

2017 DRAFT BUDGET PROJET DE BUDGET

BUDGET TABLING | NOVEMBER 7, 2016
DÉPÔT DU BUDGET | LE 7 NOVEMBRE 2016

ottawapolice.ca





OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

P.O. Box 9634, Station T
Ottawa, Ontario K1G 6H5
Tel.: 613-236-1222
Fax: 613-236-9360

C.P. 9634, Succursale T
Ottawa (Ontario) K1G 6H5
Tél.: 613-236-1222
Télééc.: 613-236-9360

ottawapolice.ca
 @OttawaPolice

November 7, 2016

Confidential until tabled

Councillor Eli El-Chantiry
Chair, Ottawa Police Services Board
110 Laurier Avenue West
Ottawa, ON K2P 2L7

Dear Chair:

I am pleased to present the 2017 Draft Operating and Capital Budget for the Ottawa Police Service (OPS).

The budget proposal found in these documents is in keeping with the Board's direction that the municipal portion of the property tax bill not increase by more than 2% for 2017, assuming assessment base growth of 1.3%. The document also outlines a three-year operating and ten-year capital forecast for the OPS.

The 2017 Draft Operating Budget reflects the Board's strategic priorities identified in the 2016-2018 Business Plan of:

- Members
- Community
- Service

It also reflects the three operational priorities I set at the beginning of my term as Chief that represent areas of concern for the OPS, namely guns and gangs, violence against women, and traffic safety.

One of the priority funding areas for this budget has been the addition of 25 more officers in 2017. This investment, part of a 3 year 75 new member hiring plan, is required to address growing demands on our services as a result of shifting crime trends and increasingly complex investigations, which have created workload pressures and associated risks.

The budget proposal also includes \$2.0 million of cost saving measures. These savings are coming about as a result of transformation programs across the organization including the Service Initiative (SI), which focuses on police operations, and back-office projects like On-Line Background Checks. These programs are identifying and implementing strategies to: 1) improve service to citizens, 2) create money and/or person hour efficiencies, 3) enhance partnerships and 4) generate revenue or cost recovery.

These initiatives and others aimed at continuous improvement, are part of the OPS strategy to meet the fiscal challenges facing police services across Canada. The total amount of efficiencies found in the period 2012 to 2016 total \$11.2 million. For 2017, a further \$2 million in efficiencies has been forecasted.

The gross operating budget totals \$320.2 million under the draft 2017 proposal. With the deduction of non-taxation revenue and recoveries, the net operating budget for the Police Service is \$285.9 million. This level represents an increase of \$8.9 million over 2016. With the assessment growth assumption of 1.3%, the resulting net increase to the police taxation revenues is 2%. In dollar terms, this equates to an \$11 increase, approximately, on the tax bill for the average urban resident.

The 2017 draft capital budget is tabled at \$20.3 million. Including 2017, the ten year capital forecast is \$262.5 million.

Several consultation opportunities have already occurred to ensure that citizens could provide input as the proposals were being developed. Public delegations are also welcome at the 28 November 2016 meeting of the Board when it considers and approves the 2017 Police Budget.

A complete copy of the Ottawa Police Service 2017 Draft Operating and Capital Budgets is available for viewing or downloading at ottawapolice.ca. As well it can be requested through info@ottawapolice.ca.



Charles Bordeleau
Chief of Police



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

Le 7 novembre 2016

P.O. Box 9634, Station T
Ottawa, Ontario K1G 6H5
Tel.: 613-236-1222
Fax: 613-236-9360

C.P. 9634, Succursale T
Ottawa (Ontario) K1G 6H5
Tél.: 613-236-1222
Télééc.: 613-236-9360

ottawapolice.ca
@OttawaPolice

Confidentiel jusqu'à la présentation

Conseiller Eli El-Chantiry
Président, Commission de services policiers d'Ottawa
110, ave Laurier Ouest
Ottawa (ON) K2P 2L7

Monsieur le président,

Je suis heureux de présenter les budgets provisoires de fonctionnement et d'immobilisations de 2017 du Service de police d'Ottawa (SPO).

Le budget proposé dans ces documents cadre avec l'orientation donnée par la Commission, à savoir que la part de la municipalité de la facture de taxes foncières ne doit pas augmenter de plus de 2 % en 2017, en présumant une croissance de l'évaluation foncière de 1,3 %. Dans le document du budget figurent aussi des prévisions triennales des dépenses de fonctionnement et décennales des dépenses d'immobilisations du SPO.

Le projet de budget de fonctionnement de 2017 tient aussi compte des priorités stratégiques de la Commission énoncées dans le Plan d'activités de 2016-2018 à la lumière des commentaires :

- des membres
- de la collectivité
- du service

Il reflète aussi les trois priorités opérationnelles que j'ai établies dès ma nomination en tant que chef et qui sont des sources de préoccupation pour le SPO, à savoir les armes à feu et les bandes criminalisées, la violence contre les femmes, et la sécurité routière.

L'une des priorités de financement dans ce budget est l'ajout de 25 autres agents en 2017. Cet investissement, qui s'inscrit dans un plan triennal d'embauche de 75 nouveaux agents, s'impose pour composer avec la demande croissante pour nos services découlant de l'évolution des tendances en matière de criminalité et de la complexité sans cesse croissante des enquêtes, facteurs d'alourdissement de la charge de travail et de multiplication des risques.

Dans ce budget on trouve également des mesures de réduction des coûts à hauteur de 2 millions de dollars. Ces économies découlent des programmes de transformation à l'échelle de l'organisation dont l'Initiative d'amélioration des services (IAS), qui cible les opérations policières, et de projets de nature plus administrative, par exemple la vérification en ligne des antécédents. Ces programmes visent à définir et mettre en oeuvre des stratégies pour : 1) améliorer les services aux citoyens, 2) réaliser des économies au titre des dépenses et(ou) du nombre d'heures de travail, 3) renforcer les partenariats, et 4) engendrer des revenus ou le recouvrement de coûts.

Ces initiatives, et d'autres encore, visent l'apport d'améliorations continues et s'inscrivent dans la stratégie du SPO pour composer avec les défis de nature financière qui accablent tous les services de police au Canada. Le montant des économies de coûts repérées entre 2012 et 2016 totalise 11,2 millions de dollars. En 2017, on prévoit réaliser des économies de coûts additionnelles de 2 millions de dollars.

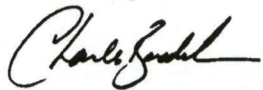
Le budget de fonctionnement brut proposé pour 2017 s'élève à 320,2 millions de dollars. En soustrayant les recouvrements et les recettes non fiscales, le budget de fonctionnement net du Service de police atteint 285,9 millions de dollars. C'est 8,9 millions de plus qu'en 2016. Compte tenu de la croissance prévue de 1,3 % de l'évaluation foncière, il en résulte une augmentation nette de 2 % des recettes fiscales du SPO. Exprimée en dollars, il s'agit d'une hausse d'environ 11 \$ de la facture de taxes foncières de la résidence urbaine moyenne.

Le budget d'immobilisations proposé est de l'ordre de 20,3 millions de dollars. Les prévisions décennales en matière d'immobilisations totalise, 2017 compris, 262,5 millions de dollars.

Les citoyens ont eu plusieurs occasions d'exprimer leurs opinions durant la préparation des propositions. Les délégations publiques seront aussi les bienvenues à la réunion de la Commission du 28 novembre lorsqu'elle examinera et approuvera le budget de 2017 du service de police.

Les versions intégrales des budgets provisoires de fonctionnement et d'immobilisations pour 2017 du Service de police d'Ottawa peuvent être consultées ou téléchargées à ottawapolice.ca. Elles peuvent aussi être obtenues en présentant une demande à nfo@ottawapolice.ca.

Le chef de police,

A handwritten signature in black ink, appearing to read 'Charles Bordeleau', written in a cursive style.

Charles Bordeleau

Table of Contents

STAFF REPORT: 2017 DRAFT OPERATING AND CAPITAL BUDGETS	
Tabling of Estimates — November 7, 2016	1
RAPPORT : PROJET DE BUDGET DE FONCTIONNEMENT ET D'IMMOBILISATIONS 2017	
Présentation des Estimations — le 7 novembre 2016	20
ANNEXES	
■ Annex A-1: OPS 2017 to 2020 Operating Forecast	47
■ Annex A-2: OPS 2017 Staff Complement Summary by Section	48
■ Annex A-3.0: OPS 2016/2017 Staff Complement Summary by Rank.....	52
■ Annex A-3.1: OPS Summary of Civilian Complement by Pay Group.....	54
■ Annex A-3.2: OPS Summary of Sworn Complement by Rank & Category	55
■ Annex A-4: OPS 2017 Material Services Summary	56
■ Annex A-5: OPS 2017 Project Funds and Business Continuity Initiatives	57
■ Annex A-6: OPS 2017 Efficiencies and History of Efficiencies 2012-2016	58
■ Annex A-7: OPS 2017 Recommended Fee Schedule.....	59
■ Annexe A-7: SPO Frais d'utilisation pour 2017	60
■ Annex A-8: OPS Revenue Comparison 2016 vs 2017	61
■ Annex A-9: OPS Community Police Centres - 2017 Net Budget By Centre	62
■ Annex A-10: OPS History of Gross and Net Expenditures.....	63
■ Annex A-11: OPS Provincial Grant Supported Positions	64
2017 DRAFT OPERATING ESTIMATES	65
■ Operating Resource Requirement and Analysis - Total Service	67
■ Besoins en ressources de fonctionnement et analyse – le service total	72
■ Operating Resource Requirements - By Directorate	74
2017 DRAFT OPERATING ESTIMATES BY EXPENDITURE TYPE	85
■ Department Summary	87
■ Branch Summary.....	90
■ Program Summary	105
2017 DRAFT CAPITAL ESTIMATES	161
■ Annex B-1: OPS Capital Budget Work in Progress	163
■ Annex B-2: 2017 to 2026 Capital Forecast.....	169
■ Annexe B-2: Prévisions en Matière d'immobilisations, 2017 à 2026.....	170
■ Annex B-3: 2017 Capital Project Details	171
■ Annex B-4: 2017 to 2026 Continuity Schedules.....	183



**OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA**

*The Trusted Leader in Policing
Le chef de file de confiance dans la police*

**REPORT
RAPPORT**

DATE: November 7 2016

TO: Chair and Members of the Ottawa Police Services Board

FROM: Chief of Police, Ottawa Police Service

SUBJECT: 2017 DRAFT OPERATING AND CAPITAL BUDGETS

RECOMMENDATIONS

That the Ottawa Police Services Board receive and table the Ottawa Police Service 2017 Draft Operating and Capital Budgets, to be considered at the Board meeting on November 28, 2016.

BACKGROUND

At its meeting on October 28, 2016, the Board directed staff to prepare the 2017 Draft Operating and Capital Budgets based on a 2.0% tax increase and 1.3% growth in the assessment base. This budget is in line with the Board's direction and represents a 2.0% Police Tax Rate increase.

DISCUSSION

The Ottawa Police Service (OPS) provides policing services to the residents, businesses and visitors to the City of Ottawa as outlined in the Ontario *Police Services Act*. The demands for these services are driven by the needs and expectations of our community.

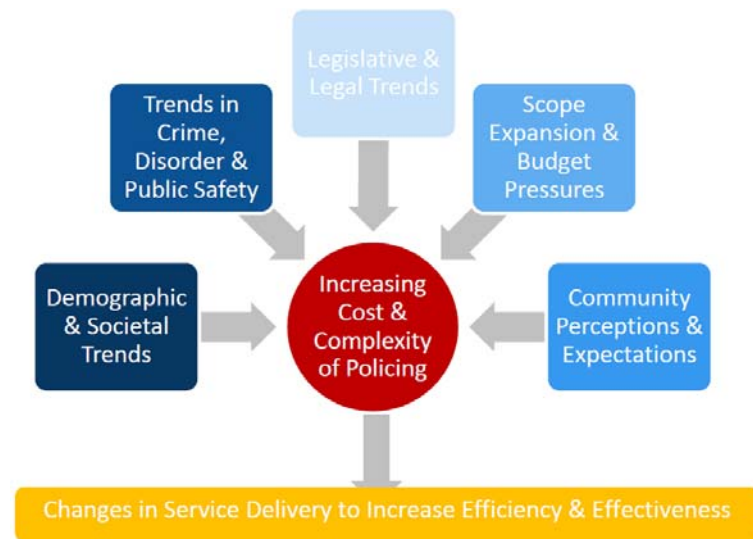
To ensure funding is in place to meet community service demands, Section 39 of the Police Services Act requires the Board to approve annual budget requirement allocations to generate the funding to maintain the Police Service and provide it with equipment and facilities. In conjunction with the OPS Business Plan and other strategic planning documents, the budget enables the Board to set its service priorities and provide direction to the Chief, the Executive Command and management. It supports service levels, provides the authority to proceed with key operational projects, and confirms the necessary funding to carry out the 2017 operational plans.

