



Final Report

Analysis of Policing Services

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Executive Summary

This report updates the 2018/19 Study and Analysis of Policing Services completed by MNP for the Corporation of the City of Dryden (City of Dryden or Dryden). To compliment this new study, police-reported criminal statistics as well as police service information from Statistics Canada have been included in a benchmarking section. Internal and external stakeholder consultations were also completed for this new study and include relevant stakeholders within Dryden as well as Chief Administration Officers (CAO) from other jurisdictions that have transitioned from a municipal police service to the OPP and from the OPP to a municipal/regional police service. Financial information from both the Dryden Police Service (DPS) and Ontario Provincial Police (OPP) have been included in the financial projection model from the previous study.

Benchmarking

A benchmark section was added to this version of the study to provide context and describe Dryden and its commonly tracked policing activity and crime indicators in the context of other municipalities. Comparator municipalities include geographic ones, Kenora, Sioux Lookout and Fort Frances, as well as comparator Ontario municipalities policed by both the OPP and municipal police services. Highlights from benchmarking include:

Crime Severity Index (CSI)

- Dryden had the highest average CSI for the benchmark communities during the period of 2015-2019
- Dryden had the 2nd highest CSI growth rate over the same period (17% annually)
- Both violent and non-violent CSI are increasing with non-violent CSI growing at a faster rate

Criminal Incidents

- Dryden had the 2nd highest rate of criminal incidents per 100,000 population within the benchmark municipalities and the highest (tied) average annual growth rate (15% annually) in criminal incidents during the 2015-2019 period
- Dryden had the 3rd highest incident per officer rate during the same period

Clearance Rate

- Dryden's clearance rate decreased over the period of 2015-2019. Dryden had the largest decline of the benchmark municipalities (-4%)

Police Costs

- Dryden has the highest average policing cost per capita of the benchmark municipalities at \$511 per capita during the 2015-2019 period
- Dryden has the highest average per property cost of the OPP benchmark municipalities at approximately \$1,040 per property during the 2015-2019 period – approximately 44% higher than Kenora.

Sworn Officer to Population Ratio

- Dryden has a relatively high number of sworn officers for its population (2nd highest of the benchmark municipalities)

Cross-Indicators

- Dryden's officer per population ratios fit with what is typical statistically. Communities with high CSI's and high volumes of incidents typically have higher officer per population levels.
 - Dryden has the highest CSI and the 2nd highest officer per population level of the benchmark municipalities
 - Dryden has the highest number of incidents of the benchmark municipalities

Service Summary

The following table provides an overarching summary of the DPS and OPP service models.

Service Area	DPS Policing Model	OPP Policing Model
Staffing Levels	<ul style="list-style-type: none"> • 20 - Sworn Officers 	<ul style="list-style-type: none"> • 57.89 sworn officers (including 25.89 officers added in the Dryden costing proposal)
	<ul style="list-style-type: none"> • 5 - Civilians 	<ul style="list-style-type: none"> • 9.6 Civilians (including 6 FTE's added in the Dryden costing proposal)
Service Standards	<ul style="list-style-type: none"> • Local Policing Model 	<ul style="list-style-type: none"> • Integrated/Regional Policing Model (Officers police the Dryden Region including Dryden, Ignace, Machin and surrounding areas)
	<ul style="list-style-type: none"> • 24/7 Policing 	<ul style="list-style-type: none"> • 24/7 Policing
	<ul style="list-style-type: none"> • Stated service minimum as per the DPS Collective Agreement: Two Uniform Officers on Patrol within the City always. The Inspector is also available to respond to calls while on duty. The Community Safety Officer and Court Security Officer could also respond to calls for service in certain instances. The Chief of Police does not typically respond to calls for service. 	<ul style="list-style-type: none"> • Stated service minimum: Because it utilizes an integrated service delivery model, the OPP does not provide an absolute minimum number of officers in a zone at any one time. However, they expect 3 to four Constables, plus a Sergeant Supervisor in the City of Dryden on a consistent basis. In addition, Community Street Crime Unit officers on duty are available if required. Court Security Officer,

Service Area	DPS Policing Model	OPP Policing Model
		Community Safety Officer, and a support and operational Sergeant could be deployable in certain instances as well.
	<ul style="list-style-type: none"> Officers are dedicated to Dryden alone. 	<ul style="list-style-type: none"> Officers police the entire region. There is a critical mass of officers to provide surge capacity – contrarily, officers may be required outside of Dryden at times as well.
Services Offered	<ul style="list-style-type: none"> Specialized services not offered by the DPS are currently provided by the OPP. The OPP have not historically charged for these services; however, a letter is prepared annually by the OPP describing the cost of these services. 	<ul style="list-style-type: none"> The OPP will provide the City of Dryden all services currently offered by the DPS except for school crossing guards (animal and parking control was removed from DPS responsibility since the last report)
	*City of Dryden will continue to be responsible for By-Law Enforcement Officers and School Crossing Guards regardless of the policing model	
Community Policing Focus	<ul style="list-style-type: none"> One dedicated Community Safety Officer (CSO) 	<ul style="list-style-type: none"> One dedicated CSO shared between the municipalities within the region policed by the OPP Dryden Detachment (Machin, Ignace, etc.)
	<ul style="list-style-type: none"> Actively involved in the community through presentations, parades, and a variety of events 	<ul style="list-style-type: none"> Actively involved in the community through presentations, parades, and a variety of events
	<ul style="list-style-type: none"> DPS is perceived to be very open to and responsive to working with the City of Dryden on solving local community safety challenges 	<ul style="list-style-type: none"> Feedback from other jurisdictions indicated that the OPP is very open to working with municipalities on solving local community safety challenges
Additional / Extra Services	<ul style="list-style-type: none"> <i>Ambulance Calls:</i> DPS is responding to and attending all ambulance calls (including without a direct dispatch or request from EMS to attend) 	<ul style="list-style-type: none"> <i>Ambulance Calls:</i> OPP would attend ambulance calls as dispatched or requested by EMS
	<ul style="list-style-type: none"> <i>Mental Health Transport:</i> DPS no longer transports mental health patients in cruiser cars if 	<ul style="list-style-type: none"> <i>Mental Health Transport:</i> OPP do not transport mental health patients in their cruiser cars but will provide

Service Area	DPS Policing Model	OPP Policing Model
	requested by the hospital. They will provide a security escort as requested and bill the hospital on a cost recovery basis. This service has changed from the last report when DPS would transport a patient in a DPS cruiser car in certain situations.	a security escort for the ambulance. The hospital is charged for the costs associated with officer time.
	<ul style="list-style-type: none"> <i>Hospital Security:</i> DPS will remain at the hospital with a patient when requested subject to officer availability. 	<ul style="list-style-type: none"> <i>Hospital Security:</i> OPP will remain at the hospital with a patient for an agreed upon period. Officers typically leave once the Form 1 is signed.
	<ul style="list-style-type: none"> <i>Prisoner Transport:</i> DPS currently provides the City of Dryden prisoner transport services. 	<ul style="list-style-type: none"> <i>Prisoner Transport:</i> OPP would provide the City of Dryden prisoner transport services and bill the City on a cost recovery basis.
	<ul style="list-style-type: none"> <i>Court Security:</i> DPS is currently responsible for court security within the City of Dryden. 	<ul style="list-style-type: none"> <i>Court Security:</i> OPP would be responsible for all court security within the City of Dryden and the City would be billed on a cost recovery basis.
		<ul style="list-style-type: none"> <i>Special Teams:</i> the OPP has access to significant resources and special teams to assist frontline officers including an investigative team that can take over investigations and allow frontline officers to go back to call response or patrol duties

Governance

The following subsections briefly describe the governance elements of the two models.

DPS

- The Police Services Board governance model for the DPS allows for full autonomy and input into the strategic direction of the DPS. Furthermore, the Police Services Board is integral to key decision-making processes.
- The Chief of Police provides reporting for each board meeting.

- The board is actively involved and informed about internal reviews with regards to complaints and/or officer misdemeanors.
- The City of Dryden assumes all risk and liability for municipal police service operations.

OPP

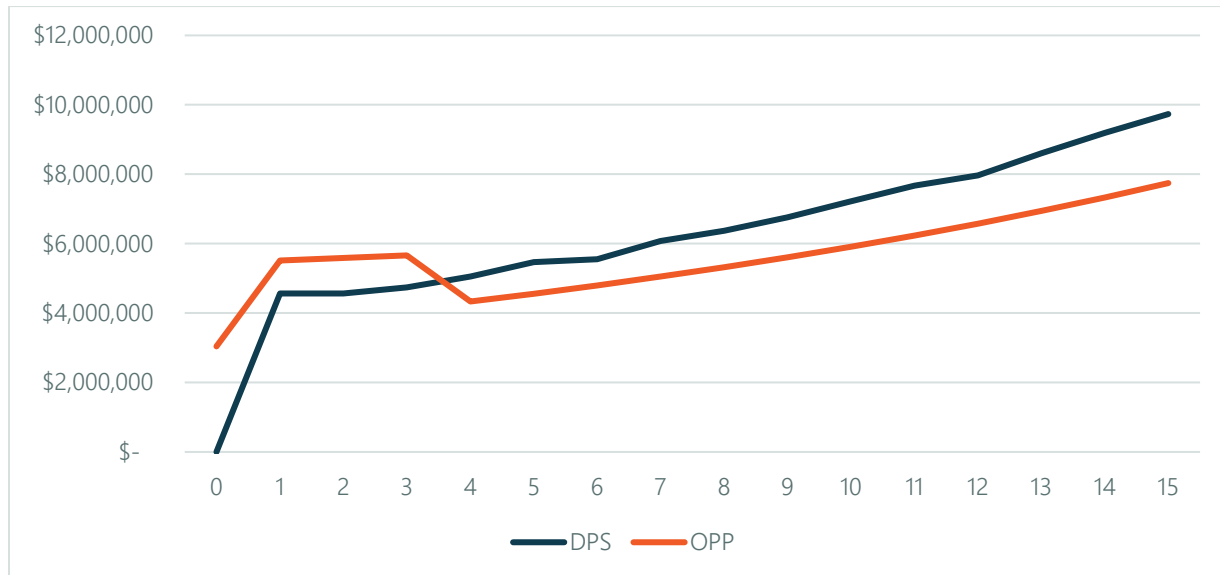
- The Police Services Board for the OPP would be allowed less key decision-making capabilities and flexibility, autonomy and input into the oversight and governance of the OPP service. However, the Police Services Board can consult with the Detachment Commander and input will be considered in decision making.
- The Detachment Commander will provide monthly or quarterly reports as requested.
- Internal reviews will be conducted within the OPP. Information will be shared with the Police Services Board on an as needed basis.
- The OPP assumes all risk and liability for their police service.

Financial Summary

The following table summarizes the estimated costs of both the OPP and DPS models over a five-year period. The OPP has a start-up cost provided in their costing package which includes items such as uniforms and equipment, vehicles, radio systems and improvements to the current detachment building. Start-up costs also include an estimate for DPS severance. This three-year period has been subjected to an annual inflation rate of 3.45%, calculated by entering Dryden's calls for service for 2019 into each of the OPP cost model years. Annual costs increased by 3.45% from doing so, and because the volume of calls entered in each model was the same, the resulting cost increase is assumed to be operational and will occur regardless of call volume. For the purpose of this report, and based upon discussions with DPS leadership, it has been assumed the DPS operations will continue relatively status quo, and as such it does not incur costs at the starting point (year zero).

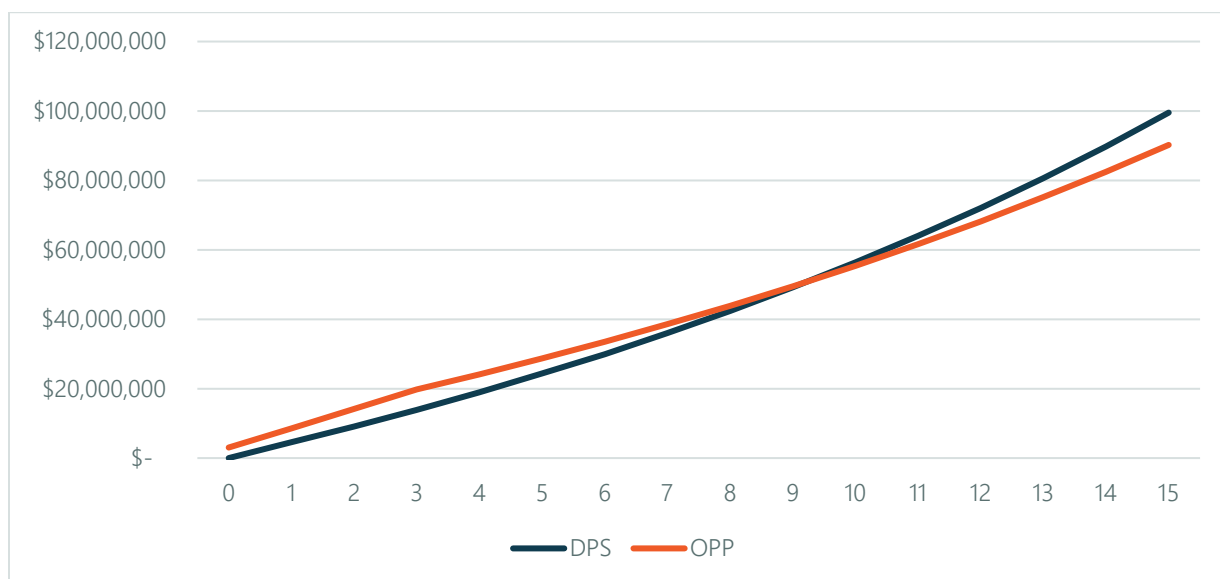
	Starting Point	Three-Year Transition Period				
Model Year	0	1	2	3	4	5
DPS	\$0	4,561,304	4,567,728	4,743,628	5,054,820	5,469,630
OPP	3,041,060	5,512,777	\$5,585,714	\$5,660,203	\$4,336,215	\$4,560,277

The following figure presents the estimated annual costs of each police model over the entire period of the financial model assuming an annual call for service increase of 4%.



Annual costs during the 3-year transition period are estimated to be higher for the OPP than DPS. It is estimated that the OPP annual cost will be less than the DPS annual cost after the three-year transition period (the call for service cost model).

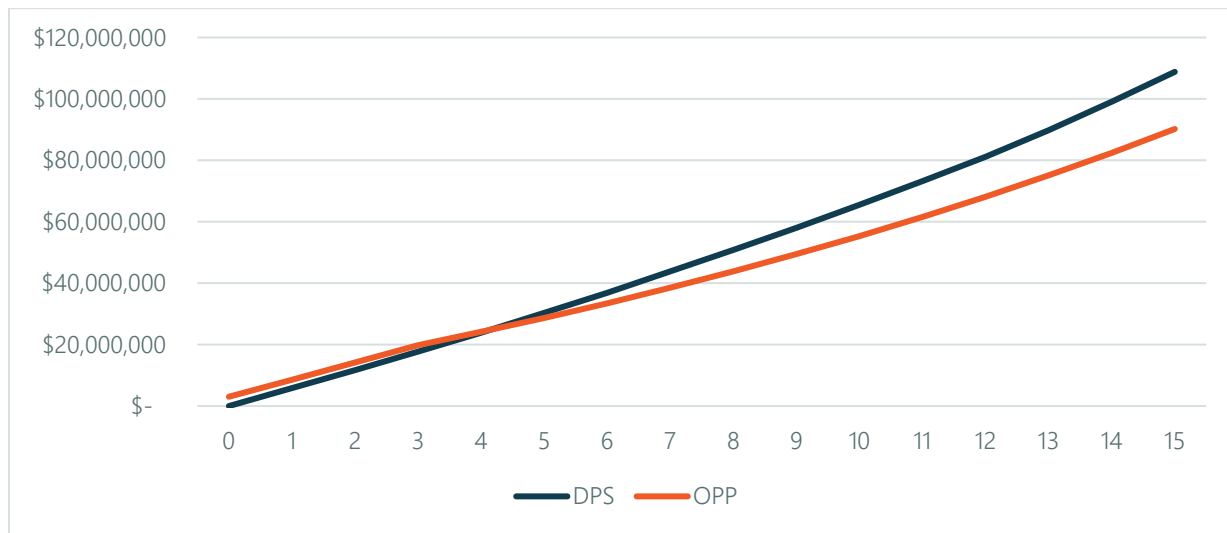
The following graphs show the cumulative estimated cost of each model over the entire period assuming an annual increase in calls for service of 4%. Year zero (0) is the starting point. Year one (1) includes the starting point and year one's operating costs, year two (2) includes the starting point, year one (1) and year two's (2's) costs and so on.



DPS starts at a cumulatively lower cost because it does not have start-up costs and is estimated to be less costly during the OPP's three-year transition period. The OPP annual cost is forecasted to be less than the DPS cost during the remainder of the model. The two policing models finish the 15-year period with a cumulative cost of approximately \$90 million (OPP) and \$99 million (DPS).

