



Current Situation	Based on 2.9%	Based on 2.1%	Based on 1.9%	Based on 2.9%
	Tax Increase	Tax Increase	Tax Increase	Tax Increase in
	2019/20	2019/20	2019/20	2019/20
Previous Year's Net Budget (2018/19 - \$85,987,800; 2019/20 proposed Net Budget - \$89,949,100)	- \$ 85,987,800	\$ 85,987,800	\$ 85,987,800	\$ 89,949,100
Forecasted Net Budget Requirement To Operate	- \$ 89,949,100	\$ 89,446,000	\$ 89,270,000	\$ 90,055,900
Budget Gap Over/(Under)	- \$ 3,961,300	\$ 3,458,200	\$ 3,282,200	\$ 106,800
Net Budget Change Increase (Decrease)	4.607%	4.022%	3.817%	0.119%
Net Budget Target(s)	- \$ 90,152,000	\$ 89,446,000	\$ 89,270,000	\$ 90,120,000
Net Budget Target(s) savings related to 2.1% & 1.9% Tax Increases	- \$ (202,900)	\$ 706,000	\$ 882,000	- \$ (64,100)
Over/(Under) Budget Target				

A. Estimated Budget Pressures	2019/20	2019/20	2019/20	2020/21
(1) Compensation * Including HRPAs annual rate (2.75%) & step increases, non-union adjustments/ISA's approved in 2018/19 fiscal year, and 2 more working days in 2019/20 fiscal year compared to 2018/19 fiscal year (est. \$700,000). ** HRM has already accounted for an estimate of the HRPAs Contractual Increases for 2020/21 within Fiscal Services, non-union adjustments/ISA's approved in 2019/20 fiscal year and one less working day in 2020/21 fiscal year.	- \$ (4,270,500)	\$ (4,270,500)	\$ (4,270,500)	\$ -
(2) Overtime * 2.75% increase as per HRPAs annual rate increase.	- \$ (78,200)	\$ (78,200)	\$ (78,200)	\$ (80,300)
(3) Court Time * 2.75% increase as per HRPAs annual rate increase.	- \$ (35,500)	\$ (35,500)	\$ (35,500)	\$ (36,500)
(4) Biological Casework Analysis Agreement * Estimating a 5% increase based on discussions with Director of Contracts in the Finance Department for the Province of NS.	- \$ (18,800)	\$ (9,400)	\$ (9,400)	\$ (19,700)
(5) Lake Patrol Contract * 2.5% estimated increase each year.	- \$ (2,000)	\$ (2,000)	\$ (2,000)	\$ (2,000)
(6) Commissionaires of Nova Scotia Contract * 1.6% increase in 2019/20 to cover unforeseen increase in 2018/19, another 1.6% expected increase in 2019/20, and 1.6% estimated increase for 2020/21.	- \$ (34,500)	\$ (34,500)	\$ (34,500)	\$ (17,700)
(7) Removal of secondment for 6 months related to International missions * Originally included in 2018/19 budget. ** IF not removed in 2019/20, plan to remove in 2020/21. **	- \$ (69,000)	\$ -	\$ -	\$ -
(8) Facility lease/operating costs * Estimating 3.5% increase on all existing facilities leases including the Criminal Investigation Division building.	- \$ (42,500)	\$ (42,500)	\$ (42,500)	\$ (44,200)
(9) **RISK - Reduction in Boots on the Street Program Funding**	-			
Total	\$ (4,551,000)	\$ (4,472,600)	\$ (4,472,600)	\$ (200,400)

B. Service Enhancements (In Order of Priority)	2019/20	2019/20	2019/20	2020/21
None at this time.	-			
Total	\$ -	\$ -	\$ -	\$ -