In 2006, City Council implemented a policy to fund the operations of the OPS through a separate municipal police tax rate that is distinct from citywide operations. This funding model provides transparency to the public about the cost of police services, and

provides the OPS with the direct benefit of a proportional share of City assessment growth revenue.

Policing Context

Policing across Canada continues to evolve into a highly sophisticated, resource intensive, and extremely complex profession in a dynamic environment. Various trends and changes have contributed to this environment including growing communities, aging populations, changing demographics, and increases in demands for service. Police services are also being faced with changes in crime types and legislative and regulatory requirements that police services must comply with when investigating these crimes, in addition to an increase in interactions with individuals with mental health issues and the ever-present threat of terrorism.



Ottawa also faces unique challenges beyond those being experienced by police services across the country – specifically its geography and its role as the nation’s capital.

The City of Ottawa covers 2,796 square kilometres and spans 83 kilometres from east to west. This area is greater than Toronto, Montreal, Calgary, Edmonton and Vancouver combined. Furthermore, the area is more than 80 percent rural, with more farmland than any other city in Canada. This geographic diversity creates the need for service delivery models that are tailored to urban, suburban and rural needs, which are also supported by specialized equipment often resulting in increased vehicle costs.

As the nation’s capital, the Ottawa Police Service (OPS) is responsible for public safety and security at sites of national significance as well as many events, including parades, marches, strikes, demonstrations and special events. In 2015 alone, the OPS was present at 820 public order events. These events require varying levels of operational planning, supported by coordinated intelligence gathering, threat assessments, and public safety strategies.

A specific challenge that OPS will face in the near future with respect to public safety will be the upcoming celebrations related to Canada’s 150th celebrations. Most years, Ottawa sees between 7 and 8 million tourists. Staff is forecasting 11.25 million attendees for the 150th celebrations in the Nation’s capital.

Despite the volume of Criminal Code offences reported to the OPS declining, mirroring the national trend, the organization continues to face an increasingly complex investigative and legislative environment, as well as growing service demands and rising levels of planned and unplanned events. It can be very challenging to balance a

continuously dynamic environment characterized by all of these needs within a defined budget envelope. Stable financing facilitates the effective management of police operations and service needs associated with a growing and diverse population, and more importantly, helps to ensure community safety.

Canadian and Provincial Police Staffing Comparisons

A range of factors are taken into account when reviewing the number of members in the OPS complement. One standard measure of comparison used across Canada is “population per police member.”

While the determination of appropriate staffing levels for a police service cannot be based solely on population, it does allow for a relative comparison with police services operating in similar environments. The most recent data published by Statistics Canada shows that Ottawa Police staffing levels fall within the low end of the range of the twelve larger urban centres in Canada. Table 1 presents data for the comparable police services, along with Gatineau and shows that there are 509 residents for every Ottawa police member (sworn and civilian).

Table 1 - Population per Police Member

Service	2014	Actual Strength 2015			Population per Police Member
	Stats Can Population	Police Officers	Other Personnel	Total Police Members	
Montreal	1,988,243	4638	1089	5727	347
Toronto	2,808,503	5425	2662	8087	347
Winnipeg	709,253	1422	478	1900	373
Vancouver	649,189	1280	431	1711	379
Edmonton	928,182	1665	699	2364	393
Calgary	1,265,531	2147	681	2828	448
Hamilton	551,751	834	314	1148	481
Peel	1,351,347	1951	867	2818	480
Gatineau	276,338	396	179	575	481
Waterloo	538,302	767	344	1111	485
Ottawa	947,031	1272	590	1862	509
Durham	653,567	866	394	1260	519
York	1,121,346	1535	641	2176	515

Source: CANSIM Table 254-0004 Police personnel and selected crime statistics, municipal police services
Statistics Canada

Population growth in Ottawa combined with the relatively static size of the police service has caused the number of residents supported by a police member to grow. Between 2011 and 2015 this number has grown from 479 to 509. Table 2 sets out the data underlying this trend.

Table 2 – Trend in Population per Member: 2011-2015

Year	Stats Can Population (1)	Police Officers	Other Personnel	Total Police Members	Population per Police Member
2011	899,016	1273	605	1878	479
2012	912,248	1312	563	1875	487
2013	924,224	1311	549	1860	497
2014	935,807	1301	551	1852	505
2015	947,031	1272	590	1862	509

(1) Respondent populations for the current year are not yet available when the Statistics Canada Police Administration Survey data are released. Therefore, populations in Table 2 represent data for the prior year.

Source: CANSIM table 254-0004 Police personnel and selected crime statistics, municipal police services
Statistic Canada

The 2015 data released by the Municipal Benchmarking Network Canada (MBNC) provides another comparative perspective on OPS staffing levels. With 200 police staff per 100,000 residents, the Ottawa Police Service is below the provincial median of 218.

In addition to statistical measures, staffing requirements must also take into account the operational readiness of the police service to deal with crime and disorder issues facing Ottawa and other large Canadian cities. This includes ensuring the OPS has the necessary resources to deal with emerging and increasingly complex crime issues such as guns and gangs, cyber and internet-based crime, multi-jurisdictional investigations, and terrorism, as well as the necessary patrol resources in place to serve, and ensure the safety of, the community.

Other factors influencing the magnitude of police resources needed to meet demand for service are new legislative and regulatory requirements, including new requirements to obtain warrants and guidelines around intelligence gathering tools such as street checks, the costs and skills needed to support new investigative technologies, equipment, and the profile of the police member required to perform these functions.

The staffing plan in this budget is meant to help address current staffing pressures and the associated risks that have been created by this evolving policing environment. The plan began in 2016 with the addition of 25 officers and calls for the addition of 25 officers in each of 2017 and 2018. As well, a further 25 sworn officer positions will be found through Service Initiative transformation projects and redeployed to new roles, bringing the plan to a total of 100 positions over 3 years.

Table 3 – Staffing Plan 2016-2020

Positions	2016	2017	2018	2019	2020	Total
New Sworn	25	25	25	TBD	TBD	75
Redeployed Sworn		25				25
Total	25	50	25	TBD	TBD	100

Canadian Police Cost Comparisons

Municipal Benchmark Network (MBN) data shows that the total cost of policing (per capita) for Ottawa was \$314.66 in 2015, (-5%) below the Ontario median of \$331.04.

Per capita costs are no longer published by Statistics Canada, which states that: “*Due to the different ways that individual police services report expenditure information, comparisons at the municipal level are problematic.*”

Strategic and Operational Priorities for 2017

The strategic and operational priorities for 2017 are key inputs to the budget development process. The OPS is committed to safeguarding the safety and security of the community it serves through the continuation of successful enforcement activities, proactive crime prevention, education, and partnerships. This is largely done by ensuring the efficient deployment of frontline policing resources.

The Chief has set three operational priorities to target areas of concern to the OPS. These are the broad issues of: 1) guns and gangs; 2) violence against women; and 3) traffic safety. Key senior leaders in the organization are championing these initiatives and through co-ordinated planning ensure they receive increased operational focus to address community needs and high public concern.

Along with these three operational priorities, there is an overall approach to operations that “everyone matters”. This approach applies to internal membership and the service to the overall community. Following consultations with a broad audience, including the Board members and the community, three strategic priorities form the basis of the 2016-2018 Business Plan:

Members: *Engaging and investing in all our people*

Community: *Working with our communities on our shared responsibility for safety*

Service: *Delivering service excellence through operations*

Directorates are expected to consider these priorities when managing their budgets and activities.

In support of the strategic priorities set out in the OPS 2016-2018 Business Plan, the organization will be focused on 2 key priorities in 2017:

- Service Initiative (SI) Implementation
- Public safety during Canada’s 150th Celebrations

Service Initiative Implementation

The Service Initiative (SI) Program continues to be fundamental in providing a structured environment to assist the OPS in achieving budget expectations and in ensuring our policing model is effective, efficient, adaptable and sustainable.

The SI has put forth several new operating models that will launch in late 2016 and early 2017. These major new service delivery models are:

- Demand Management
- New Investigative Model
- Front Line Deployment Model
- Ottawa Police Strategic Operations Center (OPSOC)

A total of \$1.3M has been allocated in the 2017 operating budget to support the SI program and project costs and an additional \$1.5M of capital from existing projects has been allocated to cover SI Implementation costs for facilities, fleet and business information systems. While some of the benefits of these new operating models will begin to materialize in 2017, others will be realized in future years as the models are being implemented in stages.

Some of the key benefits expected from these new operating models include:

- Improved service to the public;
- More efficient responses to calls for service;
- Better use of resources, including more fluidity and flexibility;
- Enhanced use of partnerships, including community partners;
- More proactive activities;
- Reduced duplication of efforts; and,
- Increased cooperation and coordination across the Service.

These benefits will be achieved through improvements to responses to non-emergency calls, the deployment of frontline resources, the command structure of investigative functions, court processes, and the support of frontline operations.

Canada's 150th Celebrations

In response to the increased number of events during Ottawa 2017, an OPS Planning Team has been dedicated to the coordination and planning of all Ottawa 2017 events.

The OPS Ottawa 2017 planning team has been working with the City of Ottawa, Ottawa 2017 organizers and other policing and community partners to prepare for the 2017 events. While the complete event calendar is not yet finalized, it is estimated that 1,200 events of various sizes will take place in Ottawa during 2017. Most of these will have little or no impact on the OPS. Currently however there are 10 major known events that require significant planning. The policing cost for these 10 events along with the dedicated planning team is estimated to be \$1.5M. The 2017 budget assumes these costs will be covered by one time revenue from paid duties or recoveries from other

levels of government. The cost estimates are based on known events and threat levels as at October 2016, if the number of major events or threat levels change, actual costs could vary materially from the budget.

Summary of Other Initiatives for 2017

A number of other initiatives will be taking place in 2017 that will be supported by the budget. They are described in more detail later in the report.

They include:

- The addition of 25 officers
- Launching the OPS Wellness Program
- Continuation of the Real You Program
- Continuation of the Traffic Stop Race Data Collection Project
- Implementation of Online Background Checks
- Implementation of the Interoperable Mobile Communication Managed System
- Launching of the first projects under the IM/IT Roadmap
- Implementation of new Provincial Regulations surrounding Street Checks
- Start-up of the Records Digitization Program
- Continuation of the Payroll Transition Project
- Launch of the e-Time project (Time, Attendance and Scheduling Transformation)
- Body Worn Camera feasibility study

In order to proceed with these initiatives, within the allotted budget envelope, a number of expenditure reductions and efficiencies had to be identified. The solutions developed during the budget are identified in Table 4.

The OPS seeks opportunities for continuous improvement that not only improve service to the public, but also help ensure the Service is operating as efficiently as possible. Current policing pressures combined with budget constraints are creating increasing challenges with respect to service delivery. The OPS recognizes the importance of leveraging existing resources as much as possible to alleviate some of these inevitable pressures. The information that follows in the report provides a more detailed breakdown of OPS efforts to maximize resources and funds in the 2017 budget.

2017 Budget Development Process

Staff Preparation - OPS began the 2017 budget process in May 2016 when a briefing session with the Senior Leadership Team (SLT) was held to review the challenges facing OPS for 2017. Budget preparation material was then circulated to all OPS managers in July. Lastly, representatives from the Finance Section met with their contacts throughout the summer months to support the preparation of the preliminary budget estimates. Engaging senior management stakeholders in the development of the budget has remained the focus of the approach again this year, with the goal of gaining a broader understanding of and contributions to OPS budget pressures and solutions.

Staff also worked with the City Treasurer to confirm estimates for assessment base growth and other corporate level revenue and expenditure categories. Assessment

base growth remained at the forecasted amount of 1.3% for 2017, however OPS received \$0.7 million in additional assessment base growth from 2016.