Cost Comparison for Equal Number of Officers

The OPP cost proposal includes more sworn officers than is in the current DPS model. The OPP model includes 25 sworn patrol officers including supervision. The DPS model currently has 18 sworn officers plus an Inspector and Chief. An analysis was performed to compare the two models based upon the OPP cost proposal and an increase in DPS sworn officers to match the OPP proposal. The result is a hypothetical increased current cost for DPS; however, the assumption of when to add officers was not changed. Therefore, officers are not added in this comparison for DPS in some scenarios depending on the call for service growth assumption. Sworn officers were added at the average constable “loaded” cost estimate for 2022 (\$140,515). Seven officers at this rate adds \$983,605 to annual costs and these costs are assumed to grow at the average historical DPS rate for officer salaries (2.77%).



The gap between the two models is more significant based upon the assumptions as provided (25 sworn officers in the DPS model to respond to calls to match the OPP proposal). DPS cumulative cost are estimated to be approximately \$109 million compared to the OPP’s \$90 million over the same period.

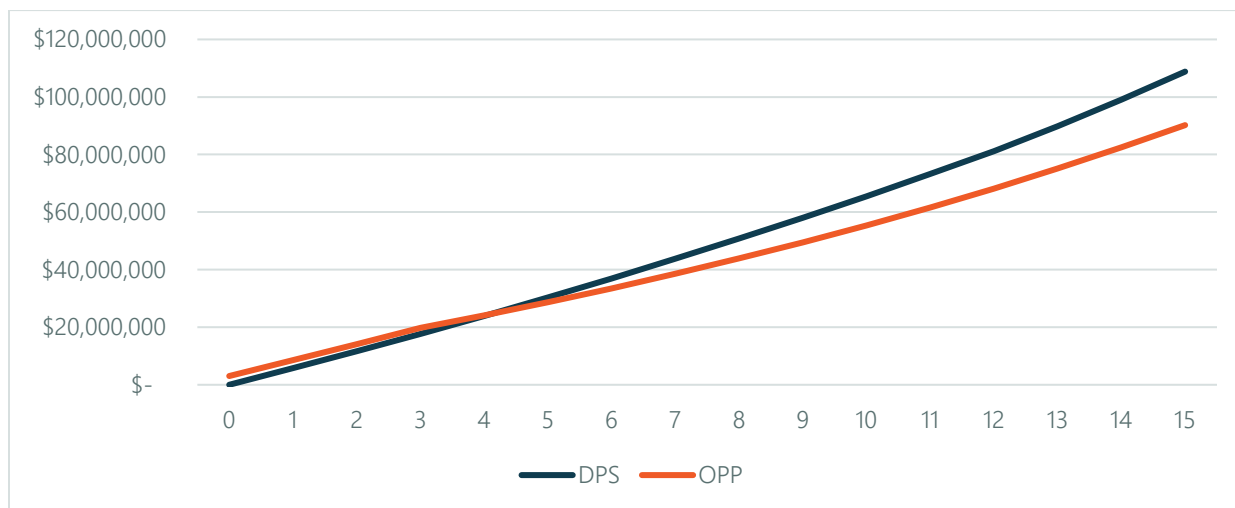


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Background

In 2018/2019, the Corporation of the City of Dryden (“Dryden” or “the City”) engaged MNP to complete a Study and Analysis of Policing Services. The study provided information to the City to inform its decision-making process regarding potential policing model options. The study was intended to provide an objective, comprehensive analysis and comparison of the Dryden Police Service (DPS) and Ontario Provincial Police (OPP) policing models.

The City has since re-engaged MNP to provide a follow-up to the previous study. Data, information, evidence, and findings from the OPP, DPS, key stakeholders, and other jurisdictions have been sourced to inform Council. The specific objectives of this engagement are:

- Complete an update to the 2018/2019 comparison of the DPS and the OPP policing models in relation to deployment, staffing levels, service standards, service levels, accountability and budget impact through both the initial municipal policing transition and following that initial 3-year phase;
- Compare similar sized municipalities with a similar call volume that have engaged the OPP for policing to determine service, governance, and financial impacts of transitioning to the OPP policing model; and
- Complete an update to the review of current and future costs and analysis of the overall costs of providing police services through the DPS and the OPP to develop a 15-year forecast;
 - Updated costing information has been requested from the Ontario Provincial Police (OPP) since the last study was completed to allow for an updated comparison and analysis.

A mixed methods approach informed the approach taken to complete this project. Internal data sources for quantitative information remained the same as the 2019 report with the addition of information from the 2019 fiscal year. Qualitative data was gathered using a targeted sampling method to identify key stakeholders within the City of Dryden to understand their perspectives with regards to the OPP Contract Policing Proposal. Additionally, municipal Chief Administration Officers from seven comparable municipalities were interviewed to provide input pertaining to the transition to the OPP from a municipal police service and the transition from the OPP to a municipal/contracted police service.

Findings

This report has been separated into the following three sections:

- Benchmarking
- Updated Service Offering Comparison
- Updated Financial Analysis

Benchmarking

A broader benchmarking exercise was requested for this iteration of the study to provide context to findings from this and the last study. Municipalities in Ontario were selected as comparisons based on geography, similar population and police service size. The specific data points that the selected jurisdictions were compared include:

- Police Service Strength
- Incidents, Crime Severity, and Weighted Clearance Rates
- Costs of Policing

The benchmarking exercise provides context and information to better understand how Dryden compares to other municipalities in Crime Severity, number of officers and overall costs. Statistics Canada data was utilized, as available, to provide consistency. Cost data is published publicly by the OPP for municipalities they police.

Of note, West Nipissing, Orangeville and Shelburne are included in some of the benchmarking elements and are categorized as municipal services even though they have recently switched to an OPP contract. The last data year used for the benchmarking was 2019 and each data set represents a time frame from which they were still municipal services.

Service Comparison

The updated service offering comparison subsection contains a summary of what was found in the 2019 study as well as noted modifications or changes regarding the number of officers or services provided since the 2019 study.

Financial Analysis

The updated financial analysis contains a comparison table of the projected costs for the DPS and OPP over the next 15 years using the same methodology as the 2018/19 study. The model has been updated with 2019 financial information for both the DPS and the OPP.

Together with the DPS, the Dryden police costing committee decided to not use the 2020 fiscal year in this analysis. The COVID 19 pandemic has had significant impact on most police services related to calls for service, processes, procedures and costs. As such, it was decided to not use 2020 data to avoid any skew that may occur from 2020 data when compared to previous years.

Benchmarking

The following sub-sections provide detail related to several crime and community safety statistical indicators as provided by Statistics Canada. In each case, Dryden has been compared to comparator or benchmark communities to provide context to Dryden's related indicators. Highlights from the following sections include:

Crime Severity Index

- Dryden had the highest average CSI for the benchmark communities during the period of 2015-2019
- Dryden had the 2nd highest CSI growth rate over the same period (17% annually)
- Both violent and non-violent CSI are increasing with non-violent CSI growing at a faster rate

Criminal Incidents

- Dryden had the 2nd highest rate of criminal incidents per 100,000 population within the benchmark municipalities and the highest (tied) average annual growth rate in criminal incidents during the 2015-2019 period
- Dryden had the 3rd highest incident per officer during the same period

Clearance Rate

- Dryden's clearance rate decreased over the period of 2015-2019. Dryden had the largest decline of the benchmark municipalities (-4%)

Police Costs

- Dryden has the highest average policing cost per capita of the benchmark municipalities at \$511 per capita during the 2015-2019 period
- Dryden has the highest average per property cost of the OPP benchmark municipalities at approximately \$1,040 per property during the 2015-2019 period – approximately 44% higher than Kenora.

Sworn Officer to Population Ratio

- Dryden has a relatively high number of sworn officers for its population (2nd highest of the benchmark municipalities)

Cross-Indicators

- Dryden's officer per population ratios fit with what is typical statistically. Communities with high CSI's and high volumes of incidents typically have higher officer per population levels.
 - Dryden has the highest CSI and the 2nd highest cop per population level
 - Dryden has the highest number of incidents

Incidents, Crime Severity, and Weighted Clearance Rates¹

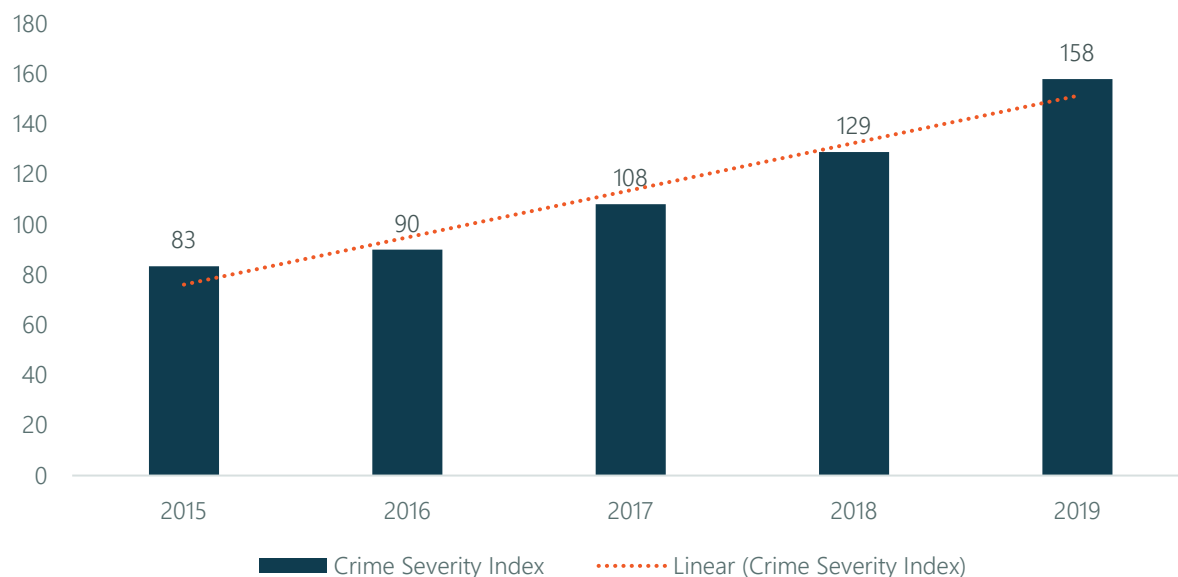
Crime Severity Index

The Crime Severity Index (CSI) tracks changes in the severity of police-reported crime. It measures how much crime is coming to the attention of police and the seriousness of that crime.

Each type of offence is assigned a seriousness "weight". The weights are derived from actual sentences handed down by courts in all provinces and territories. More serious crimes are assigned higher weights, less serious offences lower weights. As a result, CSI is sometimes broken out in two components, violent and non-violent.

From 2015 to 2019, the CSI for the City of Dryden – both violent and non-violent - has been increasing (Figure 2 and Figure 3) with non-violent increasing at a more rapid pace than violent. Dryden has the highest average annual CSI of the benchmark communities included in this study (Figure 4).

Figure 1: Annual Crime Severity Index in Dryden Between 2015 and 2019



¹ Definitions are from Statistics Canada

Figure 2: Annual Violent and Non-Violent Crime Severity Index in Dryden Between 2015 and 2019

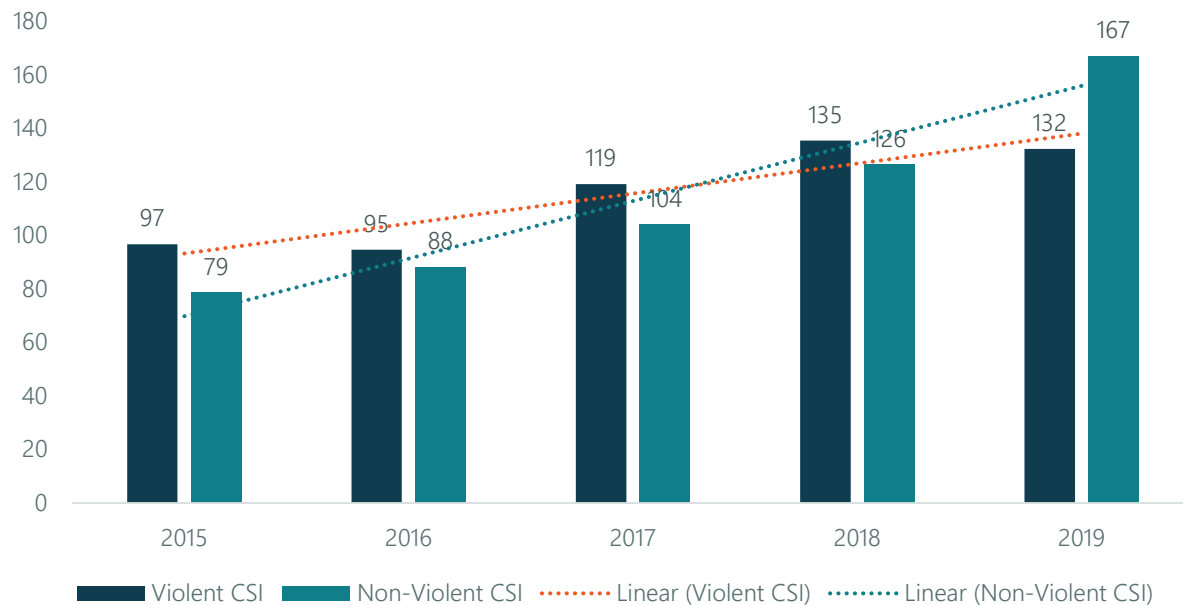
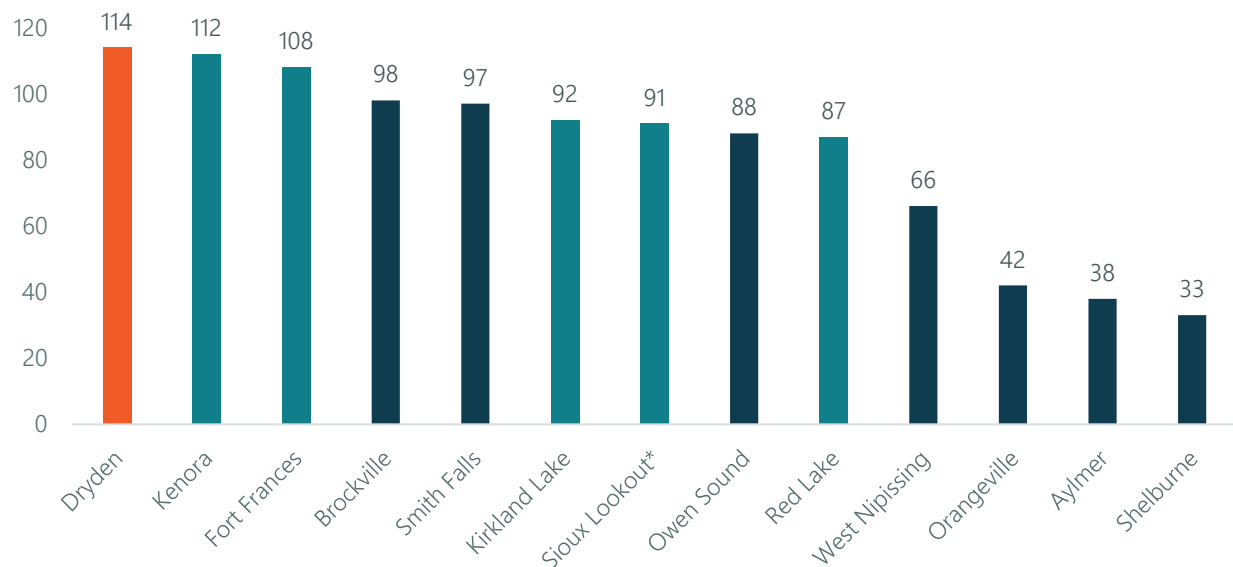


Figure 3: Average Crime Severity Index by Jurisdiction Between 2015 and 2019



Dryden: **Orange**

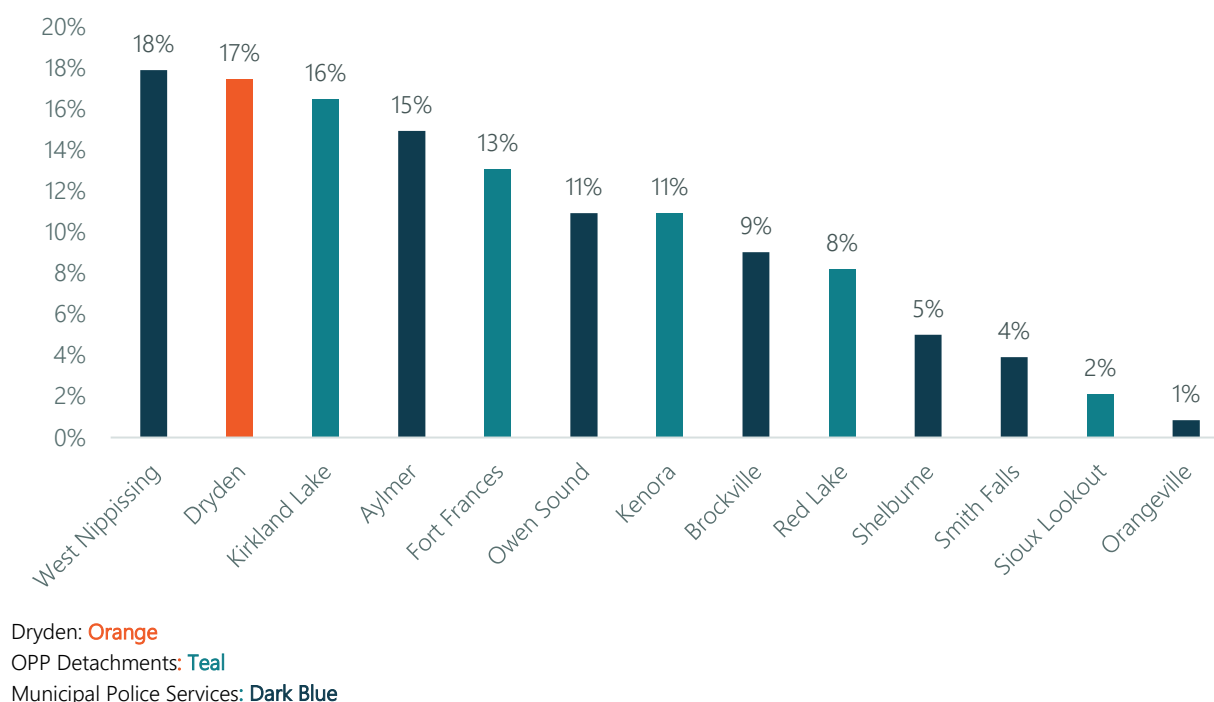
OPP Detachments: **Teal**

Municipal Police Services: **Dark Blue**

*Sioux lookout's reported CSI in 2019 is 10 on the Statistics Canada. Since this is a drastic change in the index score it is assumed to be a data entry error. As a result, any reference to CSI for Sioux Lookout in this report is restricted to be from 2015 to 2018.

