk management.

Upon approval by the Board, the recommended resolutions would read as follows:

BE IT RESOLVED THAT	the Windsor Police Service Board APPROVES the 2025 Windsor Police Service requested 10 Year Capital Budget Plan/Equipment Replacement Reserve Fund #195 as presented; and
BE IT FURTHER RESOLVED THAT	the Windsor Police Service Board APPROVES the 2025 Windsor Police Service requested Operating Budget of \$111,797,703; and
AND FURTHER RESOLVED THAT	the Windsor Police Service Board AUTHORIZES the strength increase and recruitment of 1 Communications Analyst, 1 Fleet Financial Clerk, and 1 Data Entry Clerk; for the Windsor Police Service SUBJECT TO budget approval by the City of Windsor.

Submitted respectfully for consideration and approval by the Windsor Police Services Board.



Melissa Brindley B. Comm (Hons), CPA, CMA
Director of Finance

cc: D/C DeGraaf, D/C Crowley

Attachments: Appendix A - 2025 Budget Memo from City Administration
Appendix B - 2025 Budget Summary
Appendix C - 2025 Budget Detail



Office of the Chief Administrative Officer

July 29, 2024

Chief Jason Bellaire

Police Chief

Windsor Police Services
150 Goyeau St., P.O. Box 60
Windsor, ON N9A 6J5

Dear Chief Bellaire,

The Corporation of the City of Windsor has commenced its annual budget development process and is asking that The City of Windsor has commenced its annual budget development process and is asking that you provide your 2025 budget request. As in prior years, City Administration has endeavoured to develop a budget, which minimizes an increase to the current tax levy requirement. In order to assist the City of Windsor in this effort, we ask that your 2025 budget request from the City of Windsor for the next fiscal year be maintained at a level that is no greater than your approved 2024 amount. Should an increase be identified, please provide specific details as to the nature of the increase and related impact on your budget request including any cost increase mitigation measures that may be considered.

2025 Request

All external City funded Agencies, Boards and Committees are being asked to submit the following information:

A. Organizational Overview

1. Your organization's mission statement
2. A brief description of your organization (1 to 2 paragraphs)
3. Organization chart (if applicable)

B. Budget Detail & Request

1. 2023 Approved Budget (by Expenditure & Revenue Accounts)
2. 2023 Year End Variance
3. 2024 Approved Budget (by Expenditure & Revenue Accounts)
4. 2024 Projected Year End Variance
5. 2025 Budget (by Expenditure & Revenue Accounts)
6. 2025 Budget Request from the City of Windsor

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C. Budget Highlights

1. 2024 Accomplishments
2. 2025 Initiatives
3. 2025 Cost Drivers
4. 2025 Mitigating Measurers
5. Disclosure of any accumulated surplus funds (including reserves) arising from the prior or previous years.

D. Audited Financial Statements (if applicable)

1. 2024 Audited Financial Statements
2. 2024 Annual Report (if applicable)

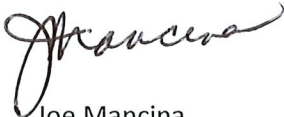
A template will be forwarded to you as in previous years to assist in completing the above requirements. Also, City of Windsor support staff within the Finance Department are available to assist you in this process. Please work with the individual listed below if you have any questions or concerns regarding your 2025 budget request.

Heather Stork
Senior Financial Budget Analyst & System Administrator
(519) 255- 6100 ext. 6314

Please forward your written submissions to Heather Stork, Senior Financial Budget Analyst & System Administrator, at hstork@citywindsor.ca by **Friday, September 6, 2024**. If your budget requires board approval, please forward your submission with your preliminary requirements and indicate when you expect to have the budget approved by your board.

Should you have any questions regarding this request, please contact Janice Guthrie, City Treasurer, at (519) 255-6100 ext. 6271 or myself at (519) 255-6100 ext. 6311.