FAC Input - A key aspect of the OPS budget development process is the consultation with the Board's Finance and Audit Committee (FAC). Staff met with FAC on July 25, 2016 and again on October 12, 2016 to discuss the direction and timing for the 2017 budget approval process. Various guideline scenarios were presented leading to FAC's support for a 2% budget proposal. Including a 1.3% increase in the assessment base, the target yields an \$8.9 million increase in the OPS budget for 2017.

Final Review – During the finalization of the draft budget additional pressures of \$8.0M were identified. Reviews were held with SLT on September 20, 2016 and October 6, 2016 and the following solutions were proposed to attain the 2% target increase:

Table 4 – Summary of Budget Solutions

		\$M
1	OT pressure to be addressed through active staffing strategy	2.0
2	Canada's 150 th Celebration cost pressure to be covered by external one time revenue	1.5
3	\$2M Efficiency target to be achieved through backoffice transformation projects	2.0
4	Fund SI implementation costs with existing capital	1.5
5	Fund 2016 carryover projects from general reserve	0.5
6	Inflationary pressures absorbed	0.5
	Total	8.0

Council Direction - On October 12, 2016 the 2017 Budget and Timetable Report was approved by City Council. It gave direction to all City entities to prepare the budget on the basis that:

- a) The City Wide levy, which includes Police, Library and Public Health, be increased by 2.0% per year.
- b) That, as part of the annual budget process, the budget allocation for Police, Library and Public Health Boards to be based on their individual pro-rated share of a 2.0% tax increase and an estimated 1.3% increase in taxes resulting from growth in assessment, and that Council request that these Boards develop their draft budgets within their annual allocation.

The draft budget proposal presented in this report complies with that direction.

2016 Financial Status

The quarterly Financial Status Reports are key information used in preparing the 2017 Draft Budget. The Third Quarter Report concludes that OPS will achieve an overall breakeven position at year end. It points to some areas of pressure and favourability which have been taken into consideration in developing the 2017 budget.

2017 Draft Operating Budget Highlights

The 2017 Draft Operating Budget maintains the current level of policing services in Ottawa and is within the guideline set by the Board. The OPS has a requirement for \$8.9 million of new funding in 2017. The 2.0% increase in the Police Tax rate combined with growth in the assessment base of 1.3% will generate the required funding.

Table 3 summarizes the details underlying the \$8.9 million funding requirement. A more comprehensive version is included in Annex A-1. The changes are categorized in accordance with City of Ottawa budget reporting as outlined below and discussed in the sections which follow.

1. Maintain Services – ensure continued delivery of quality policing services
2. Growth – expansion of policing services in support of the growth of the City’s population
3. New Services – new operational requirements
4. Efficiencies – efficiency savings achieved through productivity improvements, technology investments, asset rationalization and effective procurement
5. User Fees and Revenues – adjustments to user fee rates

Table 5
2017 Draft Operating Budget
(\$ millions)

Category	Incremental Budget Increase
1. Maintain Services	\$7.1
2. Growth	\$2.1
3. New Services	\$2.0
4. Efficiencies	(\$2.0)
5. User Fees and Revenues	(\$0.3)
Incremental Requirement	\$8.9
Police Tax Rate Increase	2.0%

Category 1: Maintain Services - \$7.1 million increase

Net Compensation	\$6.5 M
Non-compensation items	0.6 M
Maintain Services	<u>\$7.1 M</u>

Maintaining existing service levels creates an incremental budget requirement of \$7.1 million for 2017. This category typically comprises the majority (81% in 2017) of the total incremental funding requirement.

Compensation Increases and Increments - \$6.5 million increase

With 81% of the Ottawa Police Service gross operating budget dedicated to staffing costs, the compensation element of the budget constitutes the most significant cost driver each year.

The 2017 compensation budget supports the approved OPS staff complement of 1,984.6 full time equivalents (FTEs): 1,379 sworn officers and 605.6 civilian members (including Special Constables and casual employees).

The sworn staffing level reflects the staffing plan increase of 25 new Constable positions. The number of civilians member FTE's remains unchanged from 2016.

A total of \$6.5 million was added to the compensation budget to account for all the expected changes in 2017. Generally these include the cost of members moving through their salary steps, members qualifying for various levels of Responsibility Pay and a provision for the expected result of the 2017 salary negotiations.

Staffing levels are charted by section and over time in Annex A-2, A-3.0, A-3.1 and A-3.2.

Materials, Supplies and Services - \$0.3 million increase

Additional radios were procured in 2016 to address the needs of the Service and the ongoing maintenance fees and licensing of the additional units is causing the \$0.3 million increase in this category.

The revenue budget for the Collision Reporting Centers (CRC) is being reduced by \$0.2 million, as the first step in a 3 year plan, to align it with the amount that is being achieved annually. This revenue reduction is being offset by an increase in revenue of \$0.2 million to the Background Clearance report budget due to the increase in volume from Uber drivers requiring background checks.

Lastly, there were pressures of \$0.2 million in compensation adjustments due to positions being re-evaluated. This pressure was offset by \$0.2 million in savings by increasing the compensation gapping target to reflect the increased pay rates from the 2015 collective agreement settlement.

The full list of pressures and offsets in this category of the budget is shown in Annex A-4.

The provision for project funds is \$2.3 million in 2017. The SI program is allocated \$1.3 million to cover program and project costs. The remainder of the fund (\$1.0 million) is for organizational projects to support back office transformation and other initiatives that managers bring forward to improve service, drive efficiencies or enhance partnerships. One time funding of \$0.5 million will be used to support project work in 2017. Annex A-5 sets out the 2017 allocation of project funds.

Facilities Strategic Plan - \$0.3 million increase

Facilities Strategic Plan Funding – \$0.3 million increase

The Facilities Strategic Plan approved by the Board in June 2013 calls for an annual budget increase of \$0.3 million for 15 years in order for the OPS to be able to finance this long term plan. In 2017, \$0.2 million will be contributed to the Facilities Strategic Plan capital reserve and the remaining \$0.1 million is required to fund the operating lease costs for the additional space at Queensview. Together with the \$0.6 million contribution discussed below, this planned annual increase ensures that the budget envelope needed to support the Facility Strategic Plan is growing by almost \$1.0 million annually.

Facilities Strategic Reserve Fund Contributions - \$0.6 million increase

Beginning in 2012, a pay-as-you-go (PAYG) contribution to the Facilities Strategic Reserve Fund was launched. The goal of this contribution was to build a reserve fund that will assist the Service in funding the Facilities Strategic Plan. It is a proactive and financially responsible initiative that will help to ensure that funds are on-hand to help offset the cost of the projects outlined in the long term Facilities Strategic Plan.

The contribution began at a level of \$0.6 million in 2012 and was expected to increase by that amount each year for 7 years, reaching a level of \$4.1 million in 2018. To ensure there is no budget impact from this initiative, the contribution amount is set at a level that will be offset by revenue received from the province each year under the agreement related to the uploading of provincial court security costs.

Revenue – Upload of Court Costs - \$0.6 million increase

In accordance with the court cost upload agreement with the province, the OPS began receiving revenue from the province in 2012 to help offset the cost of providing court security. The amount of \$3.5 million will be received in 2017. It is expected to continue to increase by \$0.6 million in the final year, reaching a peak level of \$4.1 million in 2018. It directly offsets the increase in the PAYG provision for the Facilities Strategic Reserve.

Information from the Province was received in late October indicating an increase of only \$0.5 million for 2017. A budget adjustment will be made in 2017 to align the provincial revenue amount and the PAYG contribution.

Category 2: Growth: 25 Officers - \$2.1 million increase

Workload and service demands are increasing challenges for OPS. Starting in 2016, the Service began a three year plan to increase sworn officer staffing by 25 positions per year for a total of 75. To supplement the plan, 25 sworn officer positions will also be found from within the Service through efficiency initiatives and re-allocated to high demand sections bringing the staffing plan to a total of 100 positions, as shown in Table 3.

The 2017 officers will be brought in gradually with 12 officers hired in April and 13 hired in September. This increase in complement will cost \$1.3 million in 2017. This amount is comprised of compensation costs of \$0.8 million and non-compensation costs of \$0.5 million to cover equipment, training, vehicle operating costs and a contribution to capital for vehicle purchases. The additional 25 officers hired in 2016 will create a pressure of \$0.8 million in compensation costs through their progression to the 3rd class Constable rank.

Category 3: New Services - \$2.0 million increase

IM/IT Roadmap - \$2.0 million increase

The IM/IT roadmap is a transformative undertaking that will address: budget pressures, service demands, existing and new crime threats, changes in citizen expectations for service and the data deluge which is on the horizon. A new and different technology platform and approach to managing information is crucial to a successful transformation.

The IM/IT Roadmap Steering Committee is currently in the process of reviewing and scoring the various proposals that were submitted by the vendor community. Once the prime contractor is awarded, work is expected to commence immediately.

To be proactive, staff has included a provision of \$1.3 million as a PAYG contribution to support the implementation of the capital projects in the Roadmap and another \$0.7 million to address annual operating budget pressures from the new technology. No funds will be spent until the approval process has been completed.

Canada's 150th Celebration Expenses - \$1.5 million increase

The OPS planning team has been working with the City of Ottawa, Ottawa 2017 organizers and other policing and community partners to prepare for the 2017 events. Currently there are 10 major known events that require significant planning. The policing cost for these 10 events along with the dedicated planning team is \$1.5 million. The cost estimates are based on known events and threat levels as at October 2016. If

the number of major events or threat levels changes, actual costs could vary materially from the budget.

Canada's 150th Celebration Revenues - \$1.5 million increase

The 2017 budget assumes these costs will be covered by one time revenue of \$1.5 million. At this time, the source of that revenue has not been identified. It is expected to be revenue from paid duty and recoveries from other levels of government.

Category 4: Efficiencies - \$2.0 million

The SI Program and other transformation projects are critical to achieving the 2.0% budget target. In total \$2.0 million of efficiencies are planned to be achieved in 2017.

The primary contributor will be from budget savings resulting from back office transformation projects. The first project in the pipeline is the eTime Project (Time, Attendance and Scheduling Transformation) which is expected to achieve \$0.4 million in savings. A complete list of the efficiency initiatives to date for 2017 is outlined in Annex A-6.

The 2017 \$2.0 million efficiency target is the continuation of several years of significant bottom line savings. Over the past 5 years OPS has achieved in excess of \$11.3 million of annual savings as a result of budget reductions and new revenue opportunities.

A summary of the efficiencies for this period is provided in Annex A-6.

Category 5: User Fees & Revenues - \$0.3 million

The 2017 draft budget includes increases to user fees and revenues totalling \$0.3 million.

The objective of the Board's 2007 User Fee policy is to ensure that the pool of revenue generated by user fees grows at the same pace as the costs. This policy requires an annual review and analysis of user fees. For 2017, user fees and other revenues/recoveries are increasing on average by 2.5%, corresponding to a revenue increase of \$0.3 million. Annex A-7 lists the user fee portion for 2017.

Annex A-8 summarizes all revenues and recoveries captured in the 2017 Draft Budget, with comparisons to the previous year.

2018 – 2020 Draft Operating Budget Forecast

The operating budget forecast for the 2018-2020 period is based on the continuation of the 2016 plan to expand the sworn officer complement by 25 officers each year. The acronym TBD (To Be Determined) is showing for the 2019 and 2020 years for the growth category since the level of growth for those years has yet to be agreed upon. A minimum efficiency target of \$2 million annually is also part of the forecast. When all factors have been taken into account, the tax rate forecast for that period is between 2.3% and 2.7% each year, or roughly \$10 million, as shown in Table 6.