C. Revenue/Cost Recovery Increases/Cost Savings/Efficiencies/Transfers/Contributions from Reserves	2019/20	2019/20	2019/20	2020/21
(1) Additional Secondments * Inspector to RCMP - Criminal Intelligence Services Nova Scotia (C.I.S.N.S.), Constable to Nova Scotia Department of Justice. ** Future potential secondment - Details to be determined.	- \$ 284,800	\$ 284,800	\$ 284,800	\$ -
(2) Miscellaneous cost recovery increases * Due to inflation and compensation related increases to secondments and other billed back services including Airport Security, Port's Policing, Extra Duty Assignments, etc. ** Estimating 5% increase in 911 Call taking for Provincial agencies in options for 2.1% and 1.9% tax increases. Negative impact is if the % increase per call does not increase as estimated.	- \$ 251,900	\$ 283,900	\$ 283,900	\$ 93,600
(3) Miscellaneous revenue increase from sales of services * Including Record Checks, SOT service fees, etc.. Not a result of fee increases.	- \$ 53,000	\$ 53,000	\$ 53,000	\$ -
(4) Vacancy Management (Increase budget credit by 38.33%, 49.40%) * 0.33% increase in vacancy rate from 0.7943% in 2018/19 to 1.1282% in 2019/20. Risk dependent on how efficient positions are filled. No new positions being requested in 2019/20, therefore no savings expected due to delays in new positions that need job descriptions created and evaluated, etc. before they can be filled.	- \$ -	\$ 260,700	\$ 323,100	\$ -
(5) Outside Policing (Reduce budget by 19.88%, 24.8%) * Negative impact on joint investigative efforts with other policing agencies if there is a moderate increase in criminal activity that would normally result in a need for joint efforts among police agencies.	- \$ -	\$ 67,000	\$ 83,600	\$ -
(6) External DNA Analysis (Reduce budget by 25%, 50%) * Negative impact on ability to obtain external lab analysis services if there is a moderate increase in situations that would require the use of external labs.	- \$ -	\$ 25,000	\$ 50,000	\$ -
(7) Police Specific Software Licensing and Maintenance (Reduce budget by 15.25%) * Negative impact if there is any fluctuation in costs for existing licensing and maintenance contracts currently in place, which has been the case in the past.	- \$ -	\$ -	\$ 18,000	\$ -
(8) Security (Access Control/CCTV/Cameras, etc.) (Reduce budget by 46.96%) * Negative impact if there are any additional security related improvement initiatives required to existing facilities/equipment other than minor maintenance and repairs.	- \$ -	\$ -	\$ 54,000	\$ -
(9) Equipment Repairs & Maintenance (Reduce budget by 29.59%)	- \$ -	\$ 40,000	\$ 40,000	\$ -



PROPOSED Halifax Regional Police 2019/20 & 2020/21 Operating Budget Situation (Summary)

Document #1

Updated: December 14, 2018

* Negative impact if there are any out of the ordinary or significant repairs/maintenance required to existing equipment other than regularly scheduled maintenance or minor repairs.

Total Revenue/ Cost Recovery Increases	\$ 589,700	\$ 1,014,400	\$ 1,190,400	\$ 93,600
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	2019/20	2019/20	2019/20	2020/21
Budget (Deficit)/Surplus	- \$ (3,961,300)	\$ (3,458,200)	\$ (3,282,200)	\$ (106,800)

% Change from Year to Year	18/19 to 19/20	19/20 to 20/21
Revenues/Recoveries	5.429%	0.926%
Expenses	4.689%	0.200%
Overall Net Budget Change	4.607%	0.119%



Operating Budget Work Paper (2018/19 to 2019/2020 Budget Comparison (Represents 2.9% Tax Increase))