The following figure provides a comparison of the average percentage change of CSI over the period of study. Between 2015 and 2019, the CSI in Dryden has increased by 17% compared to 1% in Orangeville. Of note, the CSI of all the jurisdictions included in this study increased over the period of study.

Figure 4: Average Percentage Change of CSI Between 2015 and 2019



Criminal Incidents

A criminal incident is defined as the occurrence of one (or more) criminal offence(s) during one single, distinct event, regardless of the number of victims. For clarification, calls for service are not the same as criminal incidents because not all calls for service involve a criminal code violation. Specifically, calls for service are times when police assistance is requested. The request for assistance (i.e. call for service) may be determined to not warrant police presence by the 911 operator after the caller is asked a pre-determined list of questions used to determine the nature of the call. Even when police are dispatched to a location or area in response to a call for service, the responding police officers may not determine a criminal code violation has occurred. Essentially, criminal incidents are a count of the number of events in which police have determined that a criminal code violation has occurred. As a result, there will generally be a higher number of calls for service compared to criminal incidents.

Dryden has had a significant increase in the volume of incidents annually during the period of study (Figure 6). Incidents have been increasing by approximately 127 per year over that period. Dryden has the second highest rate of criminal incidents per 100,000 population as well as the third highest average annual criminal incidents per police officer (Figure 6, Figure 8).

Figure 5: Total Number of Annual Criminal Incidents in Dryden Between 2015 and 2019

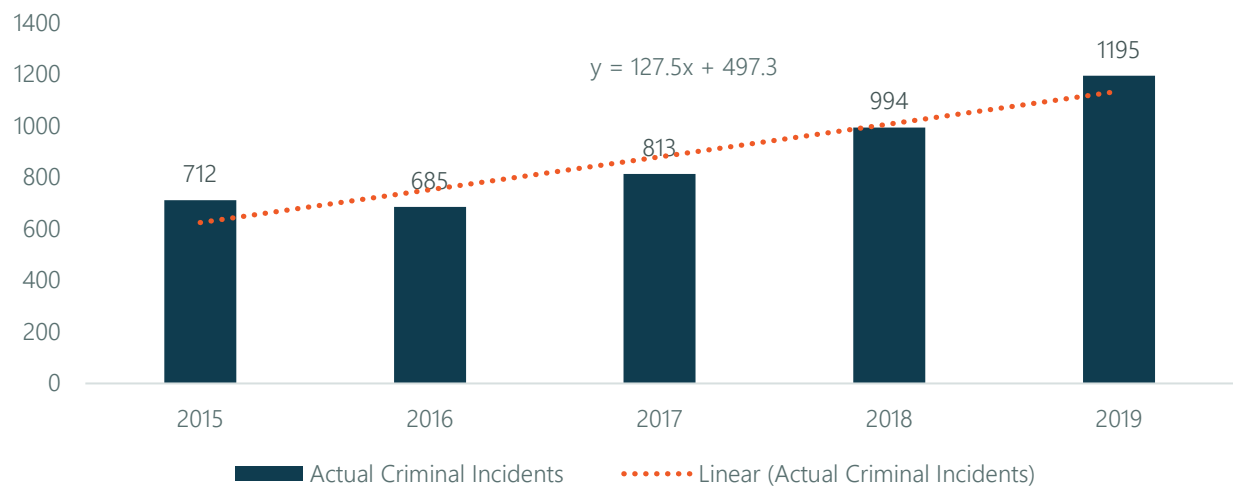
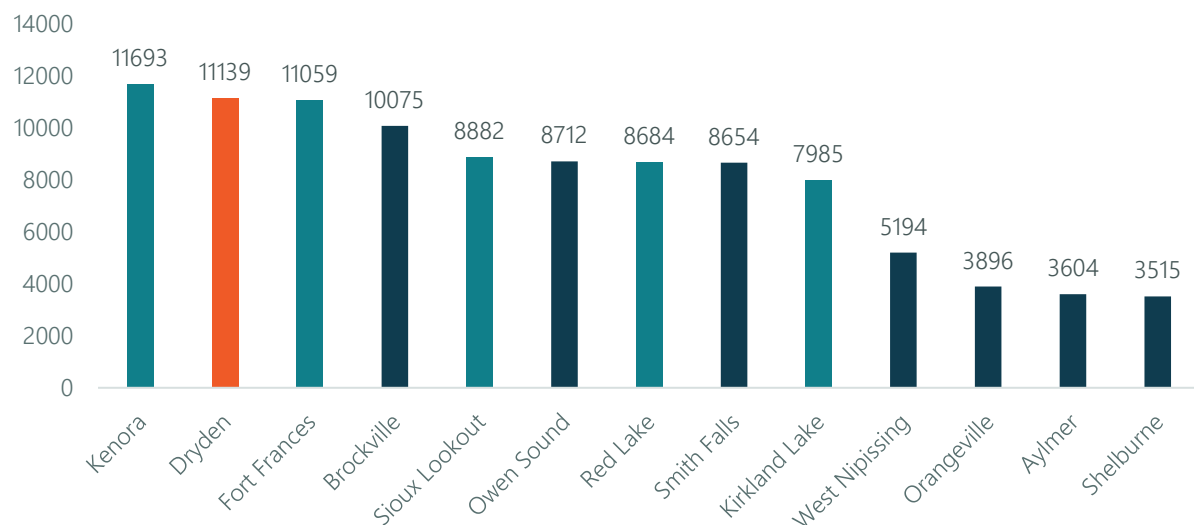


Figure 6: Average Incident Per 100,000 by Jurisdiction Between 2015 and 2019



Dryden: **Orange**

OPP Detachments: **Teal**

Municipal Police Services: **Dark Blue.**

*Sioux lookout's reported incidents per 100,000 rate in 2019 is 721 on the Statistics Canada. Since this is a drastic change in incidents it is assumed to be a data entry error. As a result, any reference to CSI for Sioux Lookout in this report is restricted to be from 2015 to 2018.

Figure 7 provides a comparison of the average percentage change of criminal incidents per 100,000 population between 2015 and 2019. Over the period of study, the rate of criminal incidents has increased by 15%. Shelburne and Orangeville are the only two jurisdictions to have a decreasing rate of criminal incidents in the same period.

Figure 7: Average Percentage Change of Incident Rate per 100,000 Between 2015 and 2019

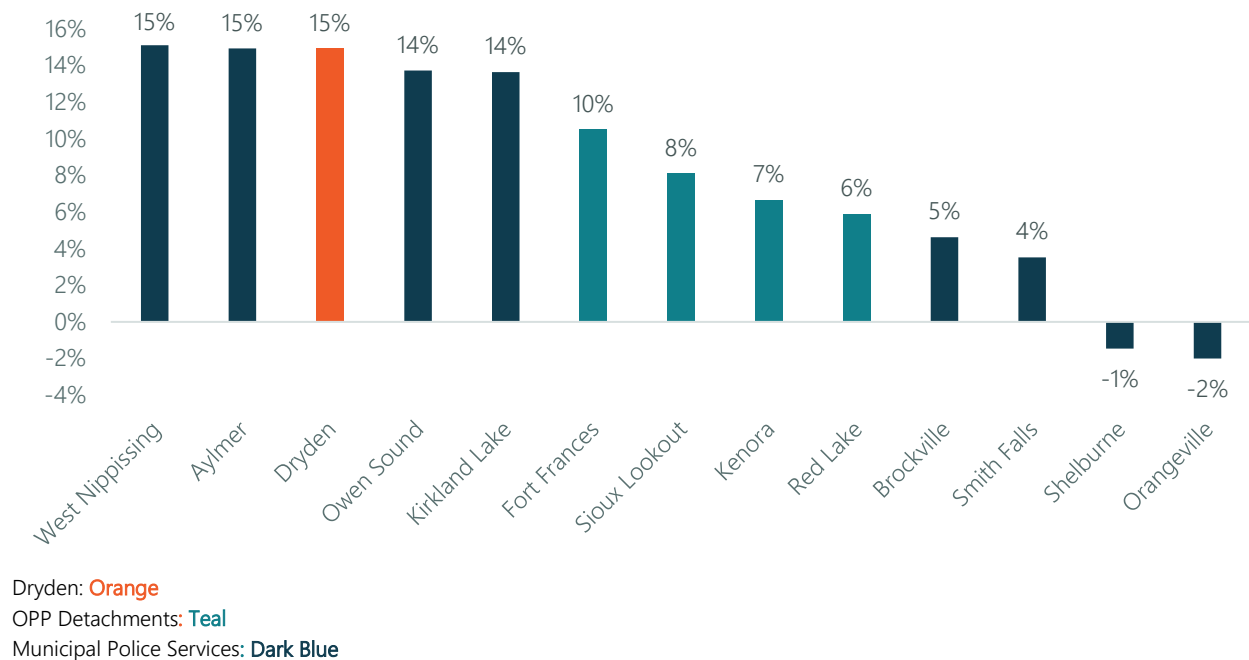
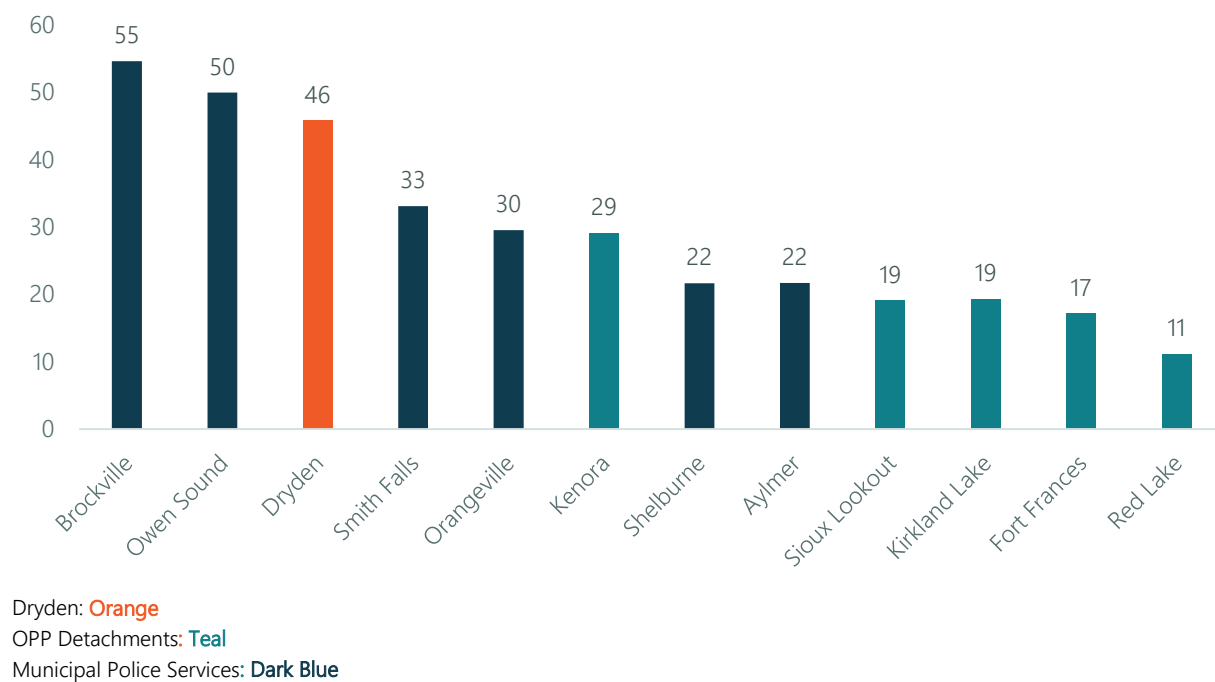


Figure 8: Average Annual Incident Per Police Officer by Jurisdiction Between 2015 and 2019



Clearance Rate

The clearance rate represents the proportion of criminal incidents solved by the police. Police can clear an incident by charge or by means other than the laying a charge. For an incident to be cleared by charge, at least one accused must have been identified and either a charge has been laid, or recommended to be laid, against this individual in connection with the incident. For an incident to be

cleared otherwise, an accused must be identified and there must be sufficient evidence to lay a charge in connection with the incident, but the accused is processed by other means for one of many reasons. However, clearance rates are only one measure of police effectiveness, one which cannot capture the full range of service delivery functions undertaken by police service agencies.

The clearance rate in Dryden has been decreasing by approximately 2% annually over the period of this study (Figure 10). Dryden's average clearance rate is second lowest over the period of study compared to the benchmark municipalities (Figure 11).

Figure 9: Annual Weighted Clearance Rate of the Dryden Police Service Between 2015 and 2019

