



The City of Calgary

# Police Commission Budget Request (Updated)

Policing Services Budget  
08 November 2024



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## Calgary Police Commission Budget Request

Les Tochor  
Acting Chief Financial Officer, City of Calgary  
P.O. Box 2100, Station M.  
Calgary, AB T2P 2M5

November 5, 2024

Dear Mr. Tochor,

Following our initial 2025 budget adjustment request, our Commission has continued to look for additional funding within the police budget that could help fund the cost escalation of building a new indoor firearms range needed by the Calgary Police Service (CPS). We wish to replace our initial request, submitted to Carla Male on September 4, 2024, with this new package.

Our Commission understands and supports Council's desire, as outlined to us in a July memo from Carla Male, that 2025 budget adjustments not increase municipal taxes beyond what was approved as part of the four-year budget cycle. In support of this direction, we have worked diligently with the Service to manage unexpected costs and significantly lower than expected fine revenue within the existing budget.

While the Service has been working with the One Calgary team to bring forward the required budgetary changes, this letter serves as background for some key items.

### ***Requested 2025 Budget Adjustments***

1. While we are not asking for additional base funding from Council, we do require Council's approval for the following self-funded items:
  - Adjustments to the Service's FTE numbers to reflect new positions funded by provincial grants and municipal partnerships.
  - Adjustments to the overall police budget to reflect new provincial grants provided for 50 more police officers and to help better address gun violence and organized crime.
  - Withdrawals from the Service's capital reserves to replace vehicles and equipment.
2. We are requesting that an error from the 2023 to 2026 budgeting process be corrected by approving a one-time increase of \$1.6 million to the Services 2025 operating budget.
3. Finally, we are requesting Council's approval to increase the capital budget by \$13.0 million to cover the cost escalation of building a new indoor firearms range through the following funding sources:



- The CPS Red Light Camera Capital Reserve:  
*This reserve was created to support the red light camera program and other CPS infrastructure. Council is being asked to approve a one-time withdrawal and reallocation of \$2.5 million.*
- The CPS 2024 Residual Contributed Surplus:  
*This surplus will return to the City of Calgary unless Council approves allocating it to CPS capital or operating reserves for a future purpose. The 2024 surplus is anticipated to be around \$1.0 million but will not be finalized until year end.*
- Any additional capital funding that Council wishes to provide:  
*The Service has worked with City Administration to be included for consideration in the Capital Escalation Fund. Any funding provided by Council would reduce the burden on the final proposed source of funding.*
- Remainder from unallocated CPS Community Safety Investment Framework (CSIF) funding:  
*Any remaining funding needed after the first three sources are finalized would be provided from unallocated CSIF funds. This is currently anticipated to be \$9.5 million but could be up to \$10.5 million depending on the final 2024 surplus. It could also be less if Council is able to provide additional capital funding.*

### ***Indoor Firearms Range Capital Increase***

The previously approved high-priority new indoor firearms range will be \$13 million more than originally budgeted. The original cost was based on a Class 5 Rough Order of Magnitude estimate. And now that the project has proceeded to the design phase, the estimate was revised and updated accordingly – like other City of Calgary capital infrastructure projects.

The current indoor firearms range used by the Service is past its lifecycle and no longer meets operational training demands. The HVAC systems and noise abatement measures use dated technologies, meaning firearms instructors, range supervisors, officers, and trainees are limited to a maximum of four hours of use per day to meet required occupational health and safety standards around preventing hearing damage and lead exposure.

Compounding the impact of these time limits is the growing demand on the range. Every officer must complete a firearms proficiency qualification twice per year, and the Service has grown by over 57 per cent since the existing range was built. The breadth of training required by officers has also expanded, putting further pressure on capacity.

The time and space limitations of the existing range have created a bottleneck that is limiting the Service's ability to maintain a fully staffed front line, which will only become worse as more positions are added in the future. It limits both new recruit training and the retraining of officers returning to work after long leaves of absence (i.e., injury recovery, medical leave, and parental leave).



Our Commission and the Service thoroughly reviewed the police budget multiple times to find funding that could be used to cover the shortfall in the capital budget. We initially proposed that the entire shortfall be covered using unallocated CSIF funding. However, continued reviews of the police budget have identified additional funding, as specified above, that could be used to minimize the amount of CSIF funds required.

Unallocated CSIF funding was identified as an option in part because a large portion of the CSIF funding in the 2023-2026 budget was earmarked for ReachUp YYC – a facility where people requiring supports due to addiction, poor mental health and/or homelessness can be connected with everything they need. Now that the province is funding and operating a similar initiative through their Calgary Navigation Centre, the need for ReachUp YYC has changed.

The request to use unallocated CSIF funding is not being made lightly. In our Commission's last community and employee surveys, over 60 per cent of Calgarians and 86 per cent of CPS employees thought that CPS is not adequately staffed. Calgarians also clearly told us that their second highest priority after improved staffing is changing how people in crisis are helped.

