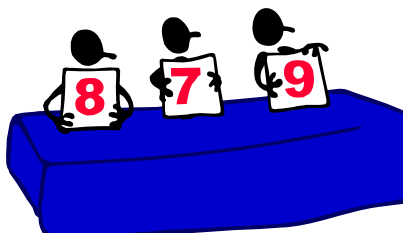




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### Panel Questions

- **“WHAT”**
  - **“what is happening to us”**
  - **what are the current trends - fiscal drivers of policing ?**
- **“SO WHAT”**
  - **what are the implications of these trends for policing ?**
  - **is the current model of policing in Canada sustainable without changes?**
  - **what changes needed to make it more sustainable ?**



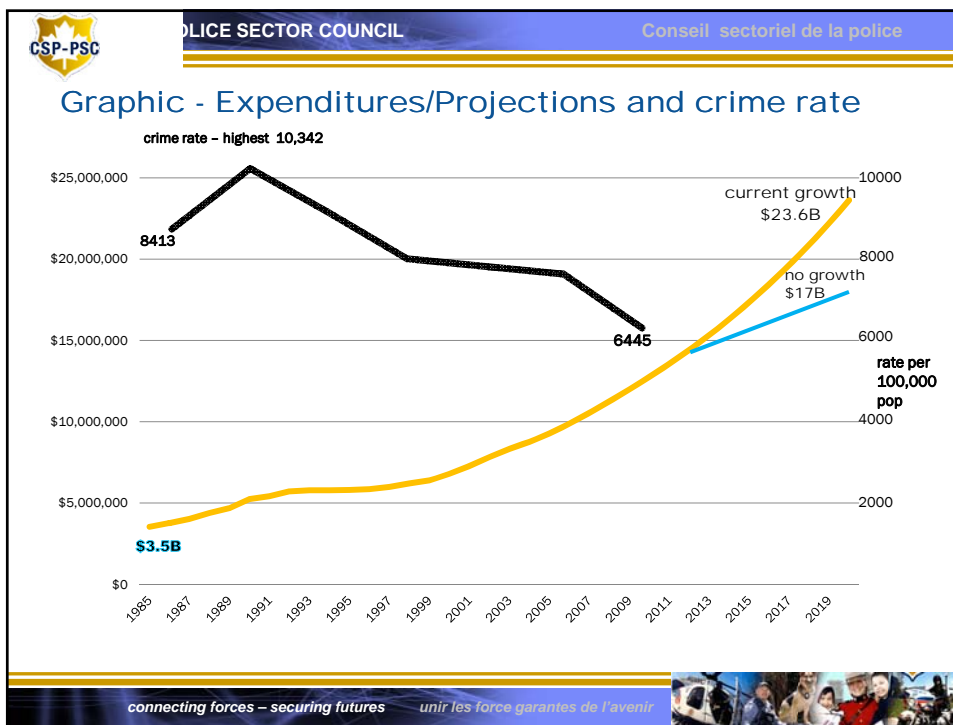
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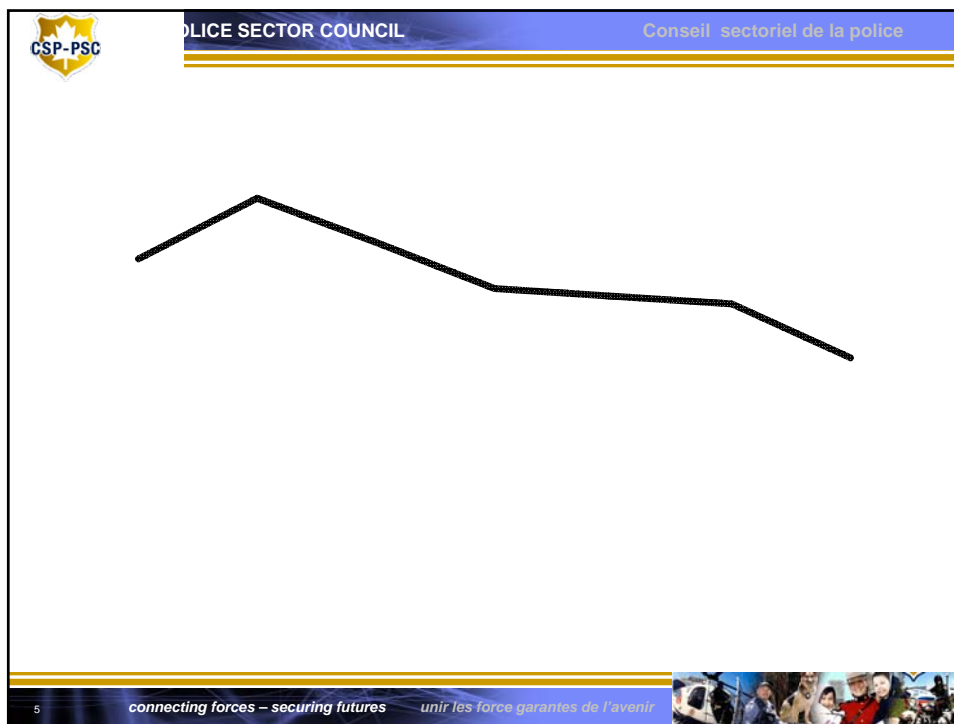
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### "WHAT" - trending