Sincerely,



Joe Mancina,
Chief Administrative Officer

/sp

cc: Janice Guthrie, Chief Financial Officer & City Treasurer
Tony Ardovali, Deputy Treasurer – Financial Planning
Steve Vlachodimos, City Clerk
David Soave, Manager, Strategic Operating Budget Development & Control
Heather Stork, Senior Financial Budget Analyst & System Administrator



A. Organizational Overview

Mission

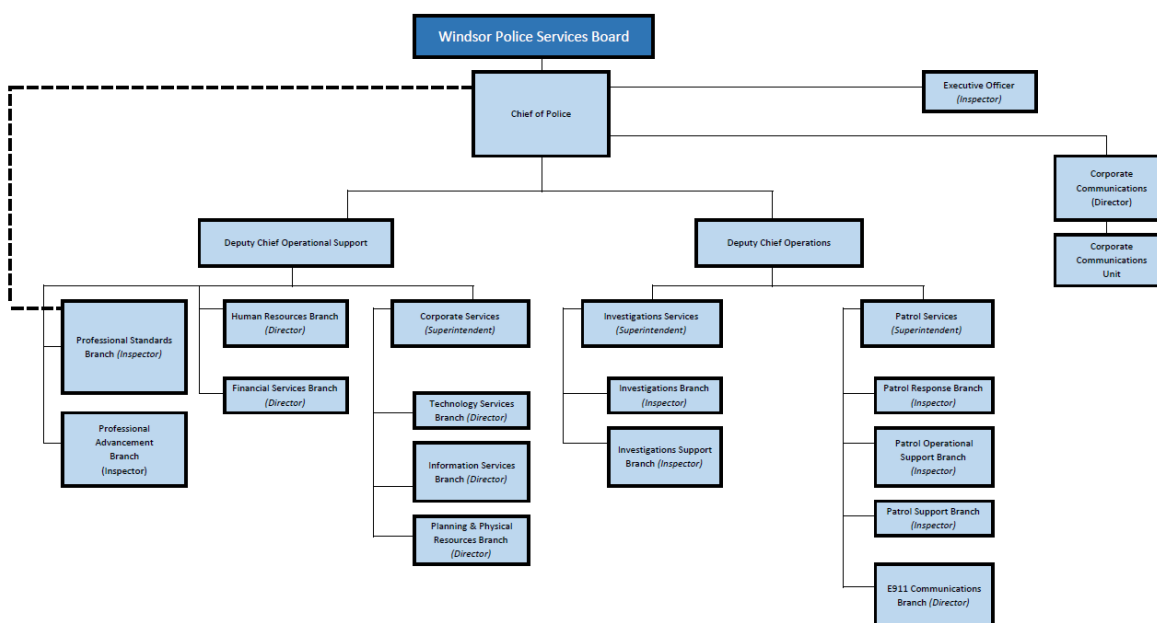
The Mission of the Windsor Police Service is to serve our community. Working together, we prevent and investigate crime and provide support to those in need. We perform our duties with professionalism, accountability, and integrity, to ensure the safety of all the members of our diverse community



Description

The Windsor Police Service provides crime prevention, law enforcement, assistance to victims of crime, public order maintenance and emergency response. We operate in accordance with principles that ensure the safety and security of all persons and property, safeguarding the fundamental rights guaranteed by the Canadian Charter of Rights and Freedoms and the Human Rights Code, representative of and in cooperation with the community we serve and with respect for victims of crime and understanding of their needs with sensitivity to the pluralistic, multiracial and multicultural character of our society.