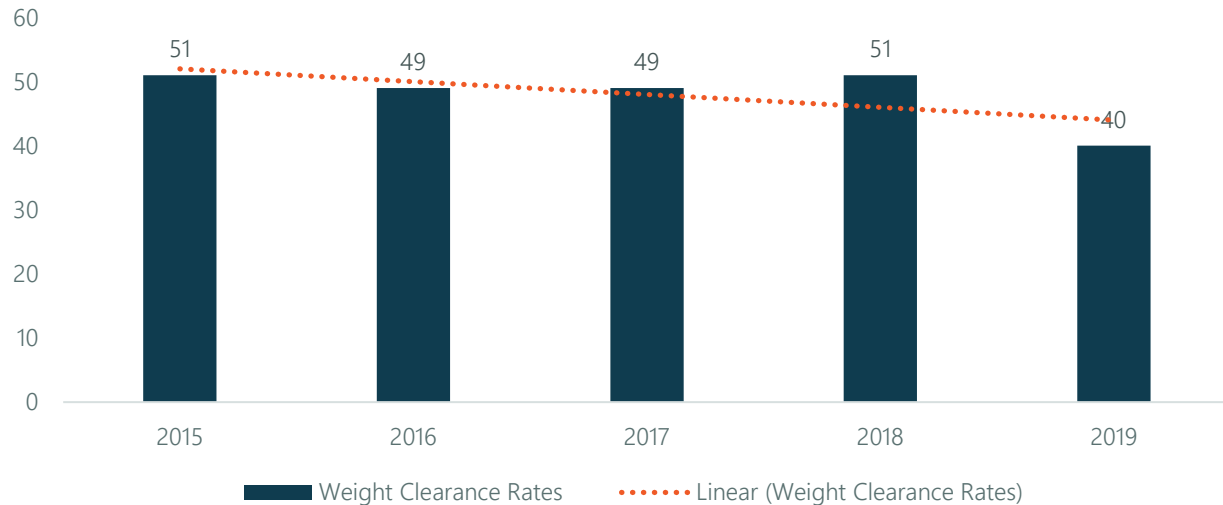


Figure 10: Average Weighted Clearance by Jurisdiction Between 2015 and 2019

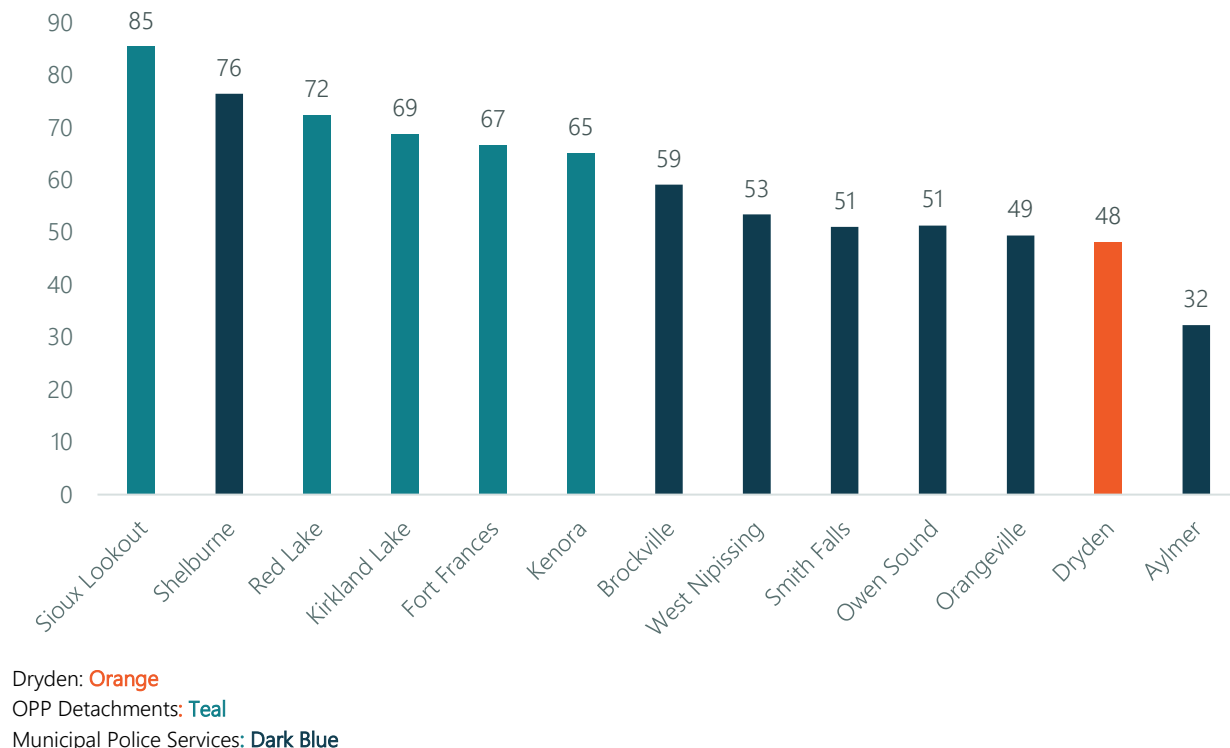
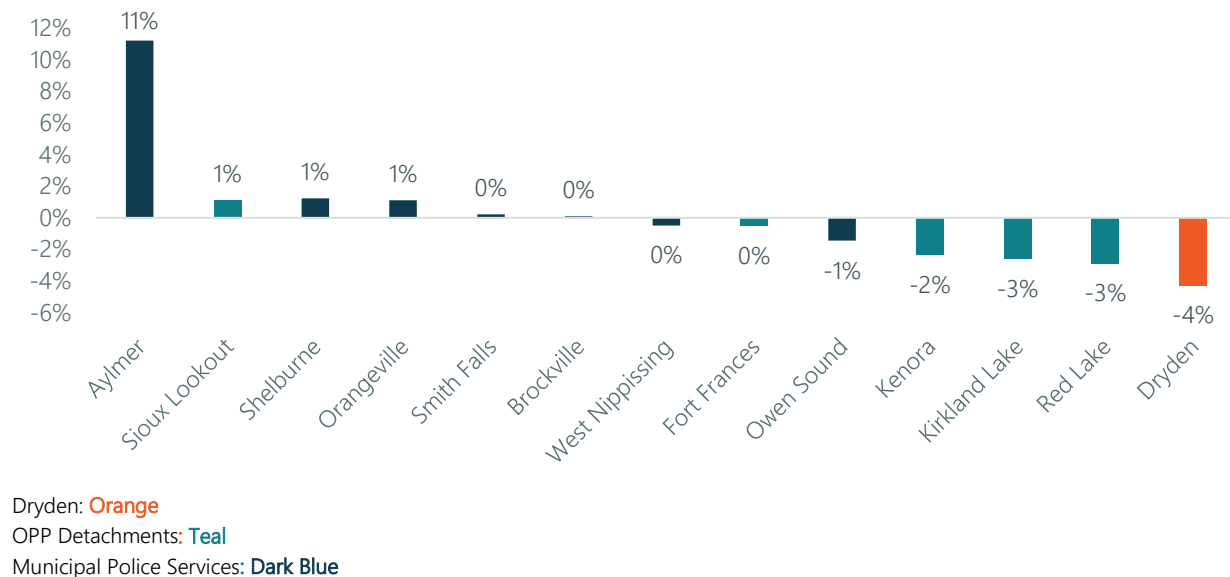


Figure 11 provides a comparison of the average percentage change in weighted clearance rates between 2015 and 2019. In general, there has been limited changes in weighted clearance rates except for Alymer increasing by 11%. Dryden has had a 4% reduction. Four other police services also had a reduction over the same period.

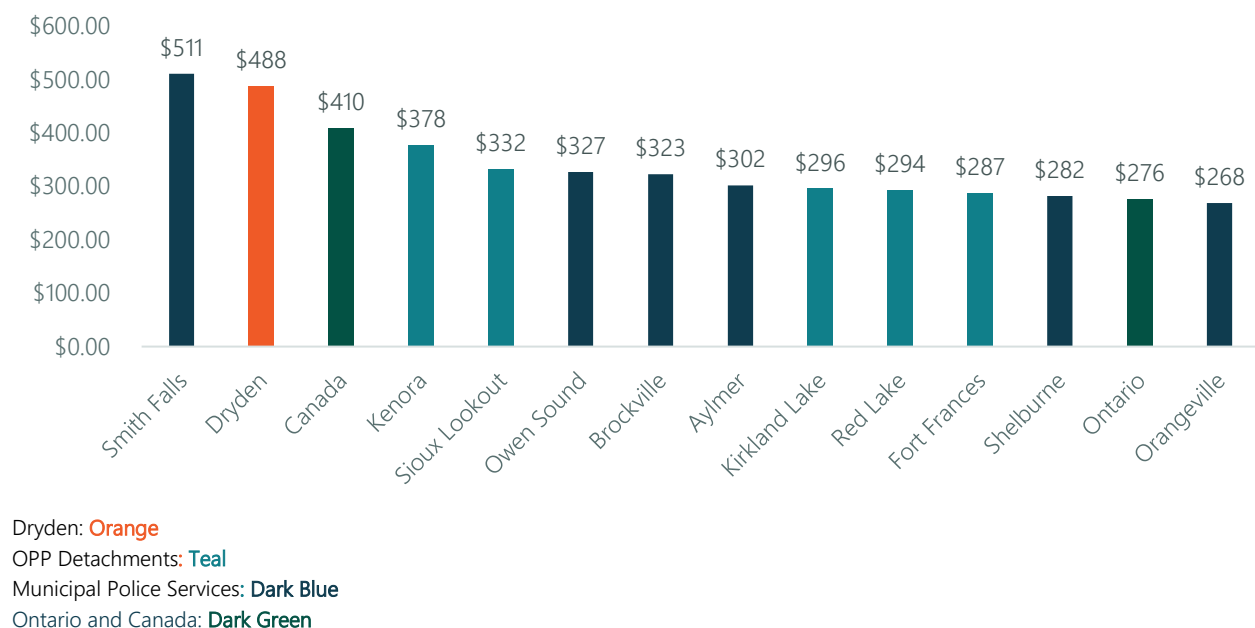
Figure 11: Average Percentage Change in Weighted Clearance Rates Between 2015 and 2019



Costs of Policing

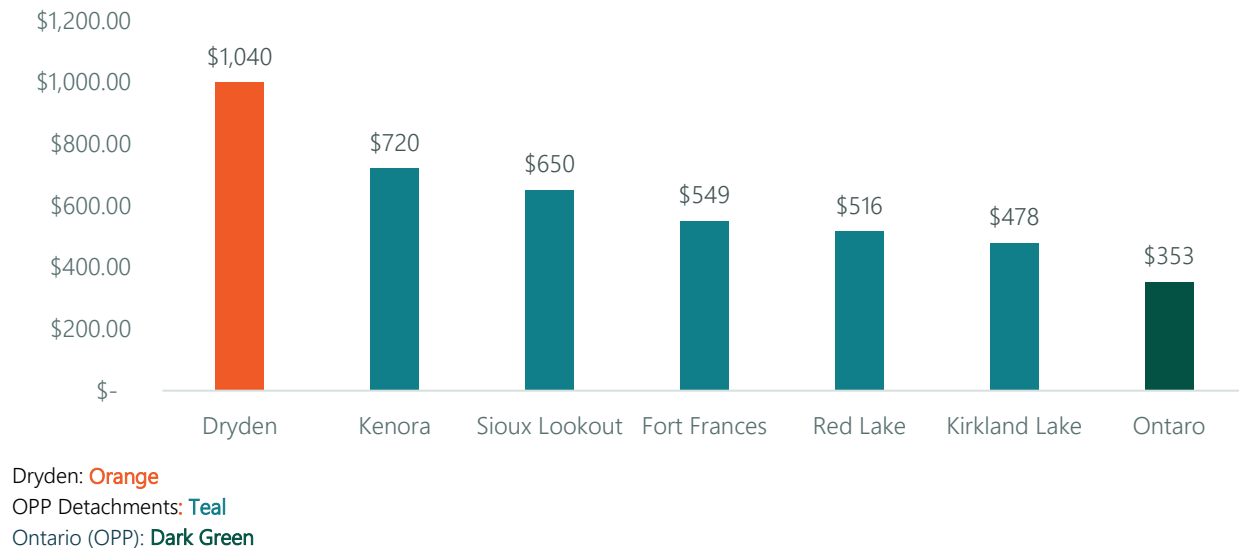
The DPS average per capita cost of \$488 is higher than the average per capita cost of policing in Ontario, which is \$276, and the second highest of the benchmark municipalities (Figure 12).

Figure 12: Average Cost Per Capita by Jurisdiction Between 2015 and 2019



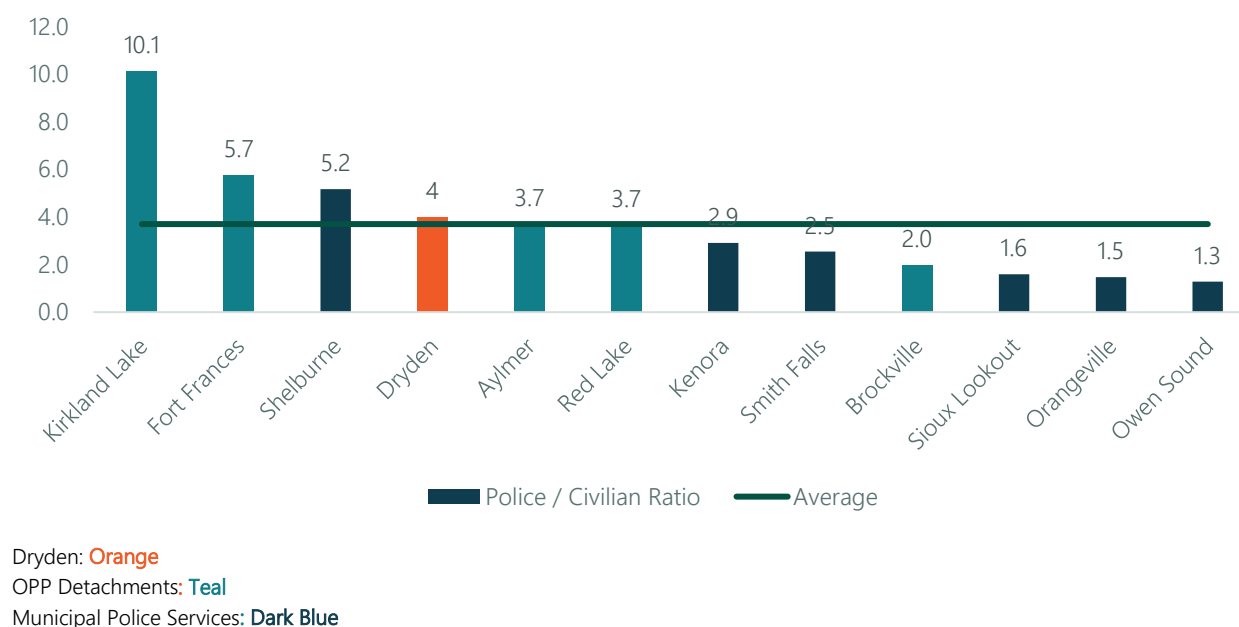
Of the benchmarked communities with available property data, the DPS has an average per property cost of \$1,040 between 2015 and 2019 (Figure 13). For the OPP, the average per property costs across the province are \$353, which is 34% of the average per property costs for Dryden. Per property information is publicly available for municipalities policed by the OPP. Property counts have not been included for municipal services.

Figure 13: Average Cost Per Property by Jurisdiction Between 2015 and 2019



Regardless of service size, increasing policing costs in Canada have piqued the interest of all three levels of government to investigate the cost saving potential of hiring civilians to work within police services (i.e. civilianization). The DPS police-civilian ratio is slightly above average amongst the comparable jurisdictions in this study (Figure 14).

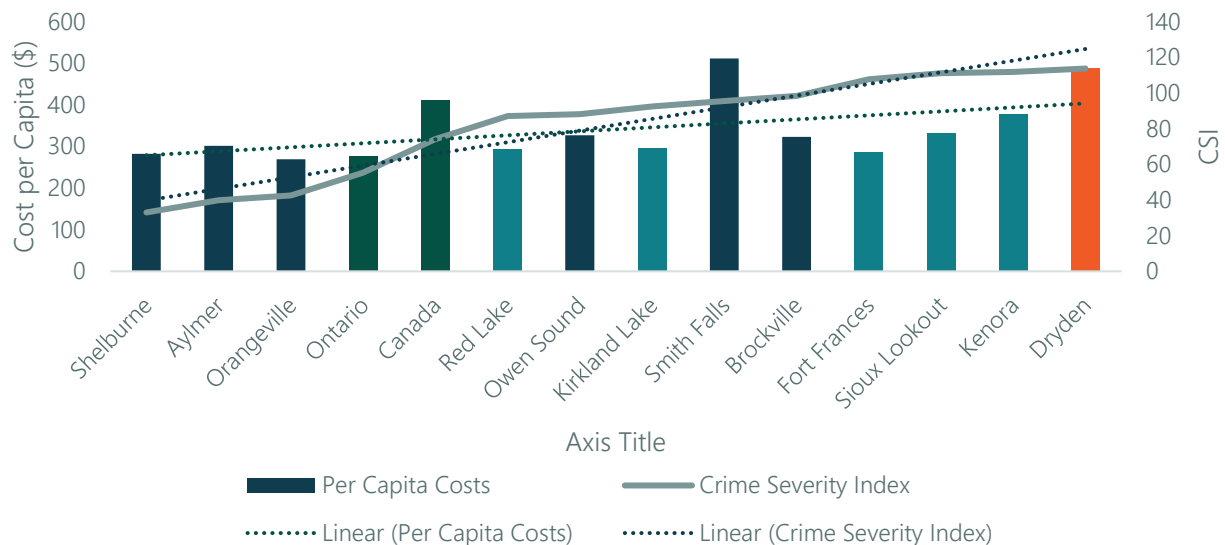
Figure 14: Average Police-Civilian Ratio by Jurisdiction Between 2015 and 2019



Policing costs are generally positively correlated with officer per capita rates because salaries and benefits typically comprise approximately 80% or more of a service's costs. Therefore, the same relative correlations between officer per capita and other metrics hold true for per capita costs as well.

Dryden has the highest CSI and second highest cost per capita of the benchmarked communities with available costing data.

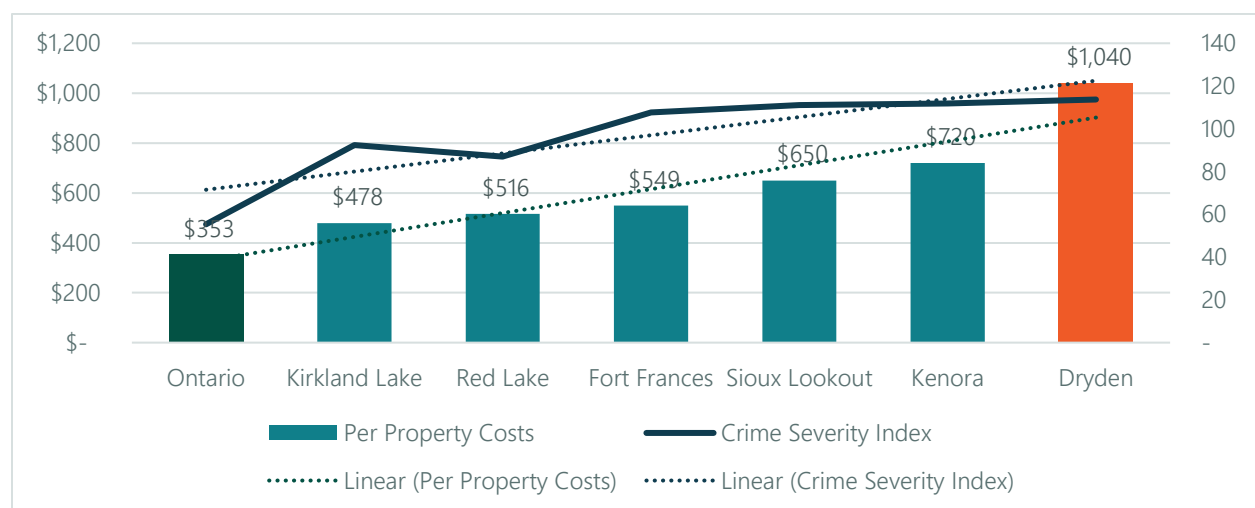
Figure 15: Average per Capita Costs and CSI Between 2015 and 2019



Dryden: **Orange**
 OPP Detachments: **Teal**
 Municipal Police Services: **Dark Blue**
 Ontario and Canada: **Dark Green**

Dryden has the highest cost and highest CSI when using per property costs (Figure 16).