DOCUMENT # 2

Updated: December 14, 2018

	2018/2019 Budget	% of Total Expenses	Proposed 2019/2020	% of Total Expenses	Variance				
Revenues									
Cond. Grant NS (Other)	(3,800,000)		(3,800,000)	-3.80%	-				
False Alarm	-		-	0.00%	-				
NSLC Offences	-		-		-				
Sales of Services	(527,000)		(555,000)	-0.55%	(28,000)	See assumption 2 below.			
SOT Revenue	(80,000)		(105,000)		(25,000)	See assumption 3 below.			
Recovery	(4,527,300)		(4,900,200)	-4.90%	(372,900)	See assumption 4 below.			
Misc.	(657,400)		(752,200)	-0.75%	(94,800)	See assumption 5 below.			
	(9,591,700)		(10,112,400)		(520,700)				
Expenses									
							COMPENSATION ADJUSTMENTS		
							Pressures	Savings	
Salary - Regular	67,940,400		71,480,400		3,540,000		3,540,000		
Overtime	2,843,100		2,921,300		78,200		78,200		
Wages	132,400		132,400		-				
Court time	1,290,700		1,326,200		35,500		35,500		
Shift	403,700		403,700		-				
Extra	612,400		612,400		-				See assumption 6 below.
Other Allowances	17,000		17,000		-				
Benefits	13,341,500		14,005,100		663,600		663,600		
	86,581,200	90.59%	90,898,500	90.84%	4,317,300				
Vacancy	(654,000)	-0.68%	(654,000)	-0.65%	-				
Retirement Incentive	761,300	0.80%	809,700	0.81%	48,400		48,400		
Workers Compensation	291,000	0.30%	309,500	0.31%	18,500		18,500		
Clothing Allowance	418,100	0.44%	418,100	0.42%	-				
On the Job Injuries	244,400	0.26%	244,400	0.24%	-				
Comp & Ben InterDept	449,400	0.47%	449,400	0.45%	-				
							4,384,200	-	
Telephone	173,600	0.18%	173,600	0.17%	-				
Courier	29,100	0.03%	29,100	0.03%	-				
Office Furniture	101,700	0.11%	101,700	0.10%	-				
Computer Software & Licenses	118,000	0.12%	118,000	0.12%	-				
Printing	3,600	0.004%	3,600	0.00%	-				
Supplies	134,200	0.14%	134,200	0.13%	-				
Legal Fees	60,400	0.06%	60,400	0.06%	-				
Consulting Fees	37,900	0.04%	37,900	0.04%	-				
Janitorial	139,700	0.15%	139,700	0.14%	-				
Security	115,000	0.12%	115,000	0.11%	-				
Refuse Collection	15,000	0.02%	15,000	0.01%	-				
Outside Policing	337,000	0.35%	337,000	0.34%	-				
Contract Services	1,922,700	2.01%	1,978,000	1.98%	55,300	See assumption 7 below.			
Uniforms	203,200	0.21%	203,200	0.20%	-				
Patrol Equipment & Supply	398,400	0.42%	398,400	0.40%	-				
Photo Supply	20,000	0.02%	20,000	0.02%	-				
Cleaning	5,700	0.01%	5,700	0.01%	-				
Other supplies	4,900	0.01%	4,900	0.00%	-				
Electricity	6,400	0.01%	6,400	0.01%	-				
Other Building	47,300	0.05%	47,300	0.05%	-				
Equipment Purchases	385,900	0.40%	385,900	0.39%	-				
Computer Equipment	10,000	0.01%	10,000	0.01%	-				
Equipment Rental	1,800	0.002%	1,800	0.002%	-				
Equipment R&M	135,200	0.14%	135,200	0.14%	-				
Computer R&M	8,700	0.01%	8,700	0.01%	-				
Mechanical Equip.	4,100	0.00%	4,100	0.004%	-				
Communications	885,100	0.93%	885,100	0.88%	-				
Comm Circuits	-	0.00%	-	0.00%	-				
Airtime	258,700	0.27%	258,700	0.26%	-				
Mobile Data	-	0.00%	-	0.00%	-				
Site Rental	-	0.00%	-	0.00%	-				
Fuel - Diesel	3,000	0.00%	3,000	0.00%	-				
Fuel - Gas	1,000	0.001%	1,000	0.001%	-				
Membership	27,200	0.03%	27,200	0.03%	-				
Conferences	19,200	0.02%	19,200	0.02%	-				
Travel - Local	25,900	0.03%	25,900	0.03%	-				
Travel - Out of Town	329,700	0.34%	329,700	0.33%	-				
Training	282,700	0.30%	282,700	0.28%	-				
Licenses	84,800	0.09%	84,800	0.08%	-				
Facilities Rental	1,192,100	1.25%	1,234,600	1.23%	42,500	See assumption 8 below.			
Advertising	20,500	0.02%	20,500	0.02%	-				
Research Data Acquis	11,500	0.012%	11,500	0.011%	-				
Books	10,400	0.01%	10,400	0.01%	-				

Meals	27,300	0.03%	27,300	0.03%	-				
Special Projects	280,500	0.29%	280,500	0.28%	-				
Committee Expenses	500	0.001%	500	0.000%	-				
Rewarding Excellence	9,000	0.01%	9,000	0.01%	-				
Internal Trfr Other	(500)	-0.001%	(500)	0.000%	-				
Internal Trfr Record Check	(3,300)	-0.003%	(3,300)	-0.003%	-				
Int Trf Extra Duty	(217,400)	-0.227%	(217,400)	-0.217%	-				
Insurance Pol/Prem	54,100	0.06%	54,100	0.05%	-				
Transfers - To/From Reserves	(233,400)	-0.24%	(233,400)	-0.23%	-				
	95,579,500		100,061,500		4,482,000				
Net Budget	85,987,800		89,949,100		3,961,300				