- Service demand – increasing
  - reported crime stats downward - but ...
  - some crime increasing - organized and violent
  - “signal crimes” increasing - gangs and guns, public insecurity
  - new demands – global organized crime groups
  - national security – terrorism and security
  - emergency crisis and public order demands
- Costs - increasing dramatically - at all levels
  - \$5.4B (1991) to \$12.3B ( 2009 ) increased 130%
  - per capita - \$189 (1991) to \$365 (2010)
  - growth rate almost 7% each year in last 7 years
  - increasing proportion of provincial and municipal budgets - 80-85% salaries
  - also technology, equipment and training costs
  - fewer officers proportionally - spend more on policing - than Australia, US, GB

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**Trending ...**

- Numbers - since 2000 ...
  - **increase in officers from 55,954 to 69,000**
  - **total personnel - 75,861 to 96,643 - all levels (fed, prov, munic)**
  - **per capita - \$182 to \$203**
  - **no future growth in police numbers - still means increasing police expenditures**
- Productivity - limited indicators suggest a decline
  - **clearance rates - all time high**
  - **but, incidents per police officer decreased 1% in last five years**
  - **less actual time available - non-crime services - social services - mentally ill**
  - **increasing complexity of work - more time required for procedural, legal and bureaucratic legislation/ court decisions - increased processing time:**
    - B&Es - 58% more time
    - DUI - 250% more time
    - domestic assault - 964% more time
  - **inflexible tax base + fiscal restraint = capacity erosion - 12% in past 5 years**
  - **oversight, media scrutiny, accountability - public expectations**

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### Graphic - numbers of Staff/projections

- not demand driven
- responds to public sector financial cycle
- recessions and government restraint

Year	Total Officers	% Change	Total staff	% Change
1988	54719		72719	
1993	56901	4.0%	76857	5.7%
1998	54763	-3.8%	74146	-3.5%
2003	59412	8.5%	80888	9.1%
2008	65283	9.9%	90909	12.4%
2013	71712	9.8%	101372	11.5%
2018	79266	10.5%	114123	12.6%

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### Trending ...

- Effectiveness - mixed success - policing goals varied
  - **crime prevention, apprehension, prosecution, deterrence**
  - **public order - public security, police presence**
  - **visibility, availability and responsiveness**
- Public and political support?
  - **traditionally high levels of public and political support for policing in Canada**
  - **recent signs of slippage of public trust and confidence – expectations high?**
  - **polls, public investigations, fiscal concerns**
  - **service decline - increasing public insecurity - rapidly increasing policing costs - declining political support**
- Predicted results - limited growth or reduction in numbers
  - **service reductions**
  - **diminished police effectiveness**
  - **increasing unmet policing and security demands**
  - **decreased public satisfaction**
  - **increased police and policing reform pressures**

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## Recent realities and responses

UK - funding cuts of 20 per cent by 2015  
 - **police numbers across England and Wales slashed by more than 16,000**

USA - last year – 2 of many examples  
 1. **LAPD - 12% of \$1.3 billion budget cut (\$157 million)**  
 2. **Tulsa Police Department - 11% of \$87 million budget cut (\$10 million)**

Toronto PS - nearly \$85M in cuts  
 - **budget (1957) \$12.7M - now \$1B; staff increased 2,300 to 8,000**  
 • buyouts to 400 sr. staff, hiring freeze, slashing overtime, attrition planning  
 • "... spiralling cost of municipal policing is a matter of considerable concern ... policing will either become unsustainable or severely hinder local government's ability to pay for other services"  
 - **having civilians do jobs that may not require a uniformed officer**  
 - **outsourcing payroll or criminal record and background checks**

Calgary PS - facing a budget cut of \$8 to \$10 million  
 - **considering cutting "satellite stations"**  
 - **means giving up community volunteer hours**

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## Summary: the imperfect storm ?

- Increasing demand for more diverse services
- Demands more complex
- Rapidly increasing costs
- Budgets strained and inflexible
- Increasing competition for resources
- Leadership turnover increasing
- Accelerating technological advancements
- Limited availability of police
- Decline in effectiveness – skills gaps
- Increasing public insecurity & accountability
- Problematic public/political support ?

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## Possible response scenarios

1. Status quo - same with less
2. "Core" policing - rationalizing service - doing less with less
3. Efficient policing - increasing efficiency and productivity - more with less
4. Rethinking policing:  
**"A New Model of Public Policing"**

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## SO WHAT ? – Reflections and Implications

- What's your take – Kevin; Roger; Cal
  - **Is this an accurate description of how you see the situation in your environment ?**
  - **Do you think this current policing model is sustainable ?**
  - **What do you think will happen without significant change ?**

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