



**Ottawa Police Service Board  
Finance and Audit Committee  
Minutes**

**Meeting #:** 27  
**Date:** September 5, 2024  
**Time:** 1:00 pm  
**Location:** Electronic Participation

**Present:** Councillor Cathy Curry, Councillor Marty Carr, Dave Donaldson

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1. Confirmation of Agenda

With the Committee's consent, the agenda was re-ordered as follows:

- Item 1: Survey presentation
- Item 2: Vulnerable sector checks
- Item 3: Budget directions and timetable
- Item 4: South facility project update

**That the Ottawa Police Service Board's Finance and Audit Committee confirm the amended agenda of the 5 September 2024 meeting.**

2. Confirmation of Minutes

2.1 Minutes #26 of 27 June 2024

**That the Ottawa Police Service Board's Finance and Audit Committee confirm Minutes #26 of the 27 June 2024 meeting.**

**Carried**

3. Declarations of Interest

No Declarations of Interest were filed.

4. Items of Business

4.1 Budget Survey presentation

Advanis's presentation & Report

The service gave a presentation on this item.

A Member noted that findings from the oversampling of the K1N area code reflect feedback received by the Board from delegates representing that area. The Service noted that there the oversampling of the K1N area would continue next year.

A question was raised regarding whether the data would be shared with all officers and Service members, allowing them to propose strategies for improving future performance. It was clarified that the Board expects increased funding to lead to better outcomes. The Board emphasizes that all members of the Service must understand that this data informs and justifies the budget. There is a clear expectation that additional funding will result in tangible improvements. When the Board approves budget increases in specific areas, it is because they anticipate measurable results. Members of the Service's behaviour directly impacts such results.

The Service confirmed that this type of data is shared internally to encourage reflection. Throughout the year, they conduct one-on-one consultations, community surveys, and other initiatives. This data is

discussed internally as part of a broader, ongoing dialogue. Additionally, the Service acknowledged that individual behaviors could influence future data, and they expressed a willingness to discuss potential scenarios on engaging their members with the Board moving forward.

In response to a question about the value of this survey compared to OPS's own surveys, the Service clarified that the Advanis survey provides residual benefits rather than primary insights. The Service has been conducting surveys every 2-3 years as part of their strategic planning process in partnership with leading market research firms. However, over the past five years, they have recognized the need for more frequent pulse checks to address evolving community needs. The Advanis survey, developed in collaboration with the Canadian Association of Chiefs of Police (CACP), allowed Ottawa to add 23 specific questions tailored to local concerns. The survey also includes tiered services based on jurisdiction size and features ward-by-ward analysis of attitudes and beliefs.

This information will be included in the September report, and will inform the development of key performance indicators (KPIs) under the strategic plan.

**That the Ottawa Police Service Board's Finance and Audit Committee receive this report for information.**

**Received**

#### 4.2 Cost of Vulnerable sector checks

Memo

A comment was raised highlighting the difference between OPS and other services, which do charge for Vulnerable Sector Checks, suggesting that the Board should explore revenue generation opportunities and assess whether the Service is effectively recovering costs, including fees.

Regarding Level 3 background checks, OPS noted that while they charge for employment-based Level 3 checks, they do not charge for volunteer-based checks. Although they cannot charge for Level 1 and 2 checks, it would be legal to do so for Level 3 checks involving volunteers.

Organizations involved in social services are included in the Level 3 category. To further clarify, volunteers serving on boards, typically

requiring a vulnerable sector check, could be charged for these checks. For example, a Level 3 check may apply to individuals seeking employment at organizations like the Boys and Girls Club, although the organization would generally cover the cost for volunteers.

The Service emphasized that while they cannot be a revenue-generating entity, they are able to fully recover costs and must remain within the limits of cost recovery.

A concern was raised that some organizations expect these checks to be provided at no cost, meaning they have not allocated funds in their budgets for this purpose. If this policy changes, these organizations would need to adjust their budgets accordingly.

The Service also mentioned that they plan to provide future statistics on the number of checks issued annually and which organizations submitted the requests.

A question was raised as to whether the police service should absorb these costs or if they should be reimbursed by the City.

**That the Ottawa Police Service Board's Finance and Audit Committee receive this memo for information.**

**Received**

#### 4.3 2025 Budget Directions and Timetable

##### Presentation

The service gave a presentation on this item.

A comment was made regarding the frequency of major events and the need for a better understanding of the associated costs, including assistance from other services during these events. It was suggested that the distinction between paid duty and the costs OPS bears for protests should be clarified, along with what federal funding for protests will specifically cover, including overtime expenses. The community has expressed interest in knowing the total costs of protests, the number of arrests made, and the total fines issued, as this information is key to understanding the policing requirements. These elements should be highlighted in the budget, along with efforts toward staffing stabilization.

A question was raised regarding whether federal and provincial has been secured. The Service confirmed that they have been working with the City toward these agreements, and while the agreement have not been finalized, the submitted costs are expected to be largely covered. They also noted that some policing costs associated with provincially- or federally-funded projects, such as those in the ByWard Market, will fall on the municipality, but all expenses outlined in the business case will be covered.

With respect to the cost of protests, OPS expressed concern not only about financial impacts but also about the time commitment policing major events involves. Proactive units need to be diverted from their core duties to handle protests because reactive units should not be diverted from their frontline duties. Because of this, members of the Services assigned to community policing duties are not always able to engage in proactive work in the community. Events like Canada Day are particularly expensive, and the frequency of weekly protests further adds to the workload, requiring significant planning and long hours for staff.

It was noted that aligning the budget with the strategic plan is always beneficial. This helps the public understand that budget allocations are driven by the Board's directives. Clarity on funding sources, particularly from federal and provincial governments, is also essential for setting the budget direction.

The community policing model was identified as a major priority. Community members are enthusiastic about having their own divisions and Community Police Officers (CPOs). However, the budget needs to ensure sufficient staffing to support the model's implementation. The public must understand that this budget is part of the process to achieve that goal. OPS acknowledged that while they aim to implement the project swiftly, patience is required, as staffing and technical preparations, such as creating zones in their CAD and RMS systems, are ongoing. A full launch is targeted for January 2026, and these details will be discussed during budget deliberations.

OPS highlighted that its context is unique in Canada, with a vast rural area to police, in addition to regular protests.

The Service inquired about the preferred format for providing data on protest-related costs. The Committee confirmed that a formal inquiry will be prepared for the next Board meeting. This inquiry may include a request for breakdown of costs related to specific protests, such as Palestinian protests or labour protests, which will help inform future major events policies. The Service confirmed that they will provide a formal response at the October meeting and will begin preparing the necessary data.

A suggestion was made to clearly separate items typically included in the budget from those funded by external sources, such as provincial and federal contributions, in the 2025 budget.

With respect to the training center, the Service noted that discussions are ongoing with Algonquin College about the use of their space and the long-term goal of establishing a sustainable training facility within five years. Financial planning for this initiative is also in progress.

**That the Ottawa Police Service Board's Finance and Audit Committee receive this item for information.**

**Received**

#### 4.4 Third Quarter 2024 South Facility Project Update

Chief's report & Presentation

**That the Ottawa Police Service Board's Finance and Audit Committee receive this report for information.**

**Received**

5. Other Business

6. Adjournment

The meeting adjourned at 2:34 pm.