% Change from 2018/19 to 2019/20

Revenues/Recoveries	5.429%
Expenses	4.689%
Overall Net Budget Change	4.607%

Assumptions

- 1.) An official (signed off) 2019/20 Wage Model is not available as minor refinements continue to be made. Compensation figures identified above may continue to fluctuate. **CHANGES ARE ESTIMATED TO BE MINIMAL.**
- 2.) Includes additional estimated revenue related to Record Checks **(\$18K)** and miscellaneous service fees, i.e. Accident Reports, etc. **(\$10K)**. Not as a result of fee increases.
- 3.) Includes additional estimated revenue related to SOT service fees **(\$25K)**. Not as a result of fee increases.
- 4.) Includes miscellaneous cost recovery increases due to additional secondments (including Inspector to RCMP - Criminal Intelligence Services Nova Scotia (C.I.S.N.S.), and a Constable to Nova Scotia Department of Justice) **(\$284.8K)**, inflation and compensation relative to various existing secondments and other cost recovery related agreements **(\$157.1K)** offset by a decrease in secondments related to international missions. **(\$69K)**
- 5.) Includes additional estimated revenue related to Extra Duty Program **(\$87.6K)**, and miscellaneous cost recovery increases due to inflation. **(\$7.2K)**
- 6.) Includes budget pressures as a result of HRPAs annual rate increase (2.75%) & Step/Service Pay increases, 2018/19 approved non-union adjustments/ISA's, 2 additional working days in 2019/20, etc. **(\$4.2705M)**, HRPAs annual rate increase (2.75%) impact on overtime **(\$78.2K)** and HRPAs annual rate increase (2.75%) impact on court time **(\$35.5K)**.
- 7.) Includes budget pressures due to an unforeseen 1.6% increase in 2018/19 and an estimated 1.6% in 2019/20 in the Commissionaires of Nova Scotia contract **(\$34.5K)**, an estimated 5% increase in the Biological Casework Analysis agreement with the Province of Nova Scotia **(\$18.8K)** and an estimated 2.5% increase in the Lake Patrol contract. **(\$2K)**
- 8.) Includes budget pressures due to an estimated 3.5% increase in lease/operating costs for facilities leased by Halifax Regional Police in 2019/20. **(\$42.5K)**



Operating Budget Work Paper (2019/20 to 2020/21 Budget Comparison (Represents 2.9% Tax Increase))

DOCUMENT #3

Updated: December 14, 2018

	2019/2020 Budget	% of Total Expenses	Proposed 2019/2020	% of Total Expenses	Variance				
Revenues									
Cond. Grant NS (Other)	(3,800,000)		(3,800,000)	-3.79%	-				
False Alarm	-		-	0.00%	-				
NSLC Offences	-		-		-				
Sales of Services	(555,000)		(555,000)	-0.55%	-				
SOT Revenue	(105,000)		(105,000)		-				
Recovery	(4,900,200)		(4,986,400)	-4.97%	(86,200)	See assumption 2 below.			
Misc.	(752,200)		(759,600)	-0.76%	(7,400)	See assumption 3 below.			
	(10,112,400)		(10,206,000)		(93,600)				
						COMPENSATION ADJUSTMENTS			
						Pressures	Savings		
Expenses									
Salary - Regular	71,480,400		71,480,400		-				
Overtime	2,921,300		3,001,600		80,300	80,300			
Wages	132,400		132,400		-				
Court time	1,326,200		1,362,700		36,500	36,500			
Shift	403,700		403,700		-				
Extra	612,400		612,400		-				
Other Allowances	17,000		17,000		-				
Benefits	14,005,100		14,005,100		-				
	90,898,500	90.84%	91,015,300	90.78%	116,800				
Vacancy	(654,000)	-0.65%	(654,000)	-0.65%	-				
Retirement Incentive	809,700	0.81%	809,700	0.81%	-				
Workers Compensation	309,500	0.31%	309,500	0.31%	-				
Clothing Allowance	418,100	0.42%	418,100	0.42%	-				
On the Job Injuries	244,400	0.24%	244,400	0.24%	-				
Comp & Ben InterDept	449,400	0.45%	449,400	0.45%	-				
						116,800	-		
									See assumption 4 below.
Telephone	173,600	0.17%	173,600	0.17%	-				
Courier	29,100	0.03%	29,100	0.03%	-				
Office Furniture	101,700	0.10%	101,700	0.10%	-				
Computer Software & Licenses	118,000	0.12%	118,000	0.12%	-				
Printing	3,600	0.004%	3,600	0.00%	-				
Supplies	134,200	0.13%	134,200	0.13%	-				
Legal Fees	60,400	0.06%	60,400	0.06%	-				
Consulting Fees	37,900	0.04%	37,900	0.04%	-				
Janitorial	139,700	0.14%	139,700	0.14%	-				
Security	115,000	0.11%	115,000	0.11%	-				
Refuse Collection	15,000	0.01%	15,000	0.01%	-				
Outside Policing	337,000	0.34%	337,000	0.34%	-				
Contract Services	1,978,000	1.98%	2,017,400	2.01%	39,400	See assumption 5 below.			
Uniforms	203,200	0.20%	203,200	0.20%	-				
Patrol Equipment & Supply	398,400	0.40%	398,400	0.40%	-				
Photo Supply	20,000	0.02%	20,000	0.02%	-				
Cleaning	5,700	0.01%	5,700	0.01%	-				
Other supplies	4,900	0.00%	4,900	0.00%	-				
Electricity	6,400	0.01%	6,400	0.01%	-				
Other Building	47,300	0.05%	47,300	0.05%	-				
Equipment Purchases	385,900	0.39%	385,900	0.38%	-				
Computer Equipment	10,000	0.01%	10,000	0.01%	-				
Equipment Rental	1,800	0.002%	1,800	0.002%	-				
Equipment R&M	135,200	0.14%	135,200	0.13%	-				
Computer R&M	8,700	0.01%	8,700	0.01%	-				
Mechanical Equip.	4,100	0.00%	4,100	0.004%	-				
Communications	885,100	0.88%	885,100	0.88%	-				
Comm Circuits	-	0.00%	-	0.00%	-				
Airtime	258,700	0.26%	258,700	0.26%	-				
Mobile Data	-	0.00%	-	0.00%	-				
Site Rental	-	0.00%	-	0.00%	-				
Fuel - Diesel	3,000	0.00%	3,000	0.00%	-				
Fuel - Gas	1,000	0.001%	1,000	0.001%	-				
Membership	27,200	0.03%	27,200	0.03%	-				
Conferences	19,200	0.02%	19,200	0.02%	-				
Travel - Local	25,900	0.03%	25,900	0.03%	-				
Travel - Out of Town	329,700	0.33%	329,700	0.33%	-				
Training	282,700	0.28%	282,700	0.28%	-				
Licences	84,800	0.08%	84,800	0.08%	-				
Facilities Rental	1,234,600	1.23%	1,278,800	1.28%	44,200	See assumption 6 below.			
Advertising	20,500	0.02%	20,500	0.02%	-				