Figure 16: Average per Property Costs and CSI Between 2015 and 2019



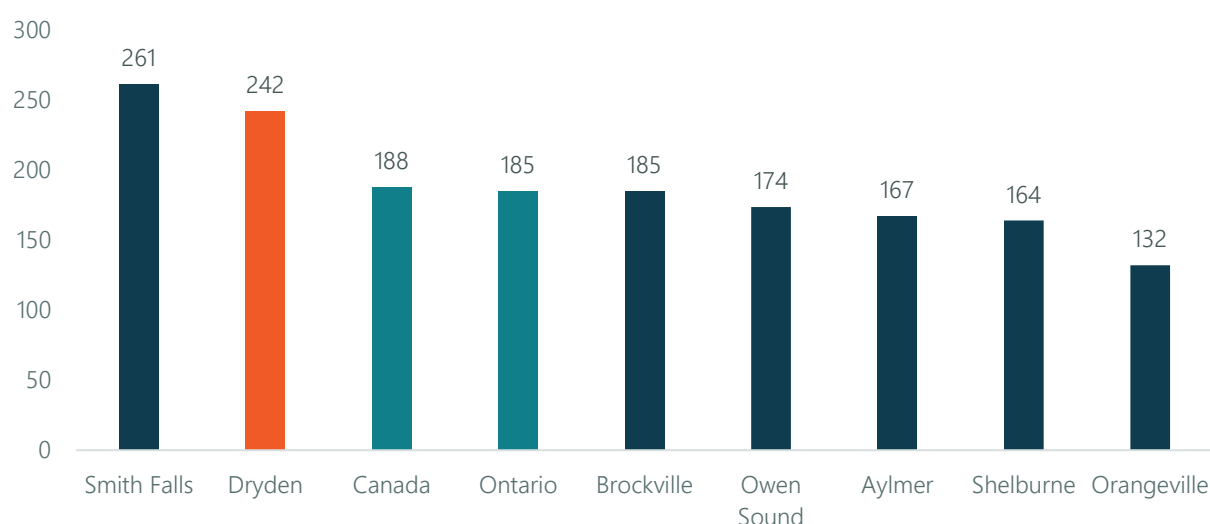
Dryden: **Orange**
 OPP Detachments: **Teal**
 Municipal Police Services: **Dark Blue**

Police Service Strength

Based on the latest Statistics Canada data, Dryden has 242 police officers per 100,000 population in comparison to the Province of Ontario with 185 and Canada at 188 per 100,000 respectively. Dryden has the second highest police officer per 100,000 population rate compared to the other municipal services included in this study (Figure 17).

Unfortunately, public data for police strength is not available for comparable OPP-policed municipalities. Because the OPP utilize a regional model for officer deployment, they do not specify whether an officer is “posted” to a specific municipality, only to a detachment. Therefore, OPP policed municipalities have not been used in benchmarking that utilizes a “per officer” comparison.

Figure 17: Average Number of Police Officers Per 100,000 by Jurisdiction Between 2015 and 2019

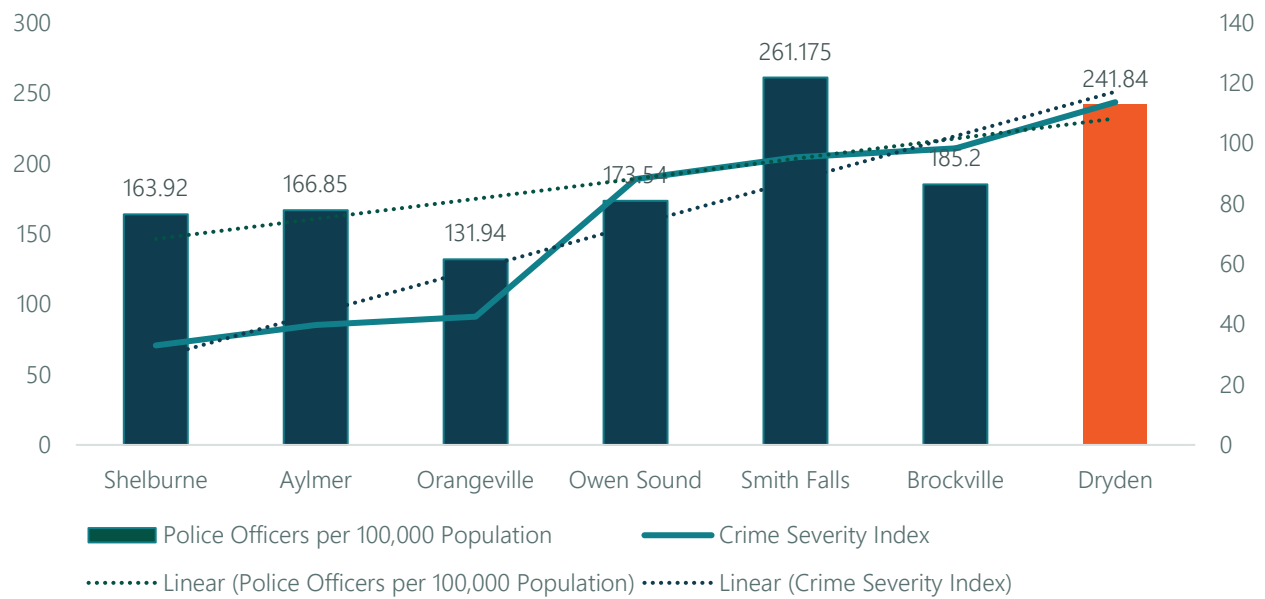


Cross Indicator Comparisons

There are typical relationships or correlations between public safety indicators. The following figures display two indicators on each figure to measure the degree with which this is true of the benchmark communities, and specifically, how Dryden compares.

Typically, communities with higher CSI's have relatively more officers per population. The average officer per 100,000 rate for Dryden is the second highest of the benchmark communities while its crime severity index is the highest.

Figure 18: Average Officer per 100,000 Compared to Crime Severity Index Between 2015 and 2019

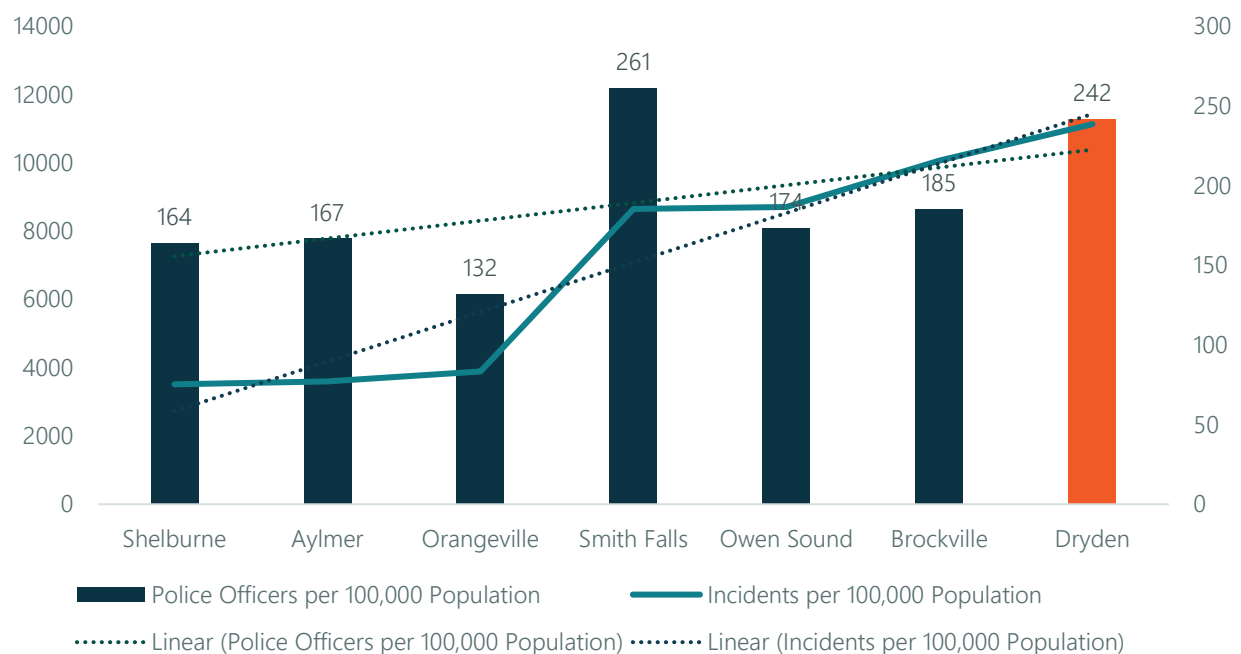


Dryden: **Orange**

Municipal Police Services: **Dark Blue**

A similar trend is typical in relation to incidents. The higher the incident volume per population, the higher the officer per capita rate. Dryden has the highest number of incidents and the second highest officer per 100,000 rate among the communities included in this study (Figure 19).

Figure 19: Average Officers per 100,000 and Volume of Incidents Between 2015 and 2019



Dryden: **Orange**

Municipal Police Services: **Dark Blue**

Updated Service Offering Comparison

In general, there were no significant reported service offering changes for either the DPS or OPP since the last study. Table 1 provides an updated comparison summary table utilized in the 2018 report as a reference. Upon release of the 2018 report, both the DPS and OPP wanted to make the following noted clarifications:

- DPS: The 2018 report stated that two uniform officers are on patrol within the City at any time as per the DPS Collective Agreement. However, it is important to note that the Inspector, Community Safety Officer, and Court Officers are operational and able to respond to calls for service as required.
- OPP: In the 2018 report, it was noted there would be three uniform officers on patrol within the City at any given time. The OPP noted it would have at least four officers available, including the supervisor on shift, as well as access to drug and crime enforcement units within the region, the Community Safety Officer and a Court Security Officer.

Table 1: Service Delivery Comparison Summary Table

Service Area	DPS Policing Model	OPP Policing Model
Staffing Levels	<ul style="list-style-type: none"> • 20 - Sworn Officers 	<ul style="list-style-type: none"> • 57.89 sworn officers (including 25.89 officers added in the Dryden costing proposal)
	<ul style="list-style-type: none"> • 5 - Civilians 	<ul style="list-style-type: none"> • 9.6 Civilians (including 6 FTE's added in the Dryden costing proposal)
Service Standards	<ul style="list-style-type: none"> • Local Policing Model 	<ul style="list-style-type: none"> • Integrated/Regional Policing Model (Officers police the Dryden Region including Dryden, Ignace, Machin and surrounding areas)
	<ul style="list-style-type: none"> • 24/7 Policing 	<ul style="list-style-type: none"> • 24/7 Policing
	<ul style="list-style-type: none"> • Stated service minimum as per the DPS Collective Agreement: Two Uniform Officers on Patrol within the City always. The Inspector is also available to respond to calls while on duty. The Community Safety Officer and Court Security Officer could also respond to calls for service in certain instances. The Chief of Police does not 	<ul style="list-style-type: none"> • Stated service minimum: Because it utilizes an integrated service delivery model, the OPP does not provide an absolute minimum number of officers in a zone at any one time. However, they expect 3 to four Constables, plus a Sergeant Supervisor in the City of Dryden on a consistent basis. In addition, Community Street Crime Unit officers on duty are available if

Service Area	DPS Policing Model	OPP Policing Model
	typically respond to calls for service.	required. Court Security Officer, Community Safety Officer, and a support and operational Sergeant could be deployable in certain instances as well.
	<ul style="list-style-type: none"> Officers are dedicated to Dryden alone. 	<ul style="list-style-type: none"> Officers police the entire region. There is a critical mass of officers to provide surge capacity – contrarily, officers may be required outside of Dryden at times as well.
Services Offered	<ul style="list-style-type: none"> Specialized services not offered by the DPS are currently provided by the OPP. The OPP have not historically charged for these services; however, a letter is prepared annually by the OPP describing the cost of these services. 	<ul style="list-style-type: none"> The OPP will provide the City of Dryden all services currently offered by the DPS except for school crossing guards (animal and parking control was removed from DPS responsibility since the last report).
	*City of Dryden will continue to be responsible for By-Law Enforcement Officers and School Crossing Guards regardless of the policing model	
Community Policing Focus	<ul style="list-style-type: none"> One dedicated Community Safety Officer (CSO). 	<ul style="list-style-type: none"> One dedicated CSO shared between the municipalities within the region policed by the OPP Dryden Detachment (Machin, Ignace).
	<ul style="list-style-type: none"> Actively involved in the community through presentations, parades, and a variety of events. 	<ul style="list-style-type: none"> Actively involved in the community through presentations, parades, and a variety of events.
	<ul style="list-style-type: none"> DPS is perceived to be very open to and responsive to working with the City of Dryden on solving local community safety challenges. 	<ul style="list-style-type: none"> Feedback from other jurisdictions indicated that the OPP is very open to working with municipalities on solving local community safety challenges.
Additional / Extra Services	<ul style="list-style-type: none"> <i>Ambulance Calls:</i> DPS is responding to and attending all ambulance calls (including without a direct dispatch or request from EMS to attend). 	<ul style="list-style-type: none"> <i>Ambulance Calls:</i> OPP would attend ambulance calls as dispatched or requested by EMS.
	<ul style="list-style-type: none"> <i>Mental Health Transport:</i> DPS no longer transports mental health patients in cruiser cars if 	<ul style="list-style-type: none"> <i>Mental Health Transport:</i> OPP do not transport mental health patients in their cruiser cars due to liability

Service Area	DPS Policing Model	OPP Policing Model
	requested by the hospital. They will provide a security escort as requested and bill the hospital on a cost recovery basis. This service has changed from the last report when DPS would transport a patient in a DPS cruiser car in certain situations.	concerns but will provide a security escort for the ambulance. The hospital is charged for the costs associated with the officers' time.
	<ul style="list-style-type: none"> <i>Hospital Security:</i> DPS will remain at the hospital with a patient when requested subject to officer availability. 	<ul style="list-style-type: none"> <i>Hospital Security:</i> OPP will remain at the hospital with a patient for an agreed upon period. Officers typically leave once the Form 1 is signed.
	<ul style="list-style-type: none"> <i>Prisoner Transport:</i> DPS currently provides the City of Dryden prisoner transport services. 	<ul style="list-style-type: none"> <i>Prisoner Transport:</i> OPP would provide the City of Dryden prisoner transport services and bill the City on a cost recovery basis.
	<ul style="list-style-type: none"> <i>Court Security:</i> DPS is currently responsible for court security within the City of Dryden. 	<ul style="list-style-type: none"> <i>Court Security:</i> OPP would be responsible for all court security within the City of Dryden and the City would be billed on a cost recovery basis.
		<ul style="list-style-type: none"> <i>Special Teams:</i> the OPP has access to significant resources and special teams to assist frontline officers including an investigative team that can take over investigations and allow frontline officers to go back to call response or patrol duties

Stakeholder Consultations

Table 2 provides the perceived likes and dislikes of the OPP from other jurisdictions that have transitioned to the OPP or decided to transition from the OPP to another police service.

Table 2: Key Themes from External Stakeholders

	Perceived Strengths	Perceived Weaknesses
Transitioned from a Municipal Police Service to the OPP	<ul style="list-style-type: none"> Generally, the cost savings for police services offered by the OPP were perceived to be a significant contributing factor for transitioning away from a municipal police service. Municipalities mentioned that reduced liability and administrative burden was important in their decision to transition to the OPP. The OPP were perceived to have comprehensive policies and procedures. Increased response times and decreased levels of service were both noted concerns in transitioning to the OPP. However, most jurisdictions indicated that they were satisfied with response times and the level of service by the OPP. 	<ul style="list-style-type: none"> Transitioning from a municipal service to the OPP is a time and resource consuming process. OPP members may not dispatch officers to attend very minor crimes. The OPP allocate police resources based on calls for service with high severity calls receiving higher priority. There can be a loss of familiarity with the officers of the OPP due to the regional policing model and internal transfers.
Transitioned from the OPP to Another Police Service Provider	<ul style="list-style-type: none"> The OPP were generally perceived to be able to effectively address minor and major criminal incidents. Costs associated with the OPP were lower in comparison to the municipal police service that preceded the OPP. 	<ul style="list-style-type: none"> The OPP utilize calls for service as their primary billing mechanism. As such, they do not pay specific attention to how many officers are in a jurisdiction. Some jurisdictions perceived that their input regarding policing priorities were not acted upon if they were not in alignment with the provincial priorities of the OPP. Ability for municipalities to request additional officers is perceived to be limited in some cases depending on the request. For example, requests for more officers during seasonal influxes in a municipality's population due to economic/hospitality events.

In general, these concerns align with the input provided in the 2018/19 study. Municipal services are often perceived as providing a locally focused service, albeit at a typically higher cost. Alternatively, the OPP are perceived to bring a critical mass of resources, processes, and procedures as well as a decrease in liability and administrative burden to a municipality in exchange for some loss of control regarding governance input and cost control.

Updated Financial Analysis

As with the 2018/19 study, a financial model was created to compare the estimated costs of the DPS and OPP Models going forward. DPS inputs rely on historical cost trends and associated cost drivers, while the OPP inputs rely on the OPP municipal cost model which primarily uses the number of properties and the calls for service in a municipality.