Table 6
2018-2020 Draft Operating Forecast
(\$ millions)

Incremental Requirement	2018	2019	2020
Maintain Services	\$8.3	\$10.5	\$10.1
Growth	\$2.1	\$TBD	\$TBD
New Services	\$2.0	\$2.0	\$2.0
Service Initiative and Efficiencies	(\$2.0)	(\$2.0)	(\$2.0)
User Fees and Revenues	(\$0.2)	(\$0.2)	(\$0.2)
Incremental Requirement	\$10.2	\$10.3	\$9.9
Police Tax Rate Increase	2.7%	2.6%	2.3%

2018

The incremental budget requirement for 2018 is \$10.2 million, or a 2.7% tax increase based on the following estimates and assumptions:

- A reasonable contingency for salary settlements
- A provision of \$0.8 million to maintain services & supplies
- An increase of \$0.9 million to the contribution to the Facilities Strategic Reserve Fund
- Incremental revenue of \$0.6 million from the Province for court uploading costs
- Planned growth of 25 Sworn FTE's hired in April and September
- A total of \$2.0 million for new services (IM/IT Roadmap)
- A total of \$2.0 million of efficiencies achieved through transformation projects
- Assessment base growth of 1.3%

2019

The incremental budget requirement for 2019 is \$10.3 million, or a 2.6% tax increase based on the following estimates and assumptions:

- A reasonable contingency for salary settlements
- An estimate of \$0.5 million related to the Expanded Canada Pension Plan (CPP) program including rate increase and adjusted maximum income levels qualifying for CPP
- A provision of \$0.8 million to maintain services & supplies
- An increase of \$0.3 million to the contribution to the Facilities Strategic Reserve Fund

- A total of \$2.0 million for new services (IM/IT Roadmap)
- A total of \$2.0 million of efficiencies achieved through transformation projects
- Assessment base growth of 1.3%

2020

The incremental budget requirement for 2020 is \$9.9 million, or a 2.3% tax increase based on the following estimates and assumptions:

- A reasonable contingency for salary settlements
- An estimate of \$0.9 million related to the Expanded CPP program including rate increase and adjusted maximum income levels qualifying for CPP
- A provision of \$1.0 million to maintain services & supplies
- An increase of \$0.3 million to the contribution to the Facilities Strategic Reserve Fund
- A total of \$2.0 million for new services (IM/IT Roadmap)
- A total of \$2.0 million of efficiencies achieved through transformation projects
- Assessment base growth of 1.3%

2017 Draft Capital Budget

The Ottawa Police Services Board aims to provide an adequate capital envelope to ensure that assets such as fleet, facilities and information technology are replaced as required. For 2017, the Board will consider a capital budget request totalling \$20.3 million. Funding for these projects will come primarily from PAYG sources. Table 5 below provides a summary.

The capital budget falls into two categories in 2017: renewal of assets or strategic initiatives. Projects totalling \$7.7 million are for the renewal of OPS assets including:

- Fleet - \$3.3 million
- Facility lifecycle - \$2.2 million.
- Information technology infrastructure - \$2.2 million

The strategic initiative category requires funds of \$12.6 million and is made up primarily of the IM/IT Roadmap project and the Facility Work Plan. Descriptions of all 2017 capital projects are provided in Annex B-3.

A capital works in progress report is provided in Annex B-1 which summarizes the status of all existing OPS capital projects. These projects were reviewed during the development of the capital budget to ensure project objectives were being achieved. It is anticipated that \$0.5 million each from Fleet, Facilities and IT capital accounts will be earmarked for SI Implementation costs.

Table 7
2017 Capital Budget
(\$ millions)

Capital Project	Total Need	Funding Source			
		PAYG	Revenue	DC	Debt
Renewal of Assets					
Fleet Program	\$ 3.3	\$ 3.0	\$ 0.3		
IT Infrastructure	1.6	1.6			
IT Telecommunication	0.6	0.6			
Facility Lifecycle	2.2	2.2			
Subtotal	\$ 7.7	\$ 7.4	\$ 0.3	\$ -	\$ -
Growth					
	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal	\$ -	\$ -	\$ -	\$ -	\$ -
Strategic Initiatives					
IM/IT Roadmap	\$ 6.8	\$ 6.8			
Facility Work Plan	5.4	1.0			\$ 4.4
Facility Security Initiatives	0.2	0.2			
Facility Initiatives	0.2	0.2			
Subtotal	\$ 12.6	\$ 8.2	\$ -	\$ -	\$ 4.4
Total	\$ 20.3	\$ 15.6	\$ 0.3	\$ -	\$ 4.4

Ten-Year Capital Forecast

The ten-year requirement for OPS capital spending is estimated to be \$262.5 million, and ranges from a high of \$70.9 million in 2018 to a low of \$10.2 million in 2024. The summary of the 10 year requirement is shown below in Table 6. Annex B-2 presents the forecast by individual project and by category of need.

Table 8
OPS Ten Year Capital Needs Summary - 2017-2026
(\$ Millions)

Category	Gross Need	Funding			
		PAYG	Revenue	DC	Debt
Renewal of Assets	\$ 77.5	\$ 74.6	\$ 2.9		
Growth	\$ 59.7	\$ 13.0			\$ 46.7
Strategic Initiatives	\$125.3	\$ 81.9			\$ 43.4
Total	\$262.5	\$169.5	\$ 2.9	\$ -	\$ 90.1
% of Total		65%	1%	0%	34%

Capital funds required for the renewal of assets, which includes fleet replacement, information technology renewal (including telecommunication) and facility lifecycle, totals \$77.5 million. These projects are financed exclusively from PAYG sources or revenue garnered from the sale of assets.

Growth projects (\$59.7 million) include projects that are identified for development charge funding. One project accounts for the majority of these funds: the second phase of funding for the South Division (\$50.7 million - 2018). Debt and payments from the Facility Reserve Fund will be the sources of funding for this project.

Strategic Initiatives account for nearly half of the capital forecast. The largest project within the entire 10 year timeframe relates to the Corporate Services building which is budgeted to cost \$35.7 million. Funding for the facilities related projects within this last category will mainly come from debt and the Facilities Strategic Plan Reserve. Funding for the IM/IT Roadmap will come from the General Capital Reserve.

Status of OPS Reserve Funds

The OPS has three reserve funds that play key roles in capital funding. Annex B-4 provides a Continuity Schedule for each of the reserves. The status of the current reserve funds are as follows:

Fleet Replacement Reserve Fund

This fund finances the vehicle replacement program of roughly \$3.2 million to \$3.8 million annually. It carries a minimal balance year over year. The annual contribution has increased in 2017 from \$2.8 million to \$3.0 million to cover the purchase of vehicles for the 25 new sworn officers. The additional contribution will also allow for the regular replacement of these new vehicles in the future.

Facilities Strategic Reserve Fund

This fund was established in 2012. Its role is to support the initiatives outlined in the OPS Facilities Strategic Plan. Each year, the contribution level is adjusted by an amount equivalent to additional funding received from the Province related to court uploading. For 2017, the adjustment amount was \$0.6 million, but will be reduced to \$0.5 million through a budget adjustment in 2017 to reflect the updated information received from the Province late in the budget process. The additional planned contribution of \$0.3 million was reinstated in the 2017 budget, after it was removed in the 2016 budget to help achieve the budget target.

The Facilities Strategic Reserve Fund will have a balance of \$6.4 million to begin 2017. This is expected to grow to \$21.0 million in 2020 as construction on the Corporate Services facility begins in 2020. The continuity is based on the contributions for the 2017–2020 periods as outlined in Annex A-1.

OPS General Capital Reserve Fund

This fund finances the remainder of the OPS capital work plan, including the IM/IT Roadmap. The continuity schedule for the reserve fund, showing the contributions, expenditures and final balance can be found in Annex B-4. This schedule shows that all planned projects can be funded. In addition, one time funding of \$0.5 million for projects in the operating budget, as specified in Annex A-5, will be financed from this reserve.

A \$1.9 million balance in the General Capital Reserve Fund will be on hand at the end of 2017. The balance accrued to date has arisen primarily as a result of the capital formation strategy that the Board adopted during the 2008–2010 Financial Framework. The continuity is based on the capital formation contribution adjustments for the 2017–2020 periods as outlined in Annex A-1.

CONSULTATION

The 2017 Draft Operating and Capital estimates will be presented and tabled with the Ottawa Police Services Board on November 7, 2016 and City Council on November 9, 2016.

Public consultation will also occur on November 28, 2016 at 4:00 p.m. during the regular meetings of the Police Services Board in the Champlain Room at City Hall. On that date, formal consideration, review and approval of the 2017 Budget will occur.

City Council will review and approve the Draft 2017 Estimates on December 14, 2016.

FINANCIAL IMPLICATIONS

Financial implications are presented within the report.

CONCLUSION

The Ottawa Police Service is tabling a draft 2017 gross operating budget of \$320.2 million which results in a Police Tax Rate increase of 2.0%. The 2017 draft capital budget is tabled at \$20.3 million. Approval of the budget will ensure that the Board and the Service have the funds required to meet the Strategic Plan and the Chief's Operational Priorities for 2017.

(original signed by)

Charles Bordeleau
Chief of Police

Annexes

Annex A-1	OPS 2017 to 2020 Operating Forecast
Annex A-2	OPS 2017 Staff Complement Summary by Section
Annex A-3.0	OPS 2016/2017 Staff Complement Summary by Rank
Annex A-3.1	OPS Summary of Civilian Complement by Pay Group 2012-2017
Annex A-3.2	OPS Summary of Sworn Complement by Rank and Category 2012-2017
Annex A-4	OPS 2017 Maintain Services Summary
Annex A-5	OPS 2017 Project Funds and Business Continuity Initiatives
Annex A-6	OPS 2017 Efficiencies and History of Efficiencies
Annex A-7	OPS 2017 Recommended Fee Schedule (English and French)
Annex A-8	OPS Revenue Comparison 2016 vs. 2017
Annex A-9	OPS Community Police Centres – 2017 Net Budget by Centre
Annex A-10	OPS History of Gross and Net Expenditures
Annex A-11	OPS Provincial Grant Supported Positions
Annex B1	OPS Capital Budget Works in Progress
Annex B2	OPS 2017-2026 10 Year Capital Forecast (English and French)
Annex B3	OPS 2017 Capital Project Details
Annex B4	OPS 2017 to 2026 Continuity Schedules



**OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA**

*The Trusted Leader in Policing
Le chef de file de confiance dans la police*

**REPORT
RAPPORT**

DATE : 7 novembre 2016

À : Président et membres de la Commission de services policiers d'Ottawa

DE : Chef de police adjoint, Service de police d'Ottawa

OBJET : ÉBAUCHE DES BUDGETS DE FONCTIONNEMENT ET
D'INVESTISSEMENT POUR 2017

RECOMMANDATIONS

Que la Commission de services policiers d'Ottawa reçoive et dépose l'ébauche des budgets de fonctionnement et d'investissement du Service de police d'Ottawa pour examen par la Commission à sa réunion du 28 novembre 2016.

CONTEXTE

À sa réunion du 28 octobre 2016, la Commission a demandé à son personnel de préparer l'ébauche des budgets de fonctionnement et d'investissement pour 2017, en tenant compte d'une augmentation de taxe de 2,0 % et d'une croissance de 1,3 % de l'évaluation foncière. Ce budget respecte les orientations de la Commission et représente une hausse de 2,0 % du taux d'imposition pour la police.

ANALYSE

Le Service de police d'Ottawa (SPO) fournit des services de police aux résidents, entreprises et visiteurs de la ville d'Ottawa, conformément à la *Loi sur les services policiers* de l'Ontario. Les demandes concernant ces services sont faites en fonction des besoins et des attentes de notre communauté.

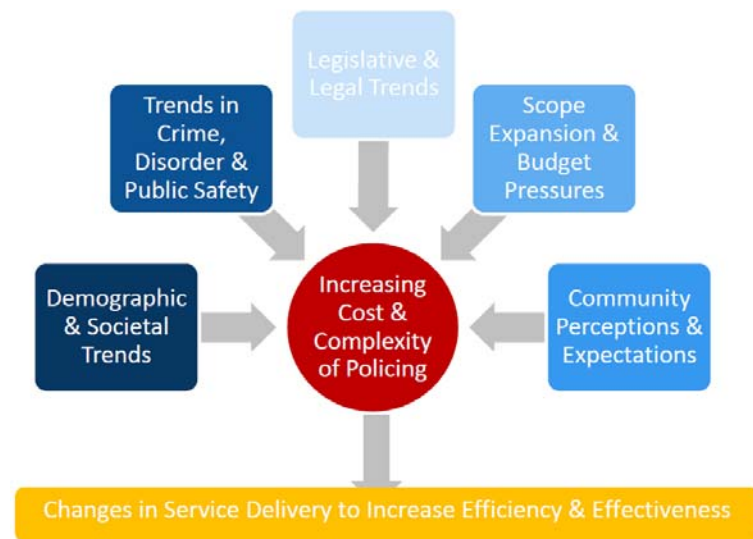
Afin de garantir que le financement est disponible pour répondre aux demandes de la collectivité, l'article 39 de la Loi sur les services policiers exige que la Commission approuve les affectations budgétaires annuelles pour produire le financement pour le maintien du Service de police et lui permettre d'obtenir le matériel et les installations dont il a besoin. De concert avec le Plan des activités du SPO et d'autres documents de planification stratégique, le budget permet à la Commission d'établir ses priorités et d'orienter le chef, la haute direction et les gestionnaires. Il soutient les niveaux de

service, donne le pouvoir de procéder aux principaux projets de fonctionnement et confirme le financement nécessaire pour accomplir les plans de travail de 2017.