Research Data Acquis	11,500	0.011%	11,500	0.011%	-				
Books	10,400	0.01%	10,400	0.01%	-				
Meals	27,300	0.03%	27,300	0.03%	-				
Special Projects	280,500	0.28%	280,500	0.28%	-				
Committee Expenses	500	0.000%	500	0.000%	-				
Rewarding Excellence	9,000	0.01%	9,000	0.01%	-				
Internal Trfr Other	(500)	0.000%	(500)	0.000%	-				
Internal Trfr Record Check	(3,300)	-0.003%	(3,300)	-0.003%	-				
Int Trf Extra Duty	(217,400)	-0.217%	(217,400)	-0.217%	-				
Insurance Pol/Prem	54,100	0.05%	54,100	0.05%	-				
Transfers - To/From Reserves	(233,400)	-0.23%	(233,400)	-0.23%	-				
	100,061,500		100,261,900		200,400				
Net Budget	89,949,100		90,055,900		106,800				

% Change from 2018/19 to 2019/20

Revenues/Recoveries	0.926%
Expenses	0.200%
Overall Net Budget Change	0.119%

Assumptions

- 1.) An official (signed off) 2019/20 Wage Model is not available as minor refinements continue to be made. Compensation figures identified above may continue to fluctuate. **CHANGES ARE ESTIMATED TO BE MINIMAL.**
- 2.) Includes miscellaneous cost recovery increases due to inflation and compensation relative to various existing secondments and other cost recovery related agreements. **(\$86.2K)**
- 3.) Includes additional estimated revenue related to miscellaneous cost recovery increases due to inflation. **(\$7.4K)**
- 4.) Includes budget pressures as a result of an estimated HRPAs annual rate increase (2.75%) impact on overtime **(\$80.3K)** and HRPAs annual rate increase (2.75%) impact on court time. **(\$36.5K)** **Does not include budget pressures relative to compensation related increases as a result of collective agreement annual rate increases, Service Pay increases, 2019/20 approved non-union adjustments/ISA's, or an offset of 1 less working days in 2020/21. These factors are already accounted for in HRM Fiscal Services. **
- 5.) Includes budget pressures due to an estimated 1.6% in 2020/21 in the Commissionaires of Nova Scotia contract **(\$17.7K)**, an estimated 5% increase in the Biological Casework Analysis agreement with the Province of Nova Scotia **(\$19.7K)** and an estimated 2.5% increase in the Lake Patrol contract. **(\$2K)**
- 6.) Includes budget pressures due to an estimated 3.5% increase in lease/operating costs for facilities leased by Halifax Regional Police in 2019/20. **(\$44.2K)**



Proposed 2019/20 & 2020/21 Recommended Operating Budgets (Represents 2.9% Tax Increase) including 3 Year Financial History