There were data limitations for the current study that are noted below:

- 2020 costs and occurrence data were not used for this study due to the COVID pandemic. Due to the changing conditions associated with the pandemic including calls for service volume and types, policies and procedures and the corresponding costs, 2020 financial and service-related data was not included in this study.
- Occurrence data provided by DPS for the current study is different from the 2018 study
 - In the 2018 study, the "All Violations" report was provided, whereas the OPP and the financial model in this study used the "Occurrence Data" report data to estimate CFS costs. This dataset was provided by DPS as instructed by OPTIC (DPS's record management software provider) as the appropriate data.
- Furthermore, as per the 2018/19 study, assistance calls were broken down to fit into the OPP model. DPS was unable to reconcile the assistance calls breakdown provided in the current study to the previous study

DPS Policing Model Costs

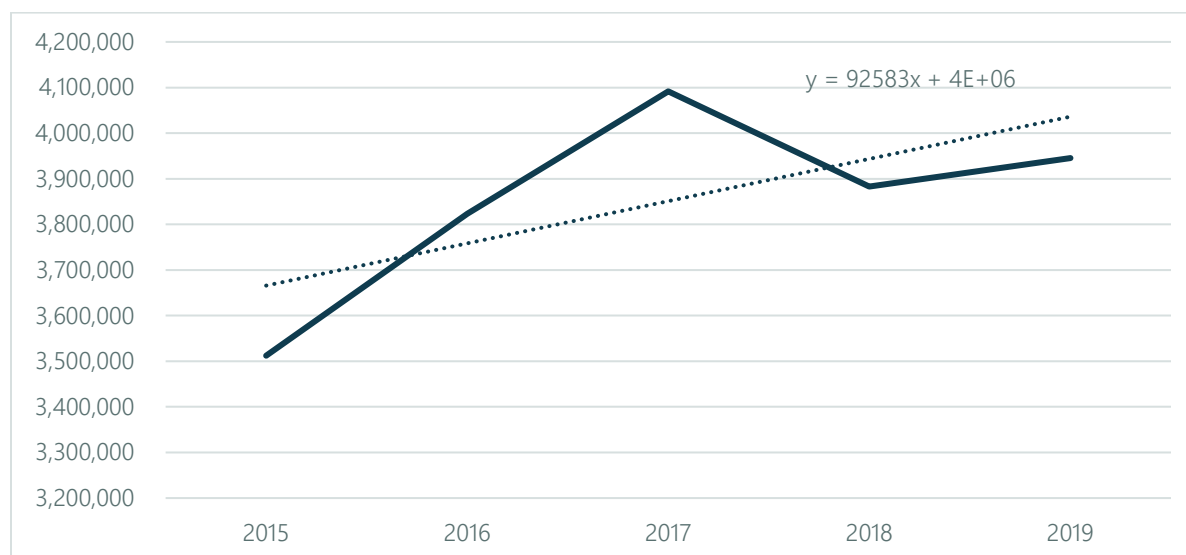
Table 3 provides a summary of the costs for the DPS as provided in audited financial statements.

Table 3: Dryden Police Service Audited Financial Statement Summary Table

	2015	2016	2017	2018	2019
Uniformed Officers	2,819,911	3,085,249	3,313,921	3,168,931	3,274,298
Civilian	488,219	567,681	582,124	570,148	581,954
Court Security	81,697	39,739	48,724	11,717	(41,224)
Police Board	23,146	22,763	28,803	23,652	22,440
Total	3,512,129	3,823,124	4,091,573	3,882,598	3,945,306

DPS expenditures have averaged an increase of approximately 3.1% annually or approximately \$92,500 annually based linear regression. Of note, 2019 audited statement do not include the impact of the DPS contract settlement from that year.

Figure 20: DPS Annual Expenditures (2015 - 2019)



DPS Officer FTE's

Like the 2018/19 study, calls for service volume was utilized to determine future sworn officer needs for DPS. Although not a perfect proxy for officer need, calls for service was the most readily available and correlated indicator. Calls for service is also the main driver of sworn officer cost in the OPP costing model.

Calls for service per patrol officer averaged approximately 400 for the reference years used in the 2018/19 study and the model added an officer when this average reached 550 based upon the historical growth in calls for service at that time (approximately every three years beginning in 2023). The updated model again adds an officer the year after the average calls per officer reaches 550. Calls for service per officer was approximately 460 in 2019 based upon 18 sworn officers that would typically respond to calls.

DPS sworn officer costs were updated for this study to reflect the average loaded salary cost for constables (2021 - \$136,763) projected at the historical salary increase rate of 2.77% annually (average salary increases per officer from 2013 to 2019). An adjustment of 3.25% has also been made at the start of the model to reflect the result of DPS's recent collective agreement. Benefits have recently been recalculated at 25% of salary. This rate has been used throughout the model.

Other DPS Costs

DPS civilian costs have been increasing at an annual rate of 5.14% and 5.53% respectively for nightguard and office salary costs. These increases were utilized in the model going forward.

Court security salary costs have increased at a historical rate of 2.45% with benefits averaging approximately 19% of salaries. These historical increases were utilized in the model going forward.

An inflation rate of 2% was used for general expenses throughout the model.

Capital Costs

Estimated capital costs increased by the rate of inflation since the previous model. Additional estimates were provided by the City of Dryden for 2035 and 2036 to complete the updated financial model over the 15-years.

OPP Billing Model

The OPP billing model has remained similar since the 2018 study. Per property costs derive base services, additional/extra services are charged at an annual rate and calls for service estimating tools utilize average time per types of calls for service (CFS) to derive costs for each municipality by allocating proportionately across the communities the OPP police. The time per call for each call type are adjusted annually and a municipality's calls for service will comprise a different proportion of the provincial total in any year.

Calls for Service

Two adjustments were required to translate current DPS calls for service to the OPP model. Firstly, calls that would be considered already under the OPP's provincial jurisdiction were removed. The OPP would respond to these calls, but not charge Dryden directly because those calls are a part of their provincial responsibility. Calls for service that the OPP would not typically respond to, but DPS historically has, were also removed from the calls for service total. These include medical assist calls that the OPP would not be dispatched to. DPS provided calls for service data as follows.

Table 4: City of Dryden's Annual Calls for Service for the DPS

	2016	2017	2018	2019	Average
DPS Call for Service	7,346	7,099	7,881	8,333	7,665
% Change	-	-3%	11%	6%	4.46%

Table 5: City of Dryden's Annual Calls for Service in the OPP Billing Model

	2016	2017	2018	2019	Average
OPP Calls for Service	4,385	4,702	5,071	5,509	4,917
% Change	-	7%	8%	9%	7.90%

The following table provides an example of the call for service allocation. A three-year average (column A) of call types is used to derive a total weighted time (column C) by multiplying it by an Average Standard Time (Column B) for that call type. The total weighted time for each call type represents a proportion of all the total weighted time for the OPP which is then multiplied by a total cost to derive a municipality's share of the total cost.

Table 6: Sample OPP Call for Service Cost Model

Calls for Service Billing Workgroups	Municipal Police Service Calls for Service Count							
				Three Year Average	2020 Average Time Standard	Total Weighted Time	% of Total Provincial Weighted Time	2020 Estimated Calls for Service Cost
	2016	2017	2018	A	B	C = A * B	D	D * Provincial Total \$
Drug Possession	45	52	81	59	6.3	374	0.0230%	\$37,405
Drugs	9	5	5	6	39.2	248	0.0153%	\$24,843
Operational	2,928	3,075	3,127	3,043	3.6	10,956	0.6734%	\$1,096,325
Operational 2	264	300	309	291	1.3	378	0.0233%	\$37,855
Other Criminal Code Violations	133	147	209	163	7.8	1,271	0.0781%	\$127,224
Property Crime Violations	393	414	502	436	6.7	2,923	0.1797%	\$292,537
Statutes & Acts	196	231	302	243	3.4	826	0.0508%	\$82,675
Traffic	243	260	260	254	3.5	890	0.0547%	\$89,076
Violent Criminal Code	174	218	276	223	16.0	3,563	0.2190%	\$356,502
Estimated Calls for Service Total	4,385	4,702	5,071	4,719		21,430	1.3172%	\$2,144,441
Provincial Totals						1,626,979	100.0000%	\$162,805,510

Provincial total hours have remained relatively constant since the model was initiated, increasing at an annual rate of approximately 0.9% annually. The model is predicated on allocating total costs to municipalities as a proportion of total standard hours. Therefore, if a municipality's total time standards increased at approximately 0.9% over that same period it would comprise the same proportion of total costs (assuming the composition of those calls for service and their relative time allocations remained constant) i.e. its cost would increase by only the operating cost increase for that year.

To estimate the increase due to operating costs only, Dryden's OPP model calls for service for 2019 were used as input to all the available OPP cost models. Because the volume of calls is the same in each model, cost increases can be attributed to operating cost increases not call for service increases (assuming that the composition of the calls for services in the time standards has remained constant within the period). The annual operating cost increase based on using this methodology is 3.45%. This growth rate has been utilized to estimate the annual increase in certain OPP costs throughout the model.

In contrast to the DPS cost increase assumption, the number of officers per call, the OPP model uses the relative proportion of calls. Total OPP hours demand has been increasing approximately 0.9% annually. Therefore, if a municipality has a call for service increase of more than 0.9%, it will incrementally be allocated a higher proportion of overall costs. Therefore, the model takes the same call for service increase, accounts for the 0.9% and applies it to the cost proportion to estimate annual costs due to call for service changes. Total cost changes are derived by adding the operational cost increases to the call for service cost increases. Of note, the relationship between the increase of total demand and proportionate demand is mathematically complicated. If the pool grows at the same rate as community call for service demand, the proportion of cost to that community grows at its growth rate. If they change at different rates, the community's share of the increase is less than its call for service growth rate. The difference between the growth of the pool and the annual increase in demand from any one community diminishes as the pool grows. The methodology used in the model purposefully takes a conservative approach to that mathematical relationship, growing Dryden's proportion of the costs more than would be the case, but it is mathematically simpler.

Per Property Cost Rates

The OPP cost model utilizes a cost per property for some costs. Municipal Property Assessment Corporation (MPAC) data for Dryden indicates that the number of properties in Dryden decreased to 3,856 since the last study. Although the property count has decreased since the last study, the model uses 3,856 as the property count throughout the model and does not include further decreases.

Base Service Costs

The base service cost rate per property used by the OPP has been decreasing over time. To be conservative, the model uses an average of the last three years but does not decline. The average base service costs for the OPP from 2019 to 2021 was calculated as \$183.42 per property.

Prisoner Transport

Prisoner transport rates per property have increased at an annual average rate of 0.93% during the

period of 2015 to 2021. This historical increase has been used throughout the model going forward.

Accommodations and Cleaning

The per property rate to calculate accommodations and cleaning charges has decreased during the period of 2015 through 2021. The average per property rate over that time results in an annual cost of approximately \$18,745. This rate has been utilized throughout the model without including further decreases.

Overtime

OPP overtime was calculated using the same process as the 2018/19 study. The updated costs from the Contract Policing Proposal is increased at the OPP operating expense average annual growth (3.45% annually)

Severance Costs

Although not a part of the OPP billing model, the OPP "scenario is expected to include significant severance costs. Although a transition to the OPP provides the opportunity for current sworn officers to apply to their corresponding OPP positions, it is possible that some officers choose not to transition or are not accepted by the OPP.

Recent arbitration decisions in Ontario were utilized to determine the most likely severance costs. DPS's current collective agreement offers four weeks severance per year of service in addition to \$1,000 for education and training, whereas recent arbitration provided five weeks severance per year of service in addition to \$5,000 for education and training. The Chief of Police has a separate severance payment as per his contract. The City of Dryden would also have to pay out the current dispatch agreement at an estimated one-time cost of \$100,000.

The model assumes that the Police Chief, Inspector, Administrative Assistant and Custodian would not be transitioning to the OPP. In consultation with the costing committee, it was determined the most likely outcome would be 75% of uniform officers, 0% clerical staff and 0% of night guards transition to the OPP. The result is a total severance cost of \$2,025,286.

Financial Model Summary

The following figures visually display the results of utilizing the preceding factors in the financial model. This report has utilized a spectrum of call for service scenarios to show the two models under several scenarios instead of only one. A larger summary of these results can be found in Appendix 3. The following figures provide a visual summary of scenarios in which calls for service remain flat from 2019 levels and one where they increase at 4% annually throughout the model. Both an annual cost comparison and a cumulative cost comparison are provided for each scenario.

Figure 21: Annual Cost of OPP and DPS in a Flat CFS Scenario

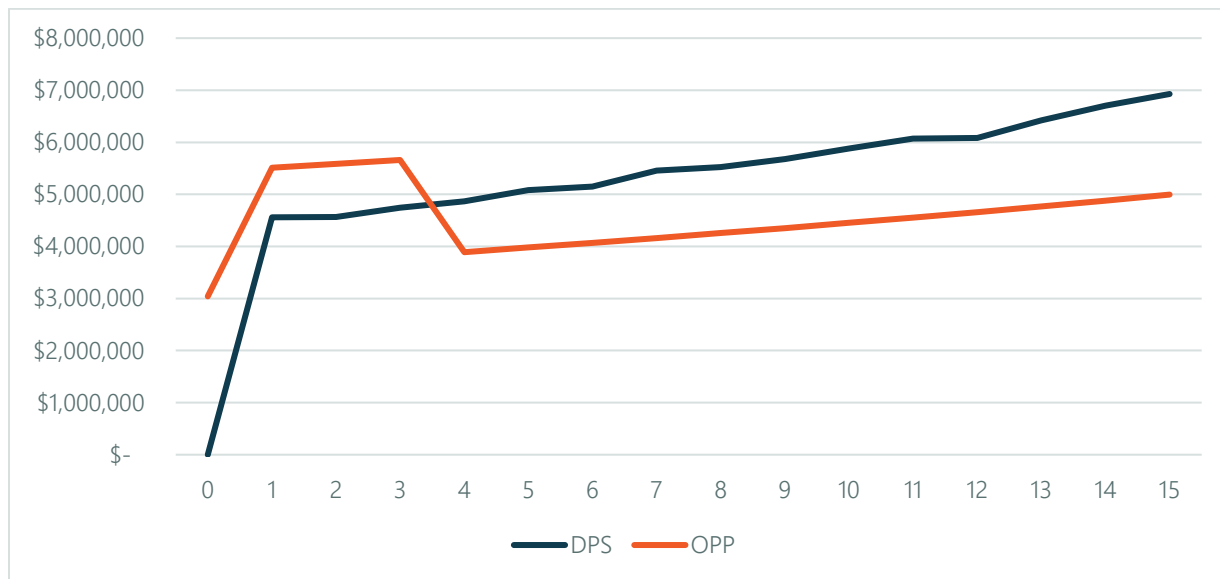
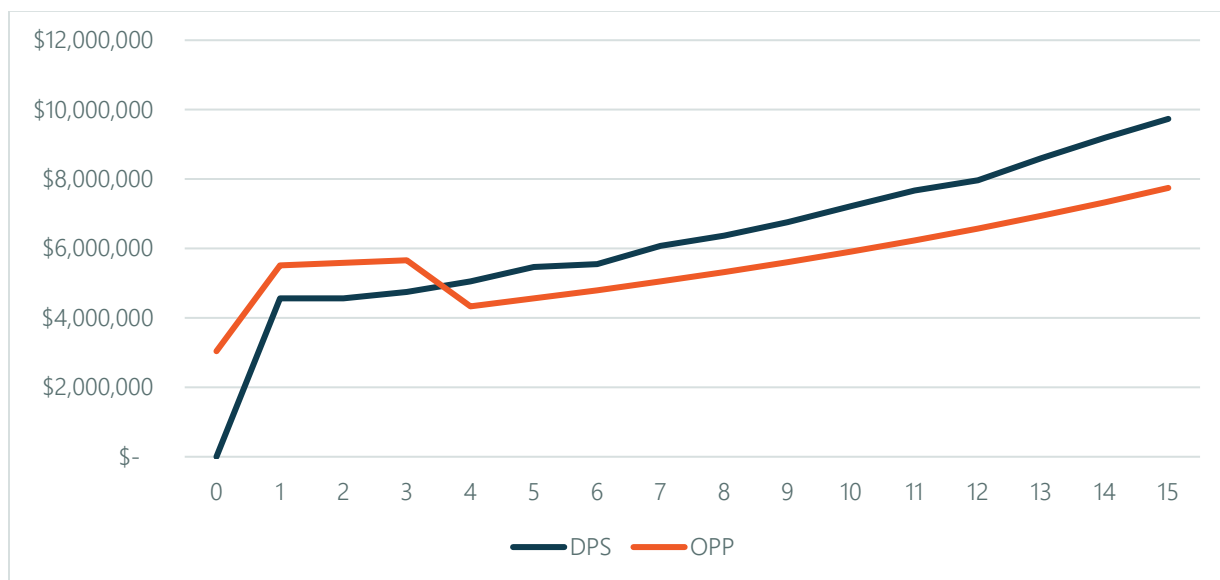


Figure 22: Annual Cost of OPP and DPS in a 4% Growth in Calls for Service Scenario



In both scenarios, the OPP annual costs are higher than the projected DPS costs during start-up and the three-year OPP transitional period. The OPP annual costs are then expected to decrease to lower than DPS annual costs (during the call for service cost model phase).