Organization Chart



B. Budget Detail & Request

	2023 Budget	2024 Budget	2025 Budget	\$ Budget Change Over PY	% Budget Change Over PY
Revenues					
Grants & Subsidies	(7,962,011)	(8,006,343)	(8,485,369)	(479,026)	6.0%
Investment Income & Dividends	(1,800,000)	(1,800,000)	(1,800,000)	0	0.0%
Other Miscellaneous Revenue	(193,250)	(10,980)	(10,980)	0	0.0%
Recovery of Expenditures	(2,188,247)	(3,198,303)	(3,295,983)	(97,680)	3.1%
User Fees, Permits & Charges	(6,719,147)	(7,366,509)	(7,682,869)	(316,360)	4.3%
Total Revenue	(18,862,655)	(20,382,135)	(21,275,201)	(893,066)	4.4%
Expenditures					
Financial Expenses	4,750	7,250	7,250	0	0.0%
Minor Capital	1,006,668	1,109,833	1,159,833	50,000	4.5%
Operating & Maintenance Supplies	2,520,698	2,507,749	2,470,549	(37,200)	(1.5%)
Other Miscellaneous Expenditures	513,616	577,719	577,719	0	0.0%
Purchased Services	5,292,100	5,680,988	5,978,388	297,400	5.2%
Salaries & Benefits	104,150,914	109,293,913	118,097,624	8,803,711	8.1%
Transfers to Reserves & Capital Funds	3,014,960	3,414,960	3,414,960	0	0.0%
Utilities, Insurances & Taxes	1,364,427	1,366,581	1,366,581	0	0.0%
Total Expenses	117,868,133	123,958,993	133,072,904	9,113,911	7.4%
Total Net	99,005,478	103,576,858	111,797,703	8,220,845	7.9%

Year End Variance

	2023 Year End Variance	* 2024 Projected Year End Variance
Year End Variance	(\$72,756)	(\$3,500,000)

* As of 2024 3rd Quarter Operating Variance Report



City of Windsor Funding

	2023 Budget	2024 Budget	2024 Budget Request	\$ Budget Change Over PY	% Budget Change Over PY
City of Windsor Funding	\$99,005,478	\$103,576,858	\$111,797,703	\$8,220,845	7.9%

C. Budget Highlights

2024 Accomplishments

- Completed the transition to NG911
- Implemented the co-location of WFRS communications to WPS Headquarters
- Implemented the hosting of NG911 services to WFRS
- Established a Public Order Unit
- Completed the modernization of the indoor firing range
- Establishment of the Bail Compliance Unit

2025 Initiatives

- Drivers of the “Strengthen the Core” initiative
- Continued implementation of the Regional Community Safety and Well-Being Plan
- Enhanced policing strategies, including the Nurse Police Team, Crisis Response Team, and Intimate Partner Violence Team.
- Implementation of enhanced information security policies and operational/business continuity, including enhanced cyber security measures
- Increase leadership development training for emerging and executive-level leaders within the organization

2025 Budget Cost Drivers

- Collective agreement settlement
- The legislated requirements under the newly implemented Community Safety and Policing Act
- Training, equipment, and technologies
- Inflationary impacts on the purchasing of goods and services

2025 Mitigating Measures

- Overtime reduction strategies
- Maximizing grant funding opportunities
- Continuous staffing reviews and efficiency audits
- The development of partnerships and contracts with external partners



**Windsor Police Service
2025 Proposed Operating Budget
Budget Detail**

Acct #	Account Description	2024 Annual Operating Budget	2025 Proposed Operating Budget
Revenues:			
6310	Grants	(8,006,343)	(8,485,369)
6460	Sale of Goods and Services	(76,000)	(76,000)
6610	Police Certificates	(695,000)	(695,000)
6651	Fees and Recoveries - Internal	(383,108)	(464,611)
6725	Fees & Service Charges - External	(6,212,401)	(6,593,501)
6735	Recovery of Expenses - External	(2,186,303)	(2,043,803)
6740	Recovery of Salaries - Internal	(320,000)	(320,000)
6985	Casino Hosting Fee	(1,800,000)	(1,800,000)
6990	Other General Revenue	(10,980)	(10,980)
6998	Temporary Gapping	(692,000)	(785,937)
	Total Revenues	(20,382,135)	(21,275,201)
Expenses:			
Financial Expenses:			
4540	Bank Charges	7,250	7,250
	Financial Expenses	7,250	7,250
Minor Capital:			
2220	Maintenance Parts & Materials	29,300	29,300
2520	Vehicle Repairs	325,369	325,369
5110	Machinery & Equipment - TCA	496,024	496,024
5111	Machinery & Equipment - Non TCA	174,140	224,140
5130	Furniture & Furnishings	30,000	30,000
5410	Construction Contracts - TCA	55,000	55,000
	Minor Capital	1,109,833	1,159,833
Operating & Maintenance Supplies:			
2010	Office Supplies	93,263	93,263
2060	Computer Supplies	189,405	219,405
2115	Motor Fuels	972,476	905,276
2170	Operating & Other Supplies	65,469	65,469
2175	First Aid Safety Supplies	13,125	13,125
2180	Program Supplies	54,377	54,377
2255	Outside Vehicle Parts	250,000	250,000
2310	Food & Confections	6,000	6,000
2970	Building Maintenance	826,829	826,829
3165	Inventory Variance	3,000	3,000
3176	Facility Operations - Labour	33,805	33,805
	Operating & Maintenance Supplies	2,507,749	2,470,549
Other Miscellaneous Expenditures:			
4020	Membership Fees and Dues	70,197	70,197
4050	Training Courses	492,395	492,395
4295	Public Relations	15,127	15,127
	Other Miscellaneous Expenditures	577,719	577,719
Purchased Services:			
2020	Postage and Courier	28,312	28,312
2070	Imaging & Print External	28,525	28,525
2085	Publications & Manuals	30,602	30,602
2609	Mileage	6,700	6,700