DOCUMENT #4

Updated: December 14, 2018

	Actual 2015/2016	Actual 2016/2017	Actual 2017/18	Actual 2018/2019 To Date (P7)	Budget 2018/2019	% of Total Expenses	Proposed 2019/20	% of Total Expenses	Variance	Proposed 2020/21	% of Total Expenses	Variance
Revenues												
Fines Fees	-	-	-	-	-	-	-	-	-	-	-	-
Cond. Grant NS (Other)	(3,841,700)	(3,800,000)	(3,800,000)	(2,216,700)	(3,800,000)		(3,800,000)		-	(3,800,000)		-
False Alarm	(95,200)	(98,300)	(101,800)	-	-		-		-	-		-
Sales of Services	(534,100)	(536,900)	(564,000)	(334,900)	(527,000)		(555,000)		(28,000)	(555,000)		-
SOT Revenue	(97,400)	(109,500)	(125,200)	(63,000)	(80,000)		(105,000)		(25,000)	(105,000)		-
Recovery	(2,395,400)	(3,809,600)	(4,367,100)	(3,103,200)	(4,527,300)		(4,900,200)		(372,900)	(4,986,400)		(86,200)
Misc	(810,000)	(722,500)	(803,000)	(308,000)	(657,400)		(752,200)		(94,800)	(759,600)		(7,400)
	(7,773,800)	(9,076,800)	(9,761,100)	(6,025,800)	(9,591,700)		(10,112,400)		(520,700)	(10,206,000)		(93,600)
Expenses												
Salary - Regular	57,665,100	59,221,900	68,242,000	38,267,600	67,940,400		71,480,400		3,540,000	71,480,400		-
Overtime	3,575,800	3,512,900	3,809,800	2,321,700	2,843,100		2,921,300		78,200	3,001,600		80,300
Wages	-	500	-	-	132,400		132,400		-	132,400		-
PDP Increase	(87,900)	(199,900)	(11,660,800)	(157,000)	-		-		-	-		-
Court Time	1,110,900	1,055,500	1,323,200	848,800	1,290,700		1,326,200		35,500	1,362,700		36,500
Shift Agreements	68,200	79,800	85,200	500	-		-		-	-		-
Shift Differential	279,900	286,000	282,900	800	403,700		403,700		-	403,700		-
Extra Duty	641,000	619,100	729,600	474,800	612,400		612,400		-	612,400		-
Vacation Payout	48,300	30,000	68,100	48,300	-		-		-	-		-
Other Allowances	-	200	-	-	17,000		17,000		-	17,000		-
Benefits	11,804,700	12,122,900	13,880,200	7,538,100	13,341,500		14,005,100		663,600	14,005,100		-
	75,106,000	76,728,900	76,760,200	49,343,600	86,581,200	90.59%	90,898,500	90.84%	4,317,300	91,015,300	90.78%	116,800
Vacancy Management	-	-	-	-	(654,000)	-0.68%	(654,000)	-0.65%	-	(654,000)	-0.65%	-
Honorariums	-	2,700	2,500	-	-	-	-	-	-	-	-	-
Retirement incentive	582,100	639,200	770,500	425,100	761,300	0.80%	809,700	0.81%	48,400	809,700	0.81%	-
Severance	-	103,200	-	-	-	-	-	-	-	-	-	-
Workers Compensation	211,500	251,000	273,200	163,400	291,000	0.30%	309,500	0.31%	18,500	309,500	0.31%	-
Overtime Meals	-	100	-	100	-	-	-	-	-	-	-	-
Clothing Allowance	434,100	431,100	436,700	271,800	418,100	0.44%	418,100	0.42%	-	418,100	0.42%	-
Stipends	1,500	3,000	-	3,000	-	-	-	-	-	-	-	-
WCB Recov Earnings	-	(2,300)	-	-	-	-	-	-	-	-	-	-
On the Job Injuries	-	215,600	253,000	118,700	244,400	0.26%	244,400	0.24%	-	244,400	0.24%	-
Non TCA Compensation	-	-	100	-	-	-	-	-	-	-	-	-
Comp & Ben Interdept	505,200	358,400	433,600	427,400	449,400	0.47%	449,400	0.45%	-	449,400	0.45%	-
HR CATS Wages	4,500	11,900	10,300	9,200	-	-	-	-	-	-	-	-
HR CATS OT	100	6,600	6,600	1,800	-	-	-	-	-	-	-	-
Telephone	158,000	162,200	178,000	85,100	173,600	0.18%	173,600	0.17%	-	173,600	0.17%	-
Courier	27,200	26,000	26,000	20,100	29,100	0.03%	29,100	0.03%	-	29,100	0.03%	-
Office Furniture	114,800	63,400	79,400	92,800	101,700	0.11%	101,700	0.10%	-	101,700	0.10%	-
Computer Software & Licenses	93,900	61,800	76,100	60,800	118,000	0.12%	118,000	0.12%	-	118,000	0.12%	-
Printing	1,700	300	1,100	200	3,600	0.004%	3,600	0.004%	-	3,600	0.004%	-
Supplies	119,800	142,700	126,600	78,700	134,200	0.14%	134,200	0.13%	-	134,200	0.13%	-
Other	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Professional Fees	-	-	-	7,300	-	0.00%	-	0.00%	-	-	0.00%	-
Legal Fees	93,900	132,300	88,400	142,500	60,400	0.06%	60,400	0.06%	-	60,400	0.06%	-
Consulting	40,100	127,600	61,300	28,900	37,900	0.04%	37,900	0.04%	-	37,900	0.04%	-
Janitorial	97,300	119,900	142,200	82,700	139,700	0.15%	139,700	0.14%	-	139,700	0.14%	-
Property Survey	-	-	1,000	-	-	0.00%	-	0.00%	-	-	0.00%	-