As a result, the cumulative graphs show the DPS as less expensive for a period, then the OPP model at a lower cumulative cost over time. The model ends with the OPP at approximately \$72 million and DPS at \$83 million in the flat CFS curve, and at \$90 million and \$99 million respectively in the 4% CFS growth curve.

Figure 23: Cumulative Cost for OPP and DPS in a Flat CFS Scenario

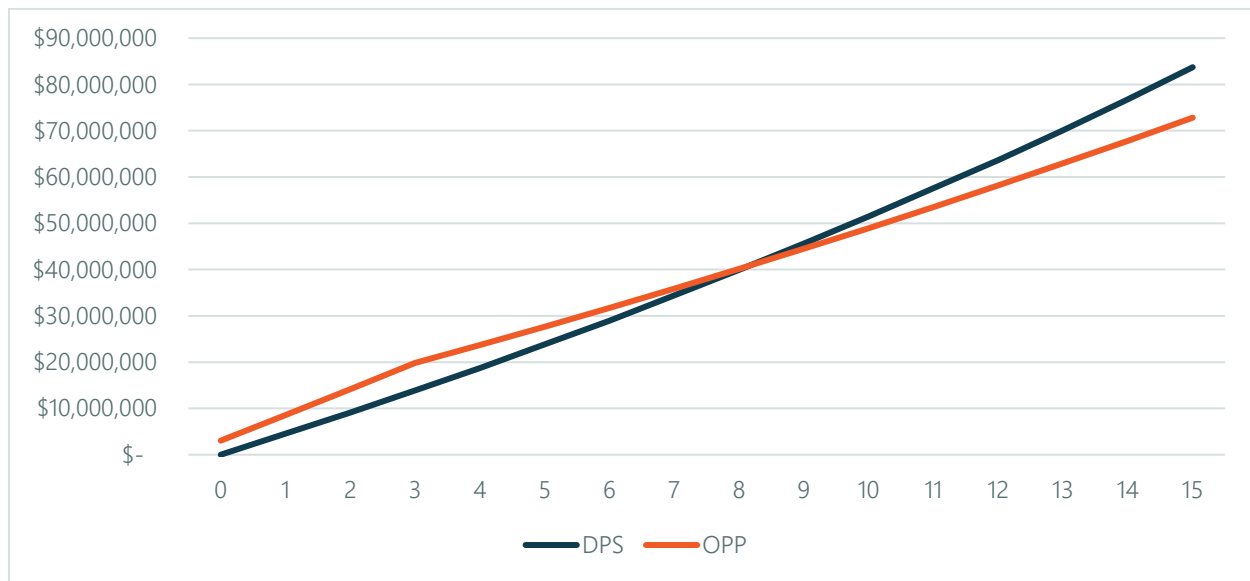
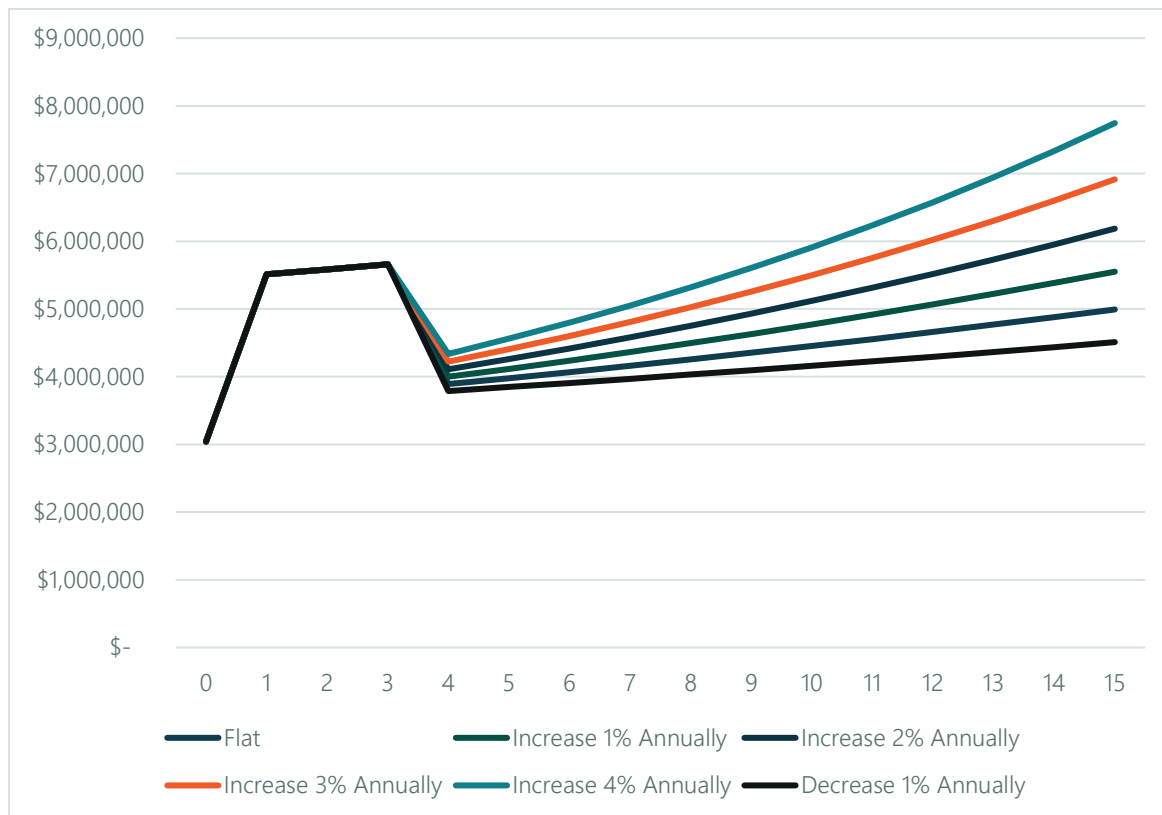


Figure 24: Cumulative Cost of OPP and DPS in a 4% Growth in CFS Scenario



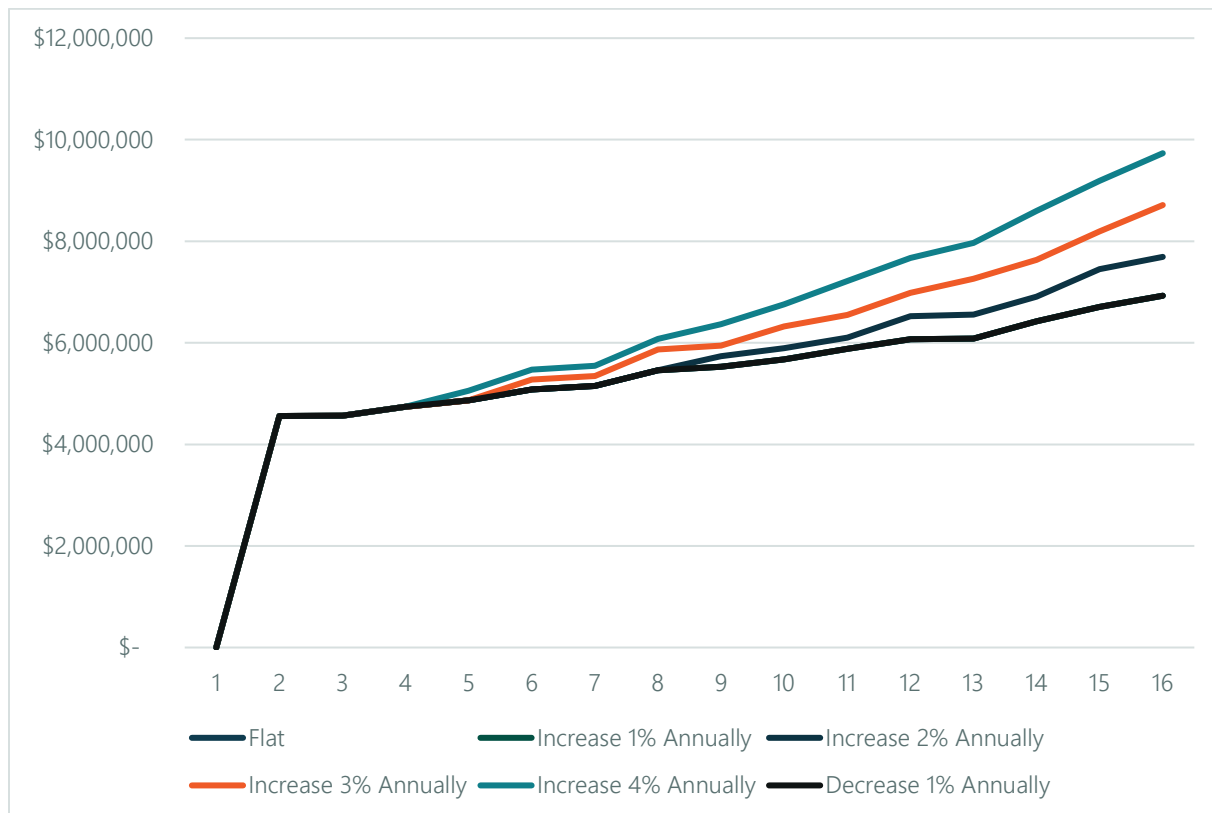
The following graph provides estimated annual costs for the OPP model based upon a spectrum of possible call for service scenarios.

Figure 25: OPP Annual Costs Based on a Spectrum of Call for Service Scenarios



The following figure provides the same analysis for the DPS model. Only four distinct lines appear because three (3) of the scenarios have the exact same annual costs i.e. there isn't enough change in calls for service to add officers (decline of 1%, flat and increase of 1% in calls for service).

Figure 26: DPS Annual Costs Based on a Spectrum of Call for Service Scenarios



Cost Comparison for Equal Number of Officers

The OPP cost proposal includes more sworn officers than is in the current DPS model. The OPP model includes 25 sworn patrol officers including supervision. The DPS model currently has 18 sworn officers plus an Inspector and Chief. An analysis was performed to compare the two models based upon the OPP cost proposal and an increase in DPS sworn officers to match the OPP proposal. The result is a hypothetical increased current cost for DPS; however, the assumption of when to add officers was not changed. Therefore, officers are not added in this comparison for DPS in some scenarios depending on the call for service growth assumption. Sworn officers were added at the average constable “loaded” cost estimate for 2022 (\$140,515). Seven officers at this rate adds \$983,605 to annual costs and these costs are assumed to grow at the average historical DPS rate for officer salaries (2.77%).

The following graphs provide an annual cost comparison for the flat call for service and 4% annual call for service increase scenarios.

Figure 27: Annual Costs in Hypothetical Scenario that DPS has the Same Number of Sworn Officers Responding to Calls as in the OPP Proposal (Flat CFS)

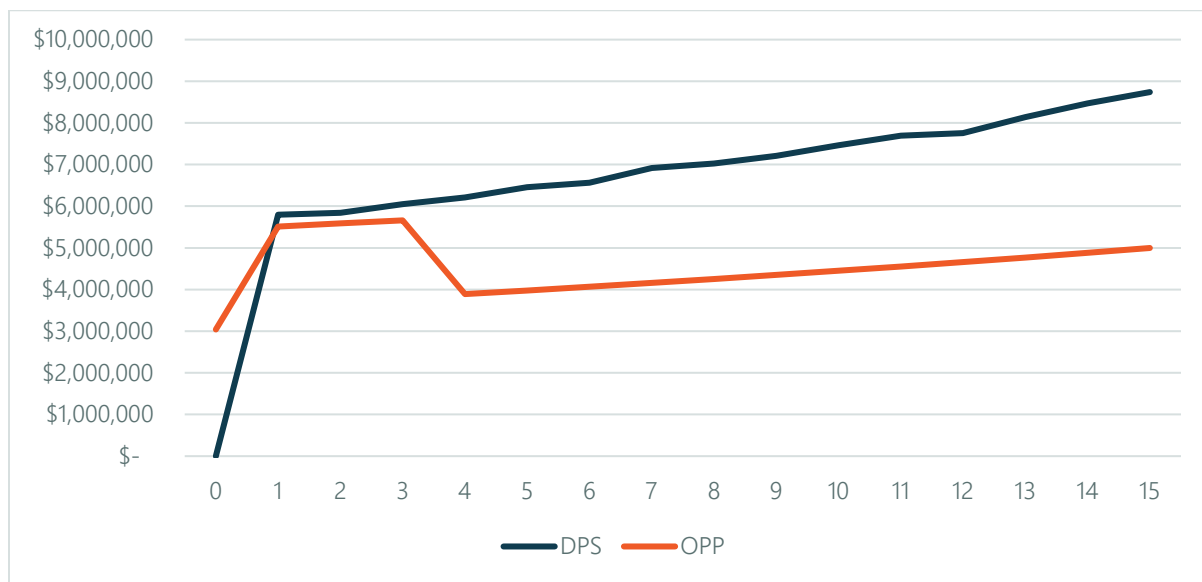
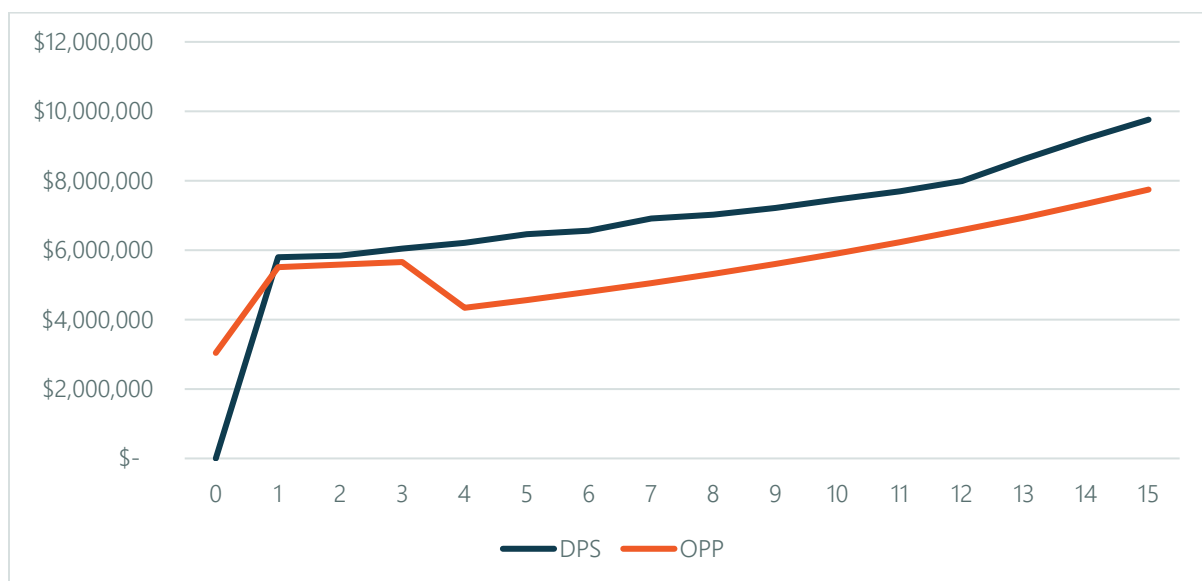


Figure 28: Annual Costs in Hypothetical Scenario that DPS has the Same Number of Sworn Officers Responding to Calls as in the OPP Proposal (4% Annual Call for Service Increase)



The following figures include the cumulative effect of the hypothetical annual costs for this analysis.