Our challenge this fall has been to try balance these important priorities with the request we received in July to stay within the existing 2025 budget. In balancing all these important priorities with the other pressures on the police budget, our Commission has come to the conclusion that we have no choice but to use a portion of unallocated CSIF funding to address what has become a barrier to the Service being fully staffed.

Our Commission remains committed to the work of transforming crisis response and better serving marginalized communities. CPS has invested over \$25.6 million in CSIF initiatives since 2021. Our Commission has ensured that any CSIF funding not required for the indoor firearms range will be used for its original purpose and all CSIF projects that have already been approved will receive their full funding.

### ***Added Financial Pressure from Fine Revenue Changes***

Our Commission and the Service do not use traffic enforcement as a revenue generation tool and believe that officers should be making enforcement decisions based solely on what will make Calgary's roads safer.

However, a portion of fine revenue does return to the municipality and Council has decided to use this revenue to help offset the costs of policing. As such, the Service estimates in its budget how much fine revenue is likely to be generated each year based on previous years. Approximately 8 per cent of the police budget has historically been funded through fine revenue.

Changes to provincial automated enforcement (photo radar) regulations and increased demands on patrol officers' time have led to a reduction in tickets being issued. This has resulted in \$13.0-\$15.0 million less than expected revenue being returned to the Service each year.



So far, the Service has done an outstanding job of managing this shortfall within their budget and will continue to make these efforts. However, this is an additional pressure on the budget and has made it harder to absorb other unanticipated costs moving forward.

***One-time Increase (Error Correction)***

In 2023, the Service received one-time funding of \$1.6 million for limited term positions, which was not part of the base budget. However, in the original 2023-2026 Service Plan & Budget submission, the \$1.6 million was accidentally removed from the 2025 budget year.

We are asking Council to approve a one-time addition of \$1.6 million to the 2025 police operating budget to correct the error and bring the 2025 budget total back to what the Service anticipated. The one-time funding does not change the 2026 budget as that year's base budget was not affected by the error.

Our Commission is grateful for the strong working relationship that we have with the City of Calgary and Council. We recognize that Council has many difficult decisions ahead during the upcoming budget adjustment cycle and we will continue to work with you to ensure that the police budget meets the needs of Calgarians.

Sincerely,

A handwritten signature in blue ink that reads "Shawn Cornett".

Shawn Cornett, Chair

On behalf of the Calgary Police Commission

## Summary of Technical Budget Adjustments Requested

### Operating Budget Adjustments with No Net Budget Impact (Multi Service Impact, \$000s)

Purpose: to transfer operating budget and FTE to CPS to address issues related to problem properties

		2025			
Service	FTE	Revenues	Recoveries	Expenditures	Net Impact
Police Services	1	-	-	289	289
Bylaw Education & Compliance	(1)	-	-	(289)	(289)

### Operating Budget Adjustments with No Net Budget Impact (Single Service Impact, \$000s)

Purpose: to incorporate funding from the provincial 50 Office Grant (base) and Guns and Gangs Violence Action Fund Grant (1time), and to request 68 FTE's (50 sworn and 18 civilian). Additionally, there is also a request for 1 FTE (sworn) to address problem properties.

		2025			
Service	FTE	Revenues	Recoveries	Expenditures	Net Impact
Police Services (Base)	69	(10,488)	-	10,488	-
Police Services (1time)	-	(989)	-	989	-

		2026			
Service	FTE	Revenues	Recoveries	Expenditures	Net Impact
Police Services (Base)	-	-	-	-	-
Police Services (1time)	-	(996)	-	996	-

### Operating Budget Adjustments resulting from Previous Budget Process Error (Service Impact, \$000s)

Purpose: to add back the one-time funding accidentally removed from the 2025 budget year

		2025			
Service	FTE	Revenues	Recoveries	Expenditures	Net Impact
Police Services (Base)	-	-	-	-	-
Police Services (1time)	-	-	-	1,600	1,600

**Capital Budget Adjustments  
(\$000s)**

Purpose: To provide capital budget adjustments for Council approval

Service	Budget ID	Budget ID Name	Capital Adjustment Increase/(Decrease)			Explanation	Funding Source
			2025	2026	TOTAL		
Police Services	P031_315	Specialized Police Equipment	220	-	220	Budget request of \$220 thousand to purchase specialized equipment for operations.	Capital Reserves
Police Services	P037_370	Vehicles and Equipment	8,000	-	8,000	Budget request of \$8 million to purchase vehicles required for life cycling.	Capital Reserves
Police Services	A428308	Facilities Construction	-	13,000	13,000	Budget request of \$13 million to fund the Indoor Training Facility (Firearms Range).	Capital Reserves, Contributed Surplus, Other City Funding and CSIF *