Proposed 2019/20 & 2020/21 Recommended Operating Budgets (Represents 2.9% Tax Increase) including 3 Year Financial History

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	Actual 2015/2016	Actual 2016/2017	Actual 2017/18	Actual 2018/2019 To Date (P7)	Budget 2018/2019	% of Total Expenses	Proposed 2019/20	% of Total Expenses	Variance	Proposed 2020/21	% of Total Expenses	Variance
Security	54,800	42,100	128,500	10,800	115,000	0.12%	115,000	0.11%	-	115,000	0.11%	-
Refuse Collection	15,400	13,400	21,000	6,400	15,000	0.02%	15,000	0.01%	-	15,000	0.01%	-
Outside Policing	325,700	437,500	175,100	44,000	337,000	0.35%	337,000	0.34%	-	337,000	0.34%	-
Contract Services	2,286,300	2,164,900	1,947,500	1,233,300	1,922,700	2.01%	1,978,000	1.98%	55,300	2,017,400	2.01%	39,400
Uniforms	319,200	391,300	318,200	178,000	203,200	0.21%	203,200	0.20%	-	203,200	0.20%	-
Medical & First Aid	1,000	1,000	200	600	-	0.00%	-	0.00%	-	-	0.00%	-
Patrol Equipment & Supply	462,700	381,600	415,700	298,700	398,400	0.42%	398,400	0.40%	-	398,400	0.40%	-
Rec Supplies	500	2,800	600	100	-	0.00%	-	0.00%	-	-	0.00%	-
Photo Supply	17,200	22,500	31,600	16,500	20,000	0.02%	20,000	0.02%	-	20,000	0.02%	-
Bridge Tolls	-	100	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Cleaning	8,100	5,600	500	1,400	5,700	0.01%	5,700	0.01%	-	5,700	0.01%	-
Personal Protect Equip	-	-	900	400	-	0.00%	-	0.00%	-	-	0.00%	-
Other Supplies	1,000	1,000	1,100	400	4,900	0.01%	4,900	0.00%	-	4,900	0.00%	-
Hardware	-	700	-	9,000	-	0.00%	-	0.00%	-	-	0.00%	-
Stone and Gravel	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Paint	-	1,000	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Other Materials	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Municipal Taxes	-	-	-	100	-	0.00%	-	0.00%	-	-	0.00%	-
Electrical	200	500	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Electricity	5,900	5,900	6,200	1,000	6,400	0.01%	6,400	0.01%	-	6,400	0.01%	-
Building - Exterior	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Building - Interior	4,900	-	-	12,000	-	0.00%	-	0.00%	-	-	0.00%	-
Envir Assess/Cleanup	-	100	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Safety Systems	-	-	100	-	-	0.00%	-	0.00%	-	-	0.00%	-
Other Building Costs	67,100	45,400	49,500	33,800	47,300	0.05%	47,300	0.05%	-	47,300	0.05%	-
Equipment Purchases	204,600	178,600	200,000	105,400	385,900	0.40%	385,900	0.39%	-	385,900	0.38%	-
Small Tools	100	300	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Computer Equipment	5,200	2,900	3,600	13,900	10,000	0.01%	10,000	0.01%	-	10,000	0.01%	-
Equipment Rental	3,400	3,400	2,300	-	1,800	0.002%	1,800	0.002%	-	1,800	0.002%	-
Equipment R&M	92,300	90,100	45,100	39,400	135,200	0.14%	135,200	0.14%	-	135,200	0.13%	-
Computer R&M	13,500	8,700	-	-	8,700	0.01%	8,700	0.01%	-	8,700	0.01%	-
Plumbing and Heating	100	200	-	5,200	-	0.00%	-	0.00%	-	-	0.00%	-
Mechanical Equipment	35,000	2,100	1,000	600	4,100	0.004%	4,100	0.004%	-	4,100	0.004%	-
Communications	258,200	838,500	895,800	398,500	885,100	0.93%	885,100	0.88%	-	885,100	0.88%	-
Comm. Circuits	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Airtime	334,300	253,100	253,000	147,600	258,700	0.27%	258,700	0.26%	-	258,700	0.26%	-
Mobile Data	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Site Rental	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Vehicle R&M	4,200	4,900	4,400	2,300	-	0.00%	-	0.00%	-	-	0.00%	-
Fuel - Diesel	2,800	2,800	4,300	1,900	3,000	0.003%	3,000	0.003%	-	3,000	0.003%	-
Fuel - Gas	-	100	700	400	1,000	0.001%	1,000	0.001%	-	1,000	0.001%	-
Vehicle Rentals	400	1,200	3,400	2,900	-	0.00%	-	0.00%	-	-	0.00%	-
Fleet Rentals	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Other Vehicle Exp	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Membership	30,800	35,000	49,300	19,000	27,200	0.03%	27,200	0.03%	-	27,200	0.03%	-
Conferences	71,800	27,300	31,400	29,600	19,200	0.02%	19,200	0.02%	-	19,200	0.02%	-
Travel - Local	30,000	28,100	21,300	15,200	25,900	0.03%	25,900	0.03%	-	25,900	0.03%	-
Travel - Out of Town	350,700	347,700	324,400	163,700	329,700	0.34%	329,700	0.33%	-	329,700	0.33%	-