En 2006, le conseil municipal a mis en oeuvre une politique visant à financer les opérations du SPO par un taux de taxe municipale distinct de l'ensemble des activités municipales. Ce modèle de financement expose au grand public le coût des services de police et donne au SPO l'avantage direct d'une part proportionnelle des revenus tirés de la croissance du produit de l'évaluation foncière.

Contexte policier

Les services policiers dans l'ensemble du Canada continuent d'évoluer vers une profession très sophistiquée, exigeant beaucoup de ressources et extrêmement complexe, dans un environnement dynamique. Diverses tendances et transformations ont façonné cet environnement, notamment la croissance des collectivités, le vieillissement des populations, les changements démographiques et des demandes de services accrues. Les services policiers doivent également composer avec des changements des types de crimes commis et des exigences législatives et réglementaires qu'ils doivent observer dans leurs enquêtes, en plus d'une augmentation des cas d'interaction avec des personnes souffrant de troubles de santé mentale et de la menace toujours présente du terrorisme.



Ottawa doit également affronter des défis uniques par rapport à ceux des autres services policiers du pays – notamment sa géographie particulière et son rôle comme capitale du pays.

La ville d'Ottawa couvre 2 796 kilomètres carrés et s'étend sur 83 kilomètres d'est en ouest. Sa superficie est plus grande que celles de Toronto, de Montréal, de Calgary, d'Edmonton et de Vancouver ensemble. De plus, près de 80 % du territoire est en milieu rural et il y a davantage de terres agricoles que dans toute autre ville au Canada. Cette diversité géographique crée un besoin de modèles de prestation de services adaptés pour les réalités de la zone urbaine, de la banlieue et du milieu rural, qui sont également soutenus par un équipement spécialisé, qui entraîne souvent une hausse des dépenses en véhicules.

Ottawa étant la capitale du pays, le Service de police d'Ottawa (SPO) est responsable de la sécurité du public sur des sites d'importance nationale et de l'encadrement de nombreux événements, notamment des défilés, des marches, des grèves, des démonstrations et des événements spéciaux. En 2015 seulement, le SPO a été présent à 820 événements publics. Ces événements exigent divers niveaux de planification

opérationnelle, appuyés par une cueillette de renseignements coordonnée, des évaluations des menaces et des stratégies de sécurité publique.

Le SPO aura prochainement à relever un défi spécial, celui des célébrations du 150^e anniversaire du Canada. Alors qu'au cours d'une année normale, Ottawa accueille entre 7 et 8 millions de touristes, on en prévoit 11,25 millions à l'occasion des célébrations du 150^e anniversaire du Canada dans la capitale.

Même si le volume d'infractions au *Code criminel* déclarées au SPO diminue, reflétant ainsi la tendance nationale, l'organisme continue d'œuvrer dans un environnement d'enquête et de dispositions législatives de plus en plus complexe, et à affronter des demandes de service croissantes et des niveaux de plus en plus élevés d'événements planifiés et non planifiés. Il peut être très difficile d'équilibrer un environnement toujours dynamique caractérisé par tous ces besoins, à l'intérieur d'une enveloppe budgétaire définie. Un financement stable facilite la gestion efficace des opérations policières et des besoins de service associés à une population croissante et diversifiée et, dimension plus importante, aide à assurer la sécurité de la collectivité.

Comparaisons des effectifs policiers à l'échelle canadienne et provinciale

Une gamme de facteurs sont pris en compte pour l'examen du nombre de membres du SPO. Une mesure standard de comparaison utilisée dans l'ensemble du Canada est celui du rapport entre la population et le nombre de membres de la police.

Même si la détermination de l'effectif d'un service de police ne peut être basée uniquement sur la population, cette mesure permet une comparaison relative avec des services de police oeuvrant dans des environnements semblables. Les données les plus récentes publiées par Statistique Canada montrent que les niveaux de dotation en personnel de la police d'Ottawa se situent dans le bas de la gamme des douze plus grands centres urbains du Canada. Le tableau 1 présente des données pour des services de police comparables, de même que celui de Gatineau, et montre qu'il y a 509 résidents pour chaque membre de la police d'Ottawa (assermenté ou civil).

Tableau 1 - Rapport entre la population et le nombre de membres de la police

Service	2014	Effectif actuel 2015			Rapport entre la population et le nombre de membres de la police
	Stats population canadienne	Agents de police	Autre personnel	Nombre total de membres de la police	
Montréal	1 988 243	4638	1089	5727	347
Toronto	2 808 503	5425	2662	8087	347
Winnipeg	709 253	1422	478	1900	373
Vancouver	649 189	1280	431	1711	379
Edmonton	928 182	1665	699	2364	393
Calgary	1 265 531	2147	681	2828	448
Hamilton	551 751	834	314	1148	481
Peel	1 351 347	1951	867	2818	480
Gatineau	276 338	396	179	575	481
Waterloo	538 302	767	344	1111	485
Ottawa	947 031	1272	590	1862	509
Durham	653 567	866	394	1260	519
York	1 121 346	1535	641	2176	515

Source : *Personnel policier et certaines statistiques de la criminalité, services de police municipaux*
Statistique Canada

La croissance de la population à Ottawa et la stabilité relative du service de police ont entraîné une hausse du rapport entre le nombre de résidents et le nombre de membres de la police. Entre 2011 et 2015, ce rapport est passé de 479 à 509. Le tableau 2 présente les données sous-jacentes à cette tendance.

Tableau 2 – Tendence dans le rapport entre la population et le nombre de membres de la police : 2011-2015

Année	Stats Population canadienne (1)	Agents de police	Autre personnel	Nombre total de membres de la police	Rapport entre la population et le nombre de membres de la police
2011	899 016	1273	605	1878	479
2012	912 248	1312	563	1875	487
2013	924 224	1311	549	1860	497
2014	935 807	1301	551	1852	505
2015	947 031	1272	590	1862	509

(1) Les données sur les populations de répondants pour l'année en cours ne sont pas encore disponibles au moment où les conclusions de l'Enquête sur l'administration policière de Statistique Canada sont publiées. Par conséquent, les populations mentionnées dans le tableau 2 représentent des données de l'année précédente.

Source : **Personnel policier et certaines statistiques de la criminalité, services de police municipaux**
Statistique Canada

Les données de 2015 publiées par le Réseau d'étalonnage municipal du Canada (REMC) fournissent une autre perspective de comparaison concernant le niveau de dotation en personnel du SPO. Avec 200 membres de la police pour 100 000 résidents, le Service de police d'Ottawa est sous la médiane provinciale, qui se situe à 218.

En plus des mesures statistiques, les besoins de dotation en personnel doivent aussi prendre en compte l'état de préparation opérationnelle du service de police pour traiter le crime et les problèmes de désordre qu'ont à affronter Ottawa et d'autres grandes villes canadiennes. Il faut entre autres voir à ce que le SPO dispose des ressources nécessaires pour s'attaquer aux problèmes émergents et de plus en plus complexes tels que les armes à feu et les gangs de rue, la cybercriminalité, les enquêtes recoupant plusieurs administrations publiques, et le terrorisme, de même que les ressources de patrouille nécessaires en place pour servir la communauté et assurer sa sécurité.

D'autres facteurs ont une influence sur l'ampleur des ressources dont la police a besoin pour répondre à la demande de services, notamment les nouvelles exigences législatives et réglementaires, en particulier le besoin nouveau d'obtenir des mandats et des lignes directrices à propos d'instruments de collecte de renseignements tels que des contrôles de routine, les coûts et les compétences qu'entraîne l'adoption des nouvelles technologies, l'équipement, et le profil des membres de la police appelés à assumer ces fonctions.

Le plan de dotation dans le présent budget vise à répondre aux besoins de dotation actuels et aux risques connexes créés par cet environnement évolutif des services policiers. Le plan a été lancé en 2016 avec l'ajout de 25 agents et demande l'addition de 25 agents en 2017 et de 25 autres en 2018. De plus, un autre contingent de 25 postes d'agents assermentés sera trouvé par des projets de transformation des initiatives d'amélioration du service et ces agents seront affectés à des rôles nouveaux, ce qui signifie que le plan vise la dotation de 100 postes en 3 ans.

Tableau 3 – Plan de dotation 2016-2020

Postes	2016	2017	2018	2019	2020	Total
Nouveaux – agents assermentés	25	25	25	À DÉTERMINER	À DÉTERMINER	75
Agents assermentés réaffectés		25				25
Total	25	50	25	À DÉTERMINER	À DÉTERMINER	100

Comparaisons de coûts de services policiers au Canada

Les données du Réseau d'étalonnage municipal (REM) indiquent que les coûts totaux des services policiers (par habitant) pour Ottawa était de 314,66 \$ en 2015, (-5 %), une somme inférieure au niveau médian pour l'Ontario, soit 331,04 \$.

Les coûts par habitant ne sont plus publiés par Statistique Canada, qui explique que : « *En raison des différentes façons qu'a chaque service de police de déclarer ses dépenses, les comparaisons à l'échelon des municipalités posent problème* »,

Priorités stratégiques et opérationnelles pour 2017

Les priorités stratégiques et opérationnelles pour 2017 sont les éléments clés du processus d'élaboration du budget. Le SPO est déterminé à préserver la sûreté et la sécurité de la collectivité qu'il sert par la poursuite d'activités efficaces d'application de la loi, par la prévention proactive du crime, l'éducation et des partenariats. Il réalise en grande partie ces objectifs en assurant l'affectation efficace de ressources policières en première ligne.

Le chef a établi trois priorités opérationnelles pour cibler les domaines de préoccupation pour le SPO. Ce sont les enjeux généraux : 1) des armes à feu et des gangs de rue; 2) de la violence faite aux femmes; 3) de la sécurité routière. Les principaux cadres supérieurs dans l'organisation font la promotion de ces initiatives et par une planification coordonnée ils font en sorte d'obtenir une concentration opérationnelle accrue pour répondre aux besoins de la communauté et aux préoccupations importantes de la population.

En plus de ces trois priorités opérationnelles, il y a une approche globale des opérations selon laquelle « tout le monde est important ». Cette approche s'applique aux membres internes et au service offert à l'ensemble de la collectivité. À la suite de consultations avec un vaste auditoire, y compris les membres de la Commission et la collectivité, trois priorités stratégiques forment la base du plan directeur de 2016-2018 :

Les membres : *Mobiliser tous nos gens et s'y investir*

Collectivité : *Ouvrer auprès de nos collectivités quant à notre responsabilité commune en matière de sécurité*

Service: *Offrir un excellent service par la voie des Opérations*

Les directions doivent tenir compte de ces priorités en gérant leurs budgets et leurs activités.

À l'appui des priorités stratégiques établies dans le plan directeur 2016-2018 du SPO, l'organisation se concentrera sur deux priorités clés en 2017:

- Mise en oeuvre de l'Initiative d'amélioration du service (IAS)
- Sécurité du public pendant les célébrations du 150^e anniversaire du Canada

Mise en oeuvre de l'Initiative d'amélioration du service

Le programme de l'Initiative d'amélioration du service continue de jouer un rôle fondamental en fournissant un environnement structuré pour aider le SPO à répondre aux attentes budgétaires et à faire en sorte que notre modèle de service policier soit efficace, efficient, adaptable et viable.