**Windsor Police Service
2025 Proposed Operating Budget
Budget Detail**

Acct #	Account Description	2024 Annual Operating Budget	2025 Proposed Operating Budget
2610	Travel	286,355	286,355
2620	Car Allowance	29,400	29,400
2710	Telephone	275,890	275,890
2711	Cell Phones	255,745	255,745
2915	Consulting Services - External	38,000	38,000
2920	Legal Services	145,017	145,017
2940	Advertising	4,450	4,450
2950	Other Professional Services	848,791	933,791
2957	Fleet Car Washes	20,000	20,000
2980	Contracted Services	1,775,627	1,988,027
2990	Business Meeting Expense	18,870	18,870
2995	Other Purchased Services	206,975	206,975
3120	Rental Expense	1,505,858	1,505,858
3175	Facility Rental	52,600	52,600
3250	Licenses	22,053	22,053
4030	Prisoner Custody	101,218	101,218
	Purchased Services	5,680,988	5,978,388
Salaries & Benefits:			
8110	Base - Salary	74,603,961	82,739,089
8115	Salary - RPT	1,306,080	1,464,843
8130	Overtime - Salary	1,279,679	1,279,679
8140	Overtime - Wages	-	-
8150	Salary - Temporary	298,500	311,500
8190	Special Pay	3,621,362	1,204,150
8192	Shift Differential	278,187	278,187
8193	Coach Officer Pay	10,500	45,500
8194	Overtime - Court	500,000	500,000
8210	Meal Allowance	45,420	45,420
8220	Education Allowance	22,750	22,750
8221	Police Education Allowance	29,800	29,800
8240	Other Training Expenses	387,000	502,000
8260	Pre-Employment Medicals	17,000	17,000
8290	Clothing-Uniforms	497,129	552,129
8291	Clothing Allowance	119,200	119,200
8345	LTD Plan	432,000	432,000
8380	Workers Comp - Admin	279,201	279,201
8381	Workers Comp - Medical	200,000	200,000
8382	Workers Comp - Salary	18,000	18,000
8383	Workers Comp - Pension	434,000	434,000
8390	Employer Health Tax	12,000	12,000
8399	Fringe Benefits	24,902,144	27,611,176
	Salaries and Benefits	109,293,913	118,097,624
Transfers to Reserves & Capital Funds:			
4245	Transfer to Capital Fund		
4250	Transfer to Reserve Fund	3,168,000	3,168,000
4255	Transfer to Trust Fund	246,960	246,960
	Transfers to Reserves & Capital Funds	3,414,960	3,414,960
Utilities, Insurances, & Taxes			



**Windsor Police Service
2025 Proposed Operating Budget
Budget Detail**

Acct #	Account Description	2024 Annual Operating Budget	2025 Proposed Operating Budget
3010	Utilities	925,692	925,692
3210	Building Insurance	24,248	24,248
3220	Vehicle Insurance	191,761	191,761
3230	Liability Insurance	224,880	224,880
	Utilities, Insurances, & Taxes	1,366,581	1,366,581
	Total Expenses	123,958,993	133,072,904
	Net Budget	103,576,858	111,797,703