Proposed 2019/20 & 2020/21 Recommended Operating Budgets (Represents 2.9% Tax Increase) including 3 Year Financial History

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	Actual 2015/2016	Actual 2016/2017	Actual 2017/18	Actual 2018/2019 To Date (P7)	Budget 2018/2019	% of Total Expenses	Proposed 2019/20	% of Total Expenses	Variance	Proposed 2020/21	% of Total Expenses	Variance
Training	248,800	239,000	260,900	118,600	282,700	0.30%	282,700	0.28%	-	282,700	0.28%	-
Licenses	-	56,200	114,400	12,300	84,800	0.09%	84,800	0.08%	-	84,800	0.08%	-
Commission Fees	200	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Cost of Sales	-	-	200	-	-	0.00%	-	0.00%	-	-	0.00%	-
Facilities Rental	804,300	817,600	1,172,500	685,800	1,192,100	1.25%	1,234,600	1.23%	42,500	1,278,800	1.28%	44,200
Advertising	21,300	24,700	23,600	24,400	20,500	0.02%	20,500	0.02%	-	20,500	0.02%	-
Awards	-	-	-	300	-	0.00%	-	0.00%	-	-	0.00%	-
Recruiting	1,100	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Research Data Acquis	-	-	-	-	11,500	0.012%	11,500	0.011%	-	11,500	0.01%	-
Public Education	-	100	-	-	-	0.000%	-	0.000%	-	-	0.00%	-
Books	12,700	12,300	11,600	7,700	10,400	0.01%	10,400	0.01%	-	10,400	0.01%	-
Meals	22,000	16,800	27,100	23,200	27,300	0.03%	27,300	0.03%	-	27,300	0.03%	-
Special Projects	23,400	29,400	27,200	11,200	280,500	0.29%	280,500	0.28%	-	280,500	0.28%	-
Committee Expenses	-	-	-	-	500	0.001%	500	0.000%	-	500	0.000%	-
Committee Events	-	-	-	-	-	0.000%	-	0.000%	-	-	0.00%	-
Corporate Training	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Rewarding Excellence	7,600	7,800	15,600	5,300	9,000	0.01%	9,000	0.01%	-	9,000	0.01%	-
Other Goods	2,000	-	-	1,600	-	0.00%	-	0.00%	-	-	0.00%	-
Inter Tfr Other	539,300	500	11,600	8,600	(500)	-0.001%	(500)	0.000%	-	(500)	0.00%	-
Inter Tfr Insur Funds	(2,700)	(1,900)	(3,300)	-	-	0.00%	-	0.00%	-	-	0.00%	-
Inter Tfr Record Check	(6,400)	(7,600)	(6,400)	(3,300)	(3,300)	-0.003%	(3,300)	-0.003%	-	(3,300)	-0.003%	-
Inter Tfr Extra Staff	(184,800)	(173,900)	(226,000)	(154,800)	(217,400)	-0.227%	(217,400)	-0.217%	-	(217,400)	-0.22%	-
Inter Tfr Facility Rent	-	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
PM Labour - Reg	500	300	100	-	-	0.00%	-	0.00%	-	-	0.00%	-
Insurance POL	67,000	52,100	47,700	27,800	54,100	0.06%	54,100	0.05%	-	54,100	0.05%	-
Grants	-	5,000	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
Transfers - Reserves	(545,300)	(15,600)	(133,400)	(136,200)	(233,400)	-0.24%	(233,400)	-0.23%	-	(233,400)	-0.23%	-
Transfers - Capital	508,500	-	-	-	-	0.00%	-	0.00%	-	-	0.00%	-
	84,118,600	85,990,800	86,006,900	54,787,800	95,579,500		100,061,500		4,482,000	100,261,900		200,400
Net	\$ 76,344,800	\$ 76,914,000	\$ 76,245,800	\$ 48,762,000	\$ 85,987,800		\$ 89,949,100		\$ 3,961,300	\$ 90,055,900		\$ 106,800