L'IAS a mis de l'avant plusieurs nouveaux modèles opérationnels qui seront lancés vers la fin de 2016 et au début de 2017. Ces nouveaux modèles majeurs de prestation de services sont :

- La gestion des demandes
- Un nouveau modèle d'enquête
- Un modèle d'affectation en première ligne
- Le Centre des opérations stratégiques de la police d'Ottawa (COSPO)

Une somme totale de 1,3M \$ a été affectée dans le budget de fonctionnement de 2017 pour soutenir le programme de l'IAS et les coûts des projets et une somme additionnelle de 1,5M \$ d'investissements provenant des projets existants a été attribuée pour couvrir les coûts de mise en œuvre de l'IAS pour les installations, la flotte et les systèmes d'information d'entreprise. Certains des bénéfices de ces nouveaux modèles opérationnels commenceront à se matérialiser en 2017, alors que d'autres se concrétiseront au cours des années suivantes puisque les modèles seront mis en œuvre pas étapes.

Voici certains des avantages principaux de ces nouveaux modèles opérationnels :

- Un service à la population amélioré;
- Des réponses plus efficaces aux demandes de service;

- Une meilleure utilisation des ressources, y compris une plus grande fluidité et flexibilité;
- Une utilisation améliorée des partenariats, y compris des partenaires communautaires;
- Des activités plus proactives;
- Une réduction des doublons d'efforts;
- Une coopération et une coordination accrues dans l'ensemble du Service.

Ces bénéfices seront concrétisés par des améliorations des réponses aux appels non urgents, le déploiement de ressources en première ligne, la structure de commandement des fonctions d'enquête et le soutien des opérations de première ligne.

Célébrations du 150^e anniversaire du Canada

En réponse au nombre accru d'événements pendant Ottawa 2017, une équipe de planification du SPO a été consacrée à la coordination et à la planification de tous les événements d'Ottawa 2017.

L'équipe de planification du SPO pour Ottawa 2017 travaille déjà avec la ville d'Ottawa, les organisateurs d'Ottawa 2017 et d'autres partenaires des services policiers et de la collectivité pour se préparer pour les événements de 2017. Même si le [calendrier des événements](#) n'est pas complètement finalisé, on estime que 1 200 événements de diverses ampleurs auront lieu à Ottawa au cours de 2017. La plupart de ces événements auront peu d'incidence, sinon aucune, sur le SPO. Il y a actuellement cependant 10 grands événements connus qui exigent une planification importante. Le coût des services policiers pour ces 10 événements avec ceux de l'équipe de planification dédiée s'élève selon les estimations à 1,5M \$. Le budget de 2017 se fonde sur l'hypothèse que ces coûts seront couverts par un revenu ponctuel provenant du paiement des droits ou de recouvrements d'autres paliers de gouvernement. Les estimations de coûts sont basées sur les événements connus et les menaces connues en date d'octobre 2016, si le nombre d'événements majeurs ou les niveaux de menace changent, les coûts réels s'écarteront substantiellement du budget.

Sommaire des autres initiatives pour 2017

Un certain nombre d'autres initiatives seront réalisées en 2017, et seront soutenues par le budget. Elles sont décrites plus en détail plus loin dans le rapport.

Elles comprennent :

- L'ajout de 25 agents
- Le lancement du programme de mieux-être du SPO
- La poursuite du programme « Le vrai toi »
- La poursuite du projet de collecte de données fondées sur la race aux contrôles routiers (PCDFRCR)
- La mise en oeuvre des vérifications des antécédents en ligne
- La mise en oeuvre du système de communication mobile interopérable
- Le lancement des premiers projets dans le cadre de la feuille de route de la GI/TI

- La mise en oeuvre des nouveaux règlements provinciaux concernant les contrôles de routine
- Le lancement du programme de numérisation des dossiers
- La poursuite du projet de transition du traitement de la paie
- Le lancement du projet de système de présences électronique (horaires, présences et transformation des tableaux d'affectation)
- Étude de faisabilité sur la caméra corporelle

Afin de mettre en oeuvre ces initiatives, à l'intérieur de l'enveloppe budgétaire allouée, un certain nombre de réductions de dépenses et de gains d'efficacités ont dû être déterminés. Les solutions élaborées au cours de l'établissement du budget sont indiquées dans le tableau 4.

Le SPO recherche des occasions pour s'améliorer continuellement qui non seulement rehaussent le service offert au public, mais aident également à garantir que le Service fonctionne le plus efficacement possible. Les pressions actuelles sur les services policiers combinées aux contraintes budgétaires créent des difficultés croissantes en ce qui concerne la prestation de service. Le SPO reconnaît l'importance de faire appel aux ressources existantes dans la mesure du possible pour alléger certaines de ces pressions inévitables. L'information qui suit dans le rapport fournit une ventilation plus détaillée des efforts déployés par le SPO pour optimiser les ressources et les fonds dans le budget de 2017.

Processus d'élaboration du budget de 2017

Préparation du personnel – Le SPO a entrepris le processus d'élaboration du budget de 2017 en mai 2016 au moment de la tenue d'une séance d'information avec l'Équipe de direction de l'entreprise) visant à examiner les défis que devait affronter le SPO en 2017. Le matériel de préparation du budget a été diffusé à tous les gestionnaires du SPO en juillet. Récemment, des représentants de la section des Finances ont rencontré leurs contacts pendant tous les mois de l'été pour soutenir la préparation des prévisions budgétaires préliminaires. La mobilisation des intervenants de la haute direction pour l'élaboration du budget est de nouveau au centre de l'approche adoptée cette année, qui vise à mieux comprendre les besoins auxquels doit répondre le budget du SPO et favoriser les solutions à ces pressions.

Le personnel a également travaillé avec la trésorière municipale pour confirmer les prévisions de la hausse de l'évaluation foncière et d'autres catégories de revenus et de dépenses au niveau de l'organisation. L'évaluation foncière est demeurée au niveau prévu de 1,3 % pour 2017, mais le SPO a reçu 0,7 million de dollars au titre de la hausse de l'évaluation foncière de 2016.

Avis du CFVC – Un aspect clé du processus d'élaboration du budget du SPO est la consultation du Comité des finances et de la vérification de la Commission (CFVC). Le personnel a rencontré le CFVC le 25 juillet 2016 et à nouveau le 12 octobre 2016 pour discuter de l'orientation et de l'échéancier du processus d'approbation du budget de 2017. Divers scénarios de lignes directrices ont été présentés, et finalement le CFVC a

appuyé une proposition budgétaire de 2 %. Prenant en compte une augmentation de 1,3 % de l'évaluation foncière, l'objectif établi est une augmentation de 8,9 millions de dollars du budget du SPO pour 2017.

Examen final – Pendant la finalisation de l'ébauche du budget, des besoins additionnels de 8,0 M\$ ont été déterminés.. Des séances d'examen ont été tenues avec l'EDE le 20 septembre et le 6 octobre 2016 et les solutions suivantes ont été proposées pour atteindre l'augmentation de 2 % visée:

Tableau 4 – Sommaire des solutions budgétaires

		\$M
1	Temps supplémentaire – à résoudre par une stratégie de dotation active	2,0
2	Coûts de la célébration du 150 ^e anniversaire du Canada à couvrir par des revenus ponctuels externes	1,5
3	Cible de gain d'efficacité de 2 M\$ à atteindre par des projets de transformation des services administratifs	2,0
4	Financement de la mise en oeuvre de l'IAS avec les capitaux existants	1,5
5	Financement des projets reportés de 2016 à même la réserve générale	0,5
6	Absorption des pressions inflationnistes	0,5
	Total	8,0

Orientation du Conseil - Le 12 octobre 2016, le rapport du budget de 2017 et l'échéancier ont été approuvés par le Conseil municipal. Le Conseil a demandé à toutes les entités municipales de préparer le budget en partant des éléments suivants :

- a) Que la taxation pour l'ensemble des services municipaux, y compris les services de police, les bibliothèques et la santé publique, soit augmentée de 2,0 % par année.
- b) Que, dans le cadre du processus budgétaire annuel, les affectations budgétaires pour les commissions de la police, des bibliothèques et de la santé publique soient fondées sur leur part pondérée d'une augmentation de taxe de 2,0 % et d'une hausse estimative des taxes de 1,3 % résultant d'une augmentation de l'évaluation foncière, et que le Conseil demande à ces commissions d'élaborer leurs ébauches de budgets à l'intérieur de cette affectation annuelle.

La proposition d'ébauche de budget présentée dans le présent rapport est conforme à cette orientation.

Situation financière en 2016

Les rapports trimestriels sur la situation financière contiennent de l'information clé utilisée dans la préparation du projet de budget pour 2017. Le rapport du troisième trimestre indique que le SPO atteindra l'équilibre budgétaire à la fin de l'année. Il révèle certains secteurs à risque et avantagés dont on a tenu compte dans l'établissement du budget de 2017.

Points saillants du projet de budget de fonctionnement pour 2017

Le projet de budget de fonctionnement pour 2017 maintient le niveau de contrôle policier actuel à Ottawa et est conforme aux lignes directrices établies par la Commission. Le nouveau financement exigé pour le SPO en 2017 s'élève à 8,9 millions de dollars. L'augmentation de 2 % de la taxe de police combinée avec la croissance de 1,3 % de la base de calcul génèreront le financement requis.

Le tableau 3 contient un sommaire des détails relatifs à l'exigence de financement de 8,9 millions de dollars. Une version plus complète est intégrée à l'annexe A-1. Les changements sont classés selon les exigences en matière de rapports sur le budget de la Ville d'Ottawa, lesquelles sont indiquées ci-dessous et expliquées dans les sections qui suivent.

1. Maintien des services – veiller à la prestation continue de services de police de qualité
2. Croissance – expansion des services de police pour appuyer la croissance de la population de la ville
3. Nouveaux services – nouvelles exigences opérationnelles
4. Efficience – gains d'efficience réalisés grâce à l'amélioration de la productivité, aux investissements technologiques, à la rationalisation des biens et à l'approvisionnement efficace
5. Droits d'utilisation et revenus – ajustement des droits d'utilisation (taux)

Tableau 5
Projet de budget de fonctionnement pour 2017
(en millions de dollars)

Catégorie	Augmentation budgétaire
1. Maintien des services	7,1
2. Croissance	2,1
3. Nouveaux services	2,0
4. Efficience	(2,0)
5. Droits d'utilisation et revenus	(0,3)
Exigence supplémentaire	8,9
Majoration de la taxe de police	2 %

Catégorie 1 : Maintien des services – augmentation de 7,1 millions de dollars

Rémunération nette	6,5 M\$
Éléments non liés à la rémunération	0,6 M\$
Maintien des services	<u>7,1 M\$</u>

Le maintien du niveau de contrôle policier actuel crée une exigence budgétaire supplémentaire de 7,1 millions de dollars pour 2017. Cette catégorie représente habituellement la majorité (81 % en 2017) de l'exigence de financement supplémentaire.

Augmentations de la rémunération et suppléments – augmentation de 6,5 millions de dollars

Les coûts de dotation représentent 81 % du budget de fonctionnement brut du Service de police d'Ottawa; l'élément de la rémunération constitue le plus important coût chaque année.

Le budget de rémunération de 2017 appuie l'effectif approuvé pour le SPO, soit 1 984,6 équivalents temps plein (ETP) : 1 379 agents assermentés et 605,6 membres civils (y compris les agents spéciaux et les employés occasionnels).

L'effectif assermenté tient compte de l'ajout de 25 postes d'agent au plan de dotation. Le nombre d'ETP attribuable aux membres civils demeure le même par rapport à 2016.

Un total de 6,5 millions de dollars a été ajouté au budget de rémunération pour tenir compte de tous les changements attendus en 2017. De manière générale, cette somme tient compte du coût de la progression des membres dans l'échelle salariale, de la qualification des membres à divers niveaux de rémunération selon les responsabilités et de la somme réservée aux résultats attendus des négociations salariales de 2017.

Les niveaux de dotation sont représentés par section et par période dans les annexes A-2, A-3.0, A-3.1 et A-3.2.

Matériel, fournitures et services – augmentation de 0,3 million de dollars

Des appareils radio supplémentaires ont été achetés en 2016 pour répondre aux besoins du Service, et les frais d'entretien continu et de licence associés à ces appareils expliquent l'augmentation de 0,3 million de dollars dans cette catégorie.

Le budget des revenus des Centres de rapport de collision est réduit de 0,2 million de dollars en guise de première étape d'un plan triennal afin de tenir compte des revenus cumulés annuellement. Cette réduction des revenus est compensée par une augmentation de 0,2 million de dollars du budget de la Section de l'attestation des antécédents attribuable au nombre accru de chauffeurs Uber ayant besoin d'une vérification des antécédents.