Figure 29: Cumulative Costs in Hypothetical Scenario that DPS has the Same Number of Sworn Officers Responding to Calls as in the OPP Proposal (Flat CFS)

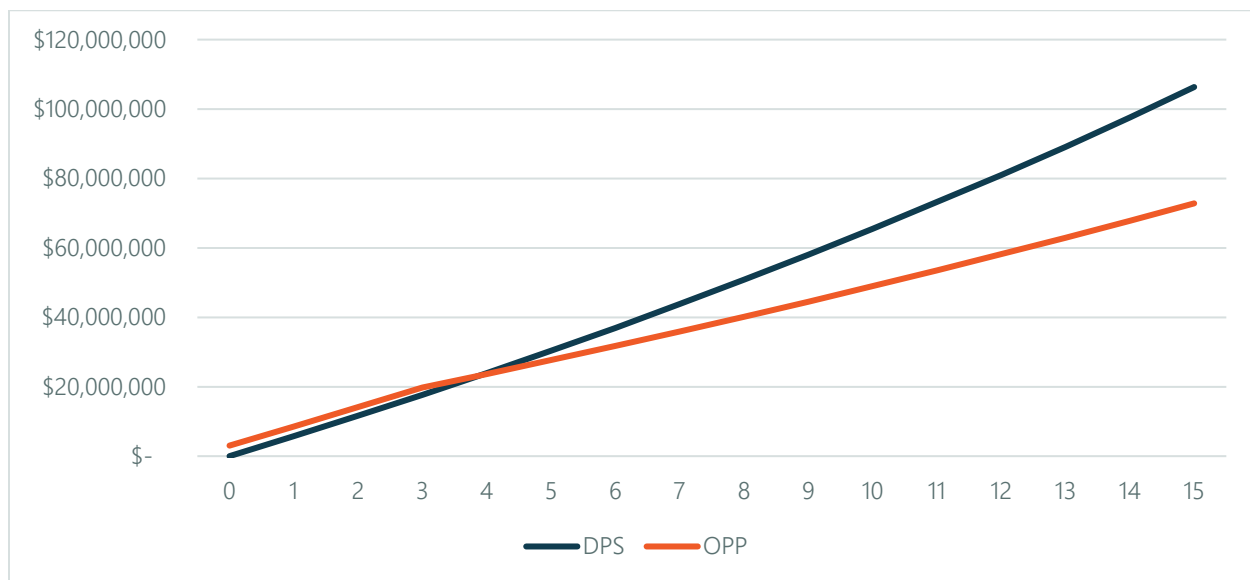
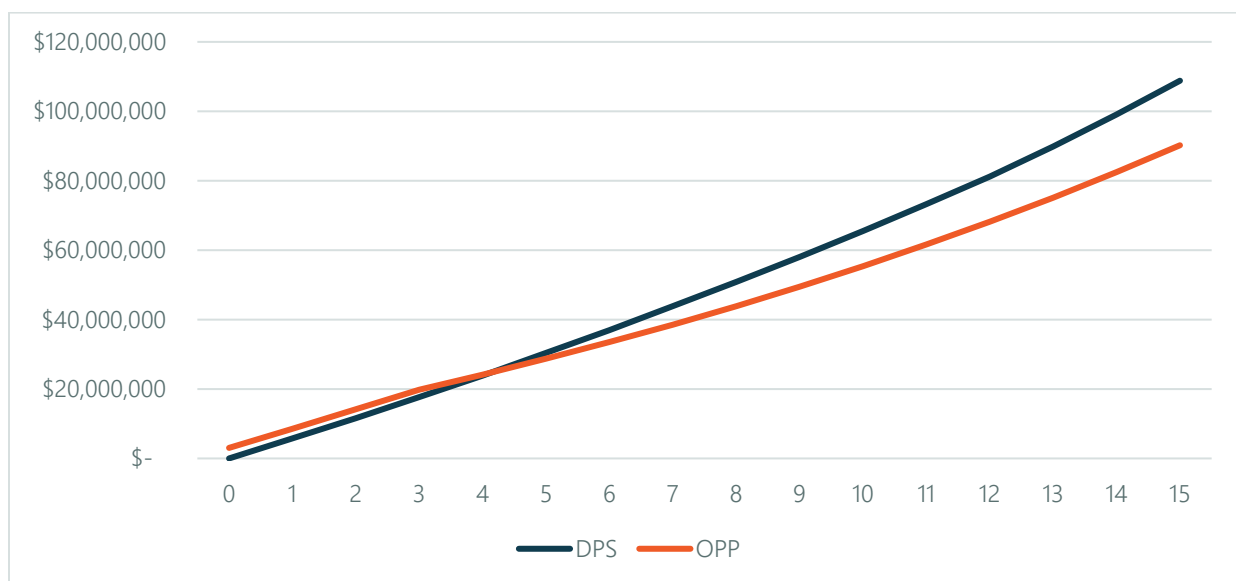


Figure 30: Cumulative Costs in Hypothetical Scenario that DPS has the Same Number of Sworn Officers Responding to Calls as in the OPP Proposal (4% Annual Call for Service Increase)



The gap between the two models is more significant based upon the assumptions as provided (25 sworn officers in the DPS model to respond to calls to match the OPP proposal). The flat model estimates the cumulative costs for the DPS to be approximately \$103 million over the 15 years while the OPP's is estimated at \$73 million. The 4% call increase scenario does not change much for the DPS because of the volume of officer included at the beginning of the model. DPS cumulative cost are estimated to be approximately \$109 million compared to the OPP's \$90 million over the same period.

Appendices

Appendix 1: Data Request

The following is a detailed list of qualitative and quantitative information requested from the OPP, DPS and City of Dryden to compare the two policing models.

- 1) **DPS Operational, Organizational and Financial Data:** The City of Dryden and DPS were requested to provide descriptive and quantitative data pertaining to the policing model the City currently is serviced by from fiscal year 2015-2019, which included the following information:
 - Annual Reports 2015-2019;
 - Financial Statements 2015-2019;
 - Calls for Service Data 2015-2019;
 - Organizational Structure and FTE numbers from 2013-2019;
 - Collective Agreements and Expected Severance Payout.
- 2) **OPP Operational, Organizational and Financial Data:** The OPP were requested to share descriptive and quantitative data pertaining to the initial 3-year contract and calls for service costing model that would be in effect post-initial transition stage, which included the following information:
 - OPP Contract Policing Proposal;
 - Per Property Costs and Estimated Property Count for the City of Dryden;
 - Post Initial 3-year Transition Phase Costing Model;
 - Calls for Service Workgroup Definitions;
 - Prisoner Escort Invoices;
 - Per Property Costs for Additional Services (e.g. accommodations, cleaning, prisoner escorts);
 - Estimated Court Security Costs Post Initial 3-year Transition Phase;
 - Service Levels and Standards;
 - Past OPP Calls for Service Estimating Tools.

Appendix 2: Benchmarking Data Tables

Table 7: Average Population, Police Strength, and Civilian Personnel Between 2015 and 2019

	Population	Number of Police Officers	Civilian Personnel	Police Officers per 100,000 Population	Authorized Strength	Authorized Strength per 100,000 Population
Dryden	7,934	19	5	242	21	262
Canada	36633024	68781	29717	188	70976	194
Province of Ontario	60,949	25,924	11,037	185	26,593	189
Kenora	15,146	75	26	497	75	497
Red Lake	4,220	33	9	804	33	804
Fort Frances	7,782	51	9	659	51	659
Sioux Lookout	5,225	49	31	929	49	929
Kirkland Lake	8,083	34	3	426	34	426
West Nipissing	14,321	No Data Available	No Data Availa	No Data Availa	No Data Availa	No Data Availa
Smith Falls	8,986	24	9	261	25	272
Shelburne	8,667	14	3	164	14	164
Orangeville	29,880	39	27	132	32	143
Owen Sound	21,901	38	30	174	41	187
Brockville	21,743	40	21	185	41	188
Aylmer	7,828	13	4	167	13	167

Table 8: Average Incidents, Crime Severity, and Weighted Clearance Rates Between 2015 and 2019

	Actual Incidents	Incidents per 100,000 Population	Incidents per Police Officer	Crime Severity Index (CSI)	Violent CSI	Property CSI	Weighted Clearance
Dryden	880	11,139	46	114	116	113	48
Canada	2,242,549	6124	33	74	81	71	39
Province of Ontario	604,754	4,282	23	55	69	52	42
Kenora	2,182	11,693	29	112	152	97	65
Red Lake	368	8,684	11	87	141	68	72
Fort Frances	874	11,059	17	108	136	97	67
Sioux Lookout	933	8,882	19	91	184	57	85
Kirkland Lake	655	7,985	19	92	124	80	69
West Nipissing	772	5,194	No Data	66	68	66	53
Smith Falls	778	8,654	33	97	111	90	51
Shelburne	307	3,515	22	33	48	27	76
Orangeville	1,165	3,896	30	42	51	39	49
Owen Sound	1,899	8,712	50	88	98	85	51
Brockville	2,207	10,075	55	98	114	92	59
Aylmer	282	3,604	22	38	35	41	32

Appendix 3: Annual and Cumulative Costs Across Multiple Call for Service Scenarios

Annual Costs

	Year	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
DPS	Flat	\$ -	\$ 4,561,304	\$ 4,567,728	\$ 4,743,628	\$ 4,865,644	\$ 5,080,851	\$ 5,148,252	\$ 5,459,096	\$ 5,525,899	\$ 5,674,644	\$ 5,881,282	\$ 6,068,121	\$ 6,085,158	\$ 6,424,349	\$ 6,707,037	\$ 6,927,397
	Increase 1% Annually	\$ -	\$ 4,561,304	\$ 4,567,728	\$ 4,743,628	\$ 4,865,644	\$ 5,080,851	\$ 5,148,252	\$ 5,459,096	\$ 5,525,899	\$ 5,674,644	\$ 5,881,282	\$ 6,068,121	\$ 6,085,158	\$ 6,424,349	\$ 6,707,037	\$ 6,927,397
	Increase 2% Annually	\$ -	\$ 4,561,304	\$ 4,567,728	\$ 4,743,628	\$ 4,865,644	\$ 5,080,851	\$ 5,148,252	\$ 5,459,096	\$ 5,736,713	\$ 5,891,292	\$ 6,103,925	\$ 6,525,581	\$ 6,555,278	\$ 6,907,478	\$ 7,451,547	\$ 7,692,509
	Increase 3% Annually	\$ -	\$ 4,561,304	\$ 4,567,728	\$ 4,743,628	\$ 4,865,644	\$ 5,275,219	\$ 5,347,998	\$ 5,869,552	\$ 5,947,714	\$ 6,324,732	\$ 6,549,360	\$ 6,983,342	\$ 7,260,639	\$ 7,632,359	\$ 8,196,487	\$ 8,712,885
	Increase 4% Annually	\$ -	\$ 4,561,304	\$ 4,567,728	\$ 4,743,628	\$ 5,054,820	\$ 5,469,630	\$ 5,547,789	\$ 6,074,872	\$ 6,369,530	\$ 6,758,221	\$ 7,217,391	\$ 7,669,859	\$ 7,966,154	\$ 8,598,780	\$ 9,189,651	\$ 9,733,533
	Decrease 1% Annually	\$ -	\$ 4,561,304	\$ 4,567,728	\$ 4,743,628	\$ 4,865,644	\$ 5,080,851	\$ 5,148,252	\$ 5,459,096	\$ 5,525,899	\$ 5,674,644	\$ 5,881,282	\$ 6,068,121	\$ 6,085,158	\$ 6,424,349	\$ 6,707,037	\$ 6,927,397
OPP	Flat	\$ 3,041,060	\$ 5,512,777	\$ 5,585,714	\$ 5,660,203	\$ 3,891,285	\$ 3,978,608	\$ 4,068,315	\$ 4,160,472	\$ 4,255,148	\$ 4,352,412	\$ 4,452,336	\$ 4,554,995	\$ 4,660,466	\$ 4,768,825	\$ 4,880,155	\$ 4,994,538
	Increase 1% Annually	\$ 3,041,060	\$ 5,512,777	\$ 5,585,714	\$ 5,660,203	\$ 3,997,762	\$ 4,115,764	\$ 4,237,923	\$ 4,364,387	\$ 4,495,307	\$ 4,630,841	\$ 4,771,151	\$ 4,916,405	\$ 5,066,779	\$ 5,222,452	\$ 5,383,613	\$ 5,550,453
	Increase 2% Annually	\$ 3,041,060	\$ 5,512,777	\$ 5,585,714	\$ 5,660,203	\$ 4,107,368	\$ 4,258,321	\$ 4,415,922	\$ 4,580,466	\$ 4,752,263	\$ 4,931,633	\$ 5,118,914	\$ 5,314,456	\$ 5,518,628	\$ 5,731,812	\$ 5,954,410	\$ 6,186,841
	Increase 3% Annually	\$ 3,041,060	\$ 5,512,777	\$ 5,585,714	\$ 5,660,203	\$ 4,220,166	\$ 4,406,438	\$ 4,602,640	\$ 4,809,309	\$ 5,027,011	\$ 5,256,344	\$ 5,497,938	\$ 5,752,459	\$ 6,020,606	\$ 6,303,119	\$ 6,600,779	\$ 6,914,407
	Increase 4% Annually	\$ 3,041,060	\$ 5,512,777	\$ 5,585,714	\$ 5,660,203	\$ 4,336,215	\$ 4,560,277	\$ 4,798,416	\$ 5,051,537	\$ 5,320,598	\$ 5,606,622	\$ 5,910,699	\$ 6,233,986	\$ 6,577,718	\$ 6,943,210	\$ 7,331,862	\$ 7,745,162
	Decrease 1% Annually	\$ 3,041,060	\$ 5,512,777	\$ 5,585,714	\$ 5,660,203	\$ 3,787,878	\$ 3,846,699	\$ 3,906,778	\$ 3,968,145	\$ 4,030,834	\$ 4,094,877	\$ 4,160,308	\$ 4,227,163	\$ 4,295,477	\$ 4,365,289	\$ 4,436,636	\$ 4,509,558

Cumulative Costs

	Year	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
		2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036
DPS	Flat	\$ -	\$ 4,561,304	\$ 9,129,032	\$ 13,872,660	\$ 18,738,304	\$ 23,819,155	\$ 28,967,407	\$ 34,426,503	\$ 39,952,402	\$ 45,627,046	\$ 51,508,328	\$ 57,576,449	\$ 63,661,607	\$ 70,085,956	\$ 76,792,993	\$ 83,720,391
	Increase 1% Annually	\$ -	\$ 4,561,304	\$ 9,129,032	\$ 13,872,660	\$ 18,738,304	\$ 23,819,155	\$ 28,967,407	\$ 34,426,503	\$ 39,952,402	\$ 45,627,046	\$ 51,508,328	\$ 57,576,449	\$ 63,661,607	\$ 70,085,956	\$ 76,792,993	\$ 83,720,391
	Increase 2% Annually	\$ -	\$ 4,561,304	\$ 9,129,032	\$ 13,872,660	\$ 18,738,304	\$ 23,819,155	\$ 28,967,407	\$ 34,426,503	\$ 40,163,216	\$ 46,054,508	\$ 52,158,434	\$ 58,684,015	\$ 65,239,293	\$ 72,146,770	\$ 79,598,317	\$ 87,290,826
	Increase 3% Annually	\$ -	\$ 4,561,304	\$ 9,129,032	\$ 13,872,660	\$ 18,738,304	\$ 24,013,523	\$ 29,361,521	\$ 35,231,073	\$ 41,178,787	\$ 47,503,520	\$ 54,052,880	\$ 61,036,222	\$ 68,296,861	\$ 75,929,220	\$ 84,125,707	\$ 92,838,591
	Increase 4% Annually	\$ -	\$ 4,561,304	\$ 9,129,032	\$ 13,872,660	\$ 18,927,480	\$ 24,397,110	\$ 29,944,900	\$ 36,019,772	\$ 42,389,302	\$ 49,147,523	\$ 56,364,914	\$ 64,034,773	\$ 72,000,928	\$ 80,599,708	\$ 89,789,359	\$ 99,522,892
	Decrease 1% Annually	\$ -	\$ 4,561,304	\$ 9,129,032	\$ 13,872,660	\$ 18,738,304	\$ 23,819,155	\$ 28,967,407	\$ 34,426,503	\$ 39,952,402	\$ 45,627,046	\$ 51,508,328	\$ 57,576,449	\$ 63,661,607	\$ 70,085,956	\$ 76,792,993	\$ 83,720,391
OPP	Flat	\$ 3,041,060	\$ 8,553,836	\$ 14,139,551	\$ 19,799,753	\$ 23,691,038	\$ 27,669,646	\$ 31,737,961	\$ 35,898,433	\$ 40,153,580	\$ 44,505,992	\$ 48,958,328	\$ 53,513,323	\$ 58,173,789	\$ 62,942,614	\$ 67,822,769	\$ 72,817,307
	Increase 1% Annually	\$ 3,041,060	\$ 8,553,836	\$ 14,139,551	\$ 19,799,753	\$ 23,797,515	\$ 27,913,278	\$ 32,151,201	\$ 36,515,589	\$ 41,010,896	\$ 45,641,737	\$ 50,412,887	\$ 55,329,292	\$ 60,396,071	\$ 65,618,523	\$ 71,002,136	\$ 76,552,589
	Increase 2% Annually	\$ 3,041,060	\$ 8,553,836	\$ 14,139,551	\$ 19,799,753	\$ 23,907,122	\$ 28,165,443	\$ 32,581,365	\$ 37,161,831	\$ 41,914,094	\$ 46,845,727	\$ 51,964,640	\$ 57,279,096	\$ 62,797,724	\$ 68,529,536	\$ 74,483,947	\$ 80,670,788
	Increase 3% Annually	\$ 3,041,060	\$ 8,553,836	\$ 14,139,551	\$ 19,799,753	\$ 24,019,919	\$ 28,426,357	\$ 33,028,998	\$ 37,838,307	\$ 42,865,318	\$ 48,121,662	\$ 53,619,600	\$ 59,372,059	\$ 65,392,664	\$ 71,695,783	\$ 78,296,562	\$ 85,210,970
	Increase 4% Annually	\$ 3,041,060	\$ 8,553,836	\$ 14,139,551	\$ 19,799,753	\$ 24,135,968	\$ 28,696,245	\$ 33,494,661	\$ 38,546,198	\$ 43,866,796	\$ 49,473,419	\$ 55,384,117	\$ 61,618,103	\$ 68,195,821	\$ 75,139,031	\$ 82,470,893	\$ 90,216,055
	Decrease 1% Annually	\$ 3,041,060	\$ 8,553,836	\$ 14,139,551	\$ 19,799,753	\$ 23,587,631	\$ 27,434,330	\$ 31,341,108	\$ 35,309,253	\$ 39,340,087	\$ 43,434,964	\$ 47,595,271	\$ 51,822,434	\$ 56,117,912	\$ 60,483,201	\$ 64,919,836	\$ 69,429,394

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