\* See details in the chart below

**Indoor Training Facility (Firearms Range) Capital Funding Sources  
(\$000s)**

Purpose: To specify funding sources for Council approval

Service	Budget ID	Description	Funding Source Amount				Explanation
			2024	2025	2026	TOTAL	
Police Services		CPS Red Light Camera Capital Reserve	-	2,500	-	2,500	Recommend that Council approve use of \$2.5M from the CPS Red Light Camera Capital Reserve to fund the Indoor Training Facility (Firearms Range).
Police Services		CPS 2024 Residual Contributed Surplus (Favorable Variance)	- *	-	-	- *	Recommend that Council approve that <u>all</u> the 2024 Residual Contributed Surplus be transferred into the CPS Red Light Camera Capital Reserve to fund the Indoor Training Facility (Firearms Range).
Police Services		CPS Unallocated CSIF	5,000	4,000*	1,500	10,500*	Recommend that Council approve that a maximum of \$10.5M of unallocated CSIF funding be transferred to the CPS Red Light Camera Reserve to fund the Indoor Training Facility (Firearms Range) **

\* The actual total 2024 Residual Contributed Surplus excluding unallocated CSIF will be finalized after completion of the December 31, 2024 year-end. The current projection for the 2024 Residual Contributed Surplus is \$1.0M. The contribution from unallocated CSIF in 2025 will be reduced by the Residual Contributed Surplus such that the total funding above does not exceed \$13M.

\*\* Funding contributions from Unallocated CSIF will be reduced by any funding provided through the CPS 2024 Residual Contributed Surplus and the Corporate Capital Cost Escalation fund. The difference will be returned to CPS CSIF.



## Investment Request: Police Recruitment Support Grant (Government of Alberta 50 Officer Grant)

### Investment Description

In December 2023, the Government of Alberta announced the Police Recruitment Support Grant as part of the Safe Streets Action Plan, funding fifty sworn positions for the Calgary Police Service. The new positions were allocated to the Community Engagement Response Teams (CERT) with a mandate to create safe public spaces by engaging with community and taking action to reduce crime and social disorder through focused, collaborative enforcement and compassionate supports. Funding for support positions was also provided which addressed eighteen civilian positions.

CERT is a part of the broader Safe Public Spaces initiative, which includes, among other things, the Downtown Street Engagement Team (DSET), High System User (HSU) Coordinator and Action Table Calgary, being done in collaboration with several partners. It also includes two positions to address encampments that may have elevated risks of violence.

### Enabled by leveraging external and alternative sources

	2025	2026
Expenditures (\$000)	10,488	0

### Benefits

The intended goals are to:

- Impact social disorder in public spaces, community safety and perceptions of safety.
- Contribute to the City of Calgary Transit Safety Strategy.
- Increased resourcing for evolving social disorder issues that could reduce demand on frontline officers.  
Work with partners to provide a coordinated

This initiative should support the Services efforts in improving safety in public safety.

### What is the method that will be used to fund this investment internally?

This investment was by way of provincial grant funding announced by the Ministry of Public Safety and Emergency Services. The funding for the first year was put into a grant agreement with reporting requirements. Meetings are occurring for the go-forward funding as these resources were deemed ongoing by the Government of Alberta in support of their Safe Streets Action Plan.

### How will the service proceed with the investment?

The CPS has launched the CERT program with the first twenty-five officers deployed at the end of March and the next twenty-five in September of 2024. The first phase of the investment addressed establishment of the CERT resources in Districts 1, 4, 5, and 6. The second phase will complete the citywide deployment addressing Districts 2, 3, 7, and 8. The expansion of the program has been aligned with organizational recruitment efforts.

**What is the top risk associated with this funding strategy?**

The funding has been included in the mid-cycle adjustment process given the Government's commitment that the grant funding will be ongoing. The related risks would pertain to the potential of the funding being reduced or ceased. This is believed to be a low risk at this time given the priority of public safety in the major cities within Alberta. The CPS has a mitigation plan should the risks increase or change.

**Alignment to Council Refined Priorities and result areas:**

Public Safety:

- CERT address social disorder and crime in public spaces, in the downtown core, and on Transit corridors.

Transit:

- CERT address social disorder and crime in public spaces, in the downtown core, and on Transit corridors.
- Contributes to the City of Calgary Transit Safety Strategy

**Risk(s) of not proceeding with investment**

- Likelihood of increasing social disorder in public spaces
- Risks to public safety and declining perceptions of safety
- Increased demand for policing resources to respond to calls for service related to public safety concern
- Risk of increasing negative interactions between police and members of vulnerable populations

**Risk(s) of proceeding with investment**

- To meet the needs of CERT, the Service has had to pull experienced officers from patrol. While these vacancies will be supplemented by new officers, the process does require time for recruitment and training.
- The risk was mitigated through planning in the development of the resources.

Service Leading this Investment: **Calgary Police Service**