Enfin, les redressements de la rémunération à la suite de la réévaluation de certains postes ont entraîné une pression budgétaire de 0,2 million de dollars. Cette pression a été compensée par des gains d'efficacité de 0,2 million de dollars réalisés en augmentant l'objectif en matière d'écart de rémunération de façon à tenir compte de l'augmentation des taux de rémunération conformément au règlement collectif de 2015.

La liste complète des pressions et des compensations de cette catégorie du budget figure à l'annexe A-4.

Le montant prévu pour les projets est de 2,3 millions de dollars en 2017. L'Initiative d'amélioration des services se voit attribuer la somme de 1,3 million de dollars pour absorber les coûts du programme et des projets. Le reste du fonds (10 millions de dollars) est réservé aux projets organisationnels afin d'appuyer la transformation des services administratifs ainsi qu'à d'autres initiatives que les gestionnaires proposent afin d'améliorer le service, d'augmenter la productivité et de favoriser les partenariats. Un financement ponctuel de 0,5 million de dollars sera utilisé pour appuyer l'exécution de projets en 2017. L'annexe A-5 précise la répartition des fonds de projet pour 2017.

Plan stratégique des installations – augmentation de 0,3 million de dollars

Financement pour le Plan stratégique des installations – augmentation de 0,3 million de dollars

Le Plan stratégique des installations approuvé par la Commission en juin 2013 exige une augmentation annuelle du budget de 0,3 million de dollars pendant 15 ans afin que

le SPO soit en mesure de financer ce plan à long terme. En 2017, la somme de 0,2 million de dollars sera consacrée à la réserve en capital du Plan stratégique des installations, et le reste du budget, soit 0,1 million de dollars, sera utilisé pour payer les frais de location et d'exploitation de locaux supplémentaires sur Queensview. Cette augmentation annuelle planifiée, combinée avec la contribution de 0,6 million de dollars dont il est question ci-dessous, assure que l'enveloppe budgétaire nécessaire pour appuyer le Plan stratégique des installations augmente de près d'un million de dollars annuellement.

Contributions au Fonds de réserve pour la planification stratégique des installations – augmentation de 0,6 million de dollars

En 2012, une contribution à l'utilisation au Fonds de réserve pour la planification stratégique des installations a été lancée. Le but de cette contribution était de constituer un fonds de réserve afin d'aider le Service à financer le Plan stratégique des installations. Il s'agit d'une initiative constructive et responsable sur le plan financier qui permettra au Service d'assumer les coûts des projets décrits dans le Plan stratégique des installations à long terme.

La contribution a d'abord été fixée à 0,6 million de dollars en 2012 et devait augmenter de ce montant chaque année pendant 7 ans pour atteindre la somme de 4,1 millions de dollars en 2018. Pour veiller à ce que cette initiative n'ait aucune incidence sur le plan budgétaire, la contribution est fixée à un montant qui sera compensé par les revenus tirés de l'entente relative à la prise en charge des coûts liés à la fonction de sécurité du tribunal par le gouvernement provincial.

Revenus – Prise en charge des coûts liés au tribunal – augmentation de 0,6 million de dollars

Conformément à l'entente de prise en charge des coûts du tribunal conclue avec le gouvernement provincial, celui-ci a commencé à verser des revenus au SPO en 2012 pour compenser une partie des coûts liés à la sécurité au tribunal. La somme de 3,5 millions de dollars sera versée en 2017. On s'attend encore à une augmentation de 0,6 million de dollars pour la dernière année, et la somme versée en 2018 devrait donc s'élever à 4,1 millions de dollars. Cette somme compense directement l'augmentation de la contribution à l'utilisation au Fonds de réserve pour la planification stratégique des installations.

Des renseignements obtenus de la part du gouvernement provincial à la fin d'octobre font état d'une augmentation de 0,5 million de dollars seulement en 2017. Afin de tenir compte de cette situation, un ajustement budgétaire sera apporté en 2017 à la fois au budget de revenu provincial et à la contribution à l'utilisation.

Catégorie 2 : Croissance : 25 agents – augmentation de 2,1 millions de dollars

La charge de travail et les demandes de service sont des enjeux de plus en plus préoccupants pour le SPO. En 2016, le Service a mis en place un plan triennal visant à ajouter 25 postes d'agent assermenté par année, pour un total de 75. En guise de

complément au plan, 25 postes d'agent assermenté seront également cernés à l'interne dans le cadre d'initiatives d'augmentation de l'efficacité et affectés à des sections ayant une forte demande, ce qui portera le plan de dotation à 100 postes, comme l'indique le tableau 3.

Les agents seront intégrés à l'effectif de façon graduelle en 2017. En effet, 12 agents seront embauchés en avril et 13 en septembre. Cette augmentation de l'effectif coûtera 1,3 million de dollars en 2017. Ce montant comprend les coûts de rémunération de 0,8 million de dollars et les coûts non liés à la rémunération de 0,5 million de dollars couvrant l'équipement, la formation, le coût d'exploitation des véhicules et la contribution au capital d'achat de véhicules. Les 25 agents supplémentaires embauchés en 2016 créeront une pression budgétaire de 0,8 million de dollars attribuable aux coûts de rémunération dans le cadre de leur progression jusqu'au grade d'agent de troisième classe.

Catégorie 3 : Nouveaux services – augmentation de 2 millions de dollars

Carte routière de la GI/TI – augmentation de 2 millions de dollars

La Carte routière de la GI/TI est une entreprise de transformation qui traitera des sujets suivants : pressions budgétaires, demandes de service, menaces criminelles actuelles et nouvelles, changements liés aux attentes des citoyens en matière de service et déluge de données à prévoir. Nouveauté et innovation en ce qui a trait à la plateforme technologique et à l'approche de gestion de l'information seront nécessaires à la réussite de cette transformation.

Le comité directeur pour la Carte routière de la GI/TI travaille actuellement à revoir et à évaluer les diverses propositions soumises par les vendeurs. Une fois l'entrepreneur principal nommé, le travail devrait commencer sans délai.

Faisant preuve d'initiative, le personnel a prévu une somme de 1,3 million de dollars en guise de contribution à l'utilisation pour appuyer la mise en œuvre des projets d'immobilisations dans le cadre de la Carte routière et une somme additionnelle de 0,7 million de dollars afin de tenir compte des pressions annuelles liées au budget de fonctionnement attribuables à la nouvelle technologie. Aucune dépense ne sera engagée avant la fin du processus d'approbation.

Dépenses associées aux festivités du 150^e anniversaire du Canada – augmentation de 1,5 million de dollars

L'équipe de planification du SPO s'est jointe à la Ville d'Ottawa, aux organisateurs d'Ottawa 2017 et à d'autres partenaires de la police et de la communauté afin de préparer les événements de 2017. Actuellement, il y a dix événements majeurs connus qui nécessitent une planification importante. Les coûts associés au service policier pour ces dix événements et à l'équipe de planification dédiée s'élèvent à 1,5 million de dollars. Les estimations de coût reposent sur les événements connus et les niveaux de menace en date d'octobre 2016. Si le nombre d'événements connus ou les niveaux de menace changent, les coûts réels pourraient varier considérablement par rapport au budget.

Revenus associés aux festivités du 150^e anniversaire du Canada – augmentation de 1,5 million de dollars

Le budget de 2017 prévoit que ces coûts seront couverts par des revenus ponctuels de 1,5 million de dollars. Pour le moment, la source de ces revenus n'est pas précisée. On s'attend à ce qu'ils proviennent de services rémunérés et d'activités de recouvrement d'autres ordres de gouvernement.

Catégorie 4 : Efficience – 2 millions de dollars

L'Initiative d'amélioration des services et d'autres projets de transformation sont essentiels pour atteindre l'objectif budgétaire de 2 %. Au total, des gains d'efficience de 2 millions de dollars devraient être réalisés en 2017.

Les économies budgétaires réalisées grâce aux projets de transformation des services administratifs en seront la source principale. Le premier projet prévu est le projet eTime (transformation de la gestion du temps, de l'assiduité et des horaires), lequel devrait permettre de réaliser des économies de 0,4 million de dollars. Une liste complète des initiatives d'augmentation de l'efficience prévues à date pour 2017 figure à l'annexe A-6.

L'objectif de 2017 en matière de gains d'efficience, soit 2 millions de dollars, est la suite de plusieurs années d'économies importantes. Au cours des cinq dernières années, le SPO a réalisé plus de 11,3 millions de dollars de gains d'efficience grâce à des réductions budgétaires et à de nouvelles occasions de revenus.

Un sommaire des gains d'efficience pour la période figure à l'annexe A-6.

Catégorie 5 : Droits d'utilisation et revenus – 0,3 million

Le projet de budget de 2017 comprend des augmentations des droits d'utilisation et des revenus totalisant 0,3 million de dollars.

L'objectif de la politique sur les droits d'utilisation de 2007 de la Commission est de garantir que l'ensemble des revenus tirés des droits d'utilisation augmente au même rythme que les coûts. Cette politique exige une analyse et un examen annuel des droits d'utilisation. Pour 2017, les droits d'utilisation et les autres revenus/recouvrements augmentent en moyenne de 2,5 %, ce qui correspond à une augmentation totale des revenus de 0,3 million de dollars. Une liste de la portion de 2017 des droits d'utilisation figure à l'annexe A-7.

Les revenus et recouvrements entrés au budget provisoire de 2017 et les comparaisons avec l'année précédente sont résumés à l'annexe A-8.

Prévisions du budget de fonctionnement provisoires pour 2018 à 2020

Les prévisions du budget de fonctionnement pour la période de 2018 à 2020 reposent sur la suite du plan de 2016 visant à augmenter l'effectif d'agents assermentés de 25 postes par année. Les montants pour les années 2019 et 2020 de la catégorie

Croissance ne sont pas déterminés, car le niveau de croissance pour ces années n'a pas encore été confirmé. Un objectif minimal de gains d'efficience de 2 millions de dollars annuellement fait également partie de ces prévisions. Une fois tous les facteurs pris en compte, la prévision du taux de taxe pour cette période se situe entre 2,3 % et 2,7 % chaque année ou environ 10 millions de dollars, comme il est indiqué dans le tableau 6.

Tableau 6
Prévisions opérationnelles provisoires pour 2018 à 2020
(en millions de dollars)

Exigence supplémentaire	2018	2019	2020
Maintien des services	8,3	10,5 À	10,1 À
Croissance	2,1	déterminer	déterminer
Nouveaux services	2	2	2
Initiative d'amélioration des services et efficience	(2)	(2)	(2)
Droits d'utilisation et revenus	(0,2)	(0,2)	(0,2)
Exigence supplémentaire	10,2	10,3	9,9
Majoration de la taxe de police	2,7 %	2,6 %	2,3 %

2018

L'exigence budgétaire supplémentaire pour 2018 est de 10,2 millions de dollars, ou une augmentation du taux de taxe de 2,7 % selon les estimations et hypothèses suivantes :

- Un fonds de fonctionnement raisonnable pour les règlements salariaux
- La somme de 0,8 million de dollars pour le maintien des services et des fournitures
- Une augmentation de 0,9 million de dollars de la contribution au Fonds de réserve pour la planification stratégique des installations
- Un revenu supplémentaire de 0,6 million de dollars pour la prise en charge des coûts liés au tribunal par le gouvernement provincial.
- Une croissance planifiée de l'effectif de 25 ETP assermentés (embauche en avril et en septembre)
- Un total de 2 millions de dollars pour les nouveaux services (Carte routière de la GI/TI)

- Un gain d'efficacité total de 2 millions de dollars réalisé grâce à des projets de transformation
- Croissance de la base de calcul de 1,3 %

2019

L'exigence budgétaire supplémentaire pour 2019 est de 10,3 millions de dollars, ou une augmentation du taux de taxe de 2,6 % selon les estimations et hypothèses suivantes :

- Un fonds de fonctionnement raisonnable pour les règlements salariaux
- Une somme estimée à 0,5 million de dollars liée au programme de bonification du Régime de pensions du Canada (RPC), qui prévoit notamment une augmentation de taux et un rajustement du revenu maximal pour l'admissibilité au RPC.
- La somme de 0,8 million de dollars pour le maintien des services et des fournitures
- Une augmentation de 0,3 million de dollars de la contribution au Fonds de réserve pour la planification stratégique des installations
- Un total de 2 millions de dollars pour les nouveaux services (Carte routière de la GI/TI)
- Un gain d'efficacité total de 2 millions de dollars réalisé grâce à des projets de transformation
- Croissance de la base de calcul de 1,3 %

2020

L'exigence budgétaire supplémentaire pour 2020 est de 9,9 millions de dollars, ou une augmentation du taux de taxe de 2,3 % selon les estimations et hypothèses suivantes :

- Un fonds de fonctionnement raisonnable pour les règlements salariaux
- Une somme estimée à 0,9 million de dollars liée au programme de bonification du RPC, qui prévoit notamment une augmentation de taux et un rajustement du revenu maximal pour l'admissibilité au RPC.
- La somme de 1 million de dollars pour le maintien des services et des fournitures
- Une augmentation de 0,3 million de dollars de la contribution au Fonds de réserve pour la planification stratégique des installations
- Un total de 2 millions de dollars pour les nouveaux services (Carte routière de la GI/TI)
- Un gain d'efficacité total de 2 millions de dollars réalisé grâce à des projets de transformation
- Croissance de la base de calcul de 1,3 %

Projet de budget d'immobilisations pour 2017

La Commission de services policiers d'Ottawa a pour but de fournir une enveloppe de capital adéquate pour garantir que les biens, par exemple le parc de véhicules, les installations et la technologie de l'information, sont maintenus correctement et remplacés au besoin. La Commission considérera une demande au budget d'immobilisations de 20,3 millions de dollars en 2017. Le financement pour ces projets proviendra principalement de sources à l'utilisation. Le tableau 5 ci-dessous fournit un sommaire.

Le budget d'immobilisations est compris dans deux catégories en 2017 : renouvellement des biens ou initiatives stratégiques. Des projets totalisant 7,7 millions de dollars pour le renouvellement des biens du SPO, notamment :

- Parc de véhicules – 3,3 millions de dollars
- Cycle de vie des installations – 2,2 millions de dollars
- Infrastructure de la technologie de l'information – 2,2 millions de dollars

La catégorie des initiatives stratégiques nécessite des fonds de 12,6 millions de dollars et est composée principalement du projet de Carte routière de la GI/TI et du plan de travail relatif aux installations. Des descriptions de tous les projets d'immobilisations de 2017 sont fournies à l'annexe B-3.

Un rapport sur les projets d'immobilisations en cours figure à l'annexe B-1. Il résume l'état de tous les projets d'immobilisations actuels du SPO. Ces projets ont été examinés au cours de la préparation du budget d'immobilisations pour veiller à ce que les objectifs du projet soient atteints. On prévoit qu'une somme de 0,5 million de dollars pour chacun des comptes du parc de véhicules, des installations et du capital de TI sera réservée pour absorber les coûts de mise en œuvre de l'Initiative d'amélioration des services.

Tableau 7
Budget d'immobilisations pour 2017
(en millions de dollars)

Projet d'immobilisations	Besoin total	Source de financement			
		À l'utilisation	Revenus	RA	Emprunt
Renouvellement des actifs					
Programme du parc automobile	3,3	3,0	0,3		
Infrastructure des TI	1,6	1,6			
Télécommunications des TI	0,6	0,6			
Cycle de vie des installations	2,2	2,2			
Total partiel	7,7	7,4	0,3	-	-
Croissance					
	-	-	-	-	-
Total partiel	-	-	-	-	-
Initiatives stratégiques					
Carte routière de la GI/TI	6,8	6,8			
Plan de travail pour les installations	5,4	1,0			4,4
Initiatives de sécurité des installations	0,2	0,2			
Initiatives relatives aux installations	0,2	0,2			
Total partiel	12,6	8,2	-	-	4,4
Total	20,3	15,6	0,3	-	4,4

Prévision en matière d'immobilisations sur dix ans

Les besoins d'immobilisations du SPO sur dix ans sont estimés à 262,5 millions de dollars. La répartition de cette somme varie entre 70,9 millions de dollars en 2018 (somme la plus élevée) et 10,2 millions de dollars en 2024 (somme la moins élevée). Le sommaire des besoins sur dix ans est présenté ci-dessous, dans le tableau 6. L'annexe B-2 fait état des prévisions par projet et par catégorie de besoin.

Tableau 8
Sommaire des besoins d'immobilisations sur dix ans du SPO – de 2017 à 2026
(en millions de dollars)

Catégorie	Brut Besoin	Financement			
		À l'utilisation	Revenus	RA	Emprunt
Renouvellement des biens	77,5	74,6	2,9		
Croissance	59,7	13,0			46,7
Initiatives stratégiques	125,3	81,9			43,4
Total	262,5	169,5	2,9	-	90,1
% du total		65 %	1 %	0 %	34 %

Les fonds d'immobilisations requis pour le renouvellement des biens, comprenant le remplacement des véhicules, le renouvellement du matériel lié à la technologie de l'information (y compris les télécommunications) et le cycle de vie des installations, totalisent 77,5 millions de dollars. Le financement pour ces projets proviendra exclusivement de sources à l'utilisation ou des revenus tirés de la vente de biens.

Les projets de croissance (59,7 millions de dollars) comprennent des projets désignés pour le financement par redevances d'aménagement. Ces fonds seront principalement consacrés à un projet : la deuxième phase de financement pour la Division Sud (50,7 millions de dollars en 2018). Les emprunts et les versements dans le cadre du fonds de réserve pour les installations seront la source de financement pour ce projet.

Les initiatives stratégiques représentent près de la moitié des prévisions en matière d'immobilisations. Le plus important projet de cette période de dix ans touche l'immeuble des Services intégrés, et le coût prévu au budget pour ce projet est de 35,7 millions de dollars. Le financement pour les projets liés aux installations de la dernière catégorie proviendra principalement de l'emprunt et du Fonds de réserve pour la planification stratégique des installations. Le financement pour la Carte routière de la GI/TI proviendra du Fonds de réserve en capital général.

État des fonds de réserve du SPO

Le SPO a trois fonds de réserve qui ont des rôles importants dans le financement des immobilisations. L'annexe 4 comprend un calendrier de continuité pour chaque fonds de réserve. Voici un sommaire de l'état des fonds de réserve actuels :

Fonds de réserve pour le remplacement des véhicules

Ce fonds finance le programme de remplacement des véhicules (3,2 à 3,8 millions de dollars annuellement). Un solde minimal est reporté d'un exercice à l'autre pour ce fonds. La contribution annuelle a augmenté en 2017, passant de 2,8 à 3 millions de dollars afin de tenir compte de l'achat de véhicules pour les 25 nouveaux agents assermentés. La contribution supplémentaire permettra également le remplacement périodique de ces nouveaux véhicules à l'avenir.

Fonds de réserve pour la planification stratégique des installations

Ce fonds a été créé en 2012. Il sert à appuyer les initiatives décrites dans le Plan stratégique des installations du SPO. Chaque année, la contribution est ajustée d'un montant équivalant au financement obtenu du gouvernement provincial à la suite de la prise en charge des coûts liés au tribunal. Pour 2017, le montant de l'ajustement était de 0,6 million, mais il sera réduit à 0,5 million au moyen d'un ajustement budgétaire en 2017 afin de tenir compte de l'information obtenue de la part du gouvernement provincial vers la fin du processus budgétaire. La contribution supplémentaire planifiée de 0,3 million de dollars a été rétablie pour le budget de 2017 après avoir été retirée du budget de 2016 afin de contribuer à l'atteinte de l'objectif budgétaire.

Le solde du Fonds de réserve pour la planification stratégique des installations sera de 6,4 millions de dollars pour commencer 2017. La croissance du solde de ce fonds devrait atteindre 21 millions de dollars en 2020 puisque la construction des installations des Services intégrés commence en 2020. La continuité est axée sur les contributions pendant la période de 2017 à 2020, comme en fait état l'annexe A-1.

Fonds de réserve en capital général du SPO

Ce fonds sert à financer le reste du plan des travaux d'immobilisations du SPO, à l'exception de la Carte routière de la GI/TI. Le calendrier de continuité du fonds de réserve, qui affiche les contributions, les dépenses et le solde définitif, peut être consulté à l'annexe B-4. Ce calendrier indique que tous les projets planifiés peuvent être financés. De plus, le financement ponctuel de 0,5 million de dollars pour les projets prévus au budget de fonctionnement, comme il est indiqué dans l'annexe A-5, proviendra de ce fonds de réserve.

Le solde du Fonds de réserve en capital général sera de 1,9 million de dollars à la fin de 2017. Le solde accumulé à date est surtout le résultat de la stratégie de formation de capital que la Commission a adoptée dans la Structure financière 2008-2010. La continuité est axée sur les ajustements de contributions pour formation de capital pendant la période de 2017 à 2020, comme en fait état l'annexe A-1.

CONSULTATION

Les estimations provisoires du fonctionnement et des immobilisations 2017 seront présentées et déposées à la Commission de services policiers le 7 novembre 2016 et au conseil municipal le 9 novembre 2016.

Une consultation publique aura lieu également le 28 novembre 2016 à 16 h au cours de la réunion ordinaire de la Commission de services policiers, à la salle Champlain de l'hôtel de ville. Ce jour-là, il y aura considération et examen officiels du budget de 2017, puis approbation de celui-ci.

Le conseil municipal examinera et approuvera les estimations provisoires pour 2017 le 14 décembre 2016.

RÉPERCUSSIONS FINANCIÈRES

Les répercussions financières sont présentées dans le présent rapport.

CONCLUSION

Le Service de police d'Ottawa dépose un projet de budget de fonctionnement brut de 320,2 millions de dollars, lequel entraîne une augmentation de la taxe de police de 2 %. Le budget d'immobilisations proposé est de l'ordre de 20,3 millions de dollars. L'approbation du budget permettra de veiller à ce que la Commission et le Service aient les fonds requis pour honorer le Plan stratégique et les priorités opérationnelles du chef en 2017.

(Original signé par)

Charles Bordeleau
Chef de police

Annexes

Annexe A-1	Prévisions opérationnelles du SPO de 2017 à 2020
Annexe A-2	Sommaire de l'effectif du SPO de 2017 par section
Annexe A-3.0	Sommaire de l'effectif du SPO de 2016-2017 selon le grade
Annexe A-3.1	Sommaire de l'effectif civil du SPO de 2012 à 2017 par groupe de paie
Annexe A-3.2	Sommaire de l'effectif assermenté du SPO de 2012 à 2017 par grade et par catégorie
Annexe A-4	Sommaire du maintien des services du SPO de 2017
Annexe A-5	Fonds de projets et initiatives de continuité des activités du SPO pour 2017
Annexe A-6	Gains d'efficience du SPO de 2017 et historique de l'efficience
Annexe A-7	Barème des droits recommandé du SPO de 2017 (anglais et français)
Annexe A-8	Comparaison des revenus du SPO de 2016 et de 2017
Annexe A-9	Centres de police communautaire du SPO – Budget net de 2017 par centre
Annexe A-10	Historique des dépenses brutes et nettes du SPO
Annexe A-11	Postes bénéficiant d'une subvention provinciale au sein du SPO

- Annexe B1 Budget d'immobilisations du SPO – Travaux en cours
- Annexe B2 Prévion en matière d'immobilisations du SPO sur dix ans de 2017 à 2026 (anglais et français)
- Annexe B3 Détails sur les projets d'immobilisations du SPO de 2017
- Annexe B4 Calendriers de continuité du SPO de 2017 à 2026

Annexes A-1 to A-11

OTTAWA POLICE SERVICE
2017 TO 2020 OPERATING FORECAST
(\$000)

Category	Draft	Forecast		
	2017	2018	2019	2020
Maintain Services				
Compensation Increase & Increments	5,262	5,410	5,590	5,760
Full Year Impact of Previous Year Hiring Sworn			822	
Step Progression & Responsibility Pay	1,240	1,800	2,450	2,110
Benefit Increase (CPP)			540	900
Net Compensation	6,502	7,210	9,402	8,770
Material, Supplies & Services				
Maintain	300	800	800	1,000
Facilities Strategic Plan				
Facilities Strategic Plan Funding	300	300	300	300
Facility Strategic Reserve Fund Contribution *	617	617		
Provincial Revenue - Upload of Court Costs *	(617)	(617)		
Net Other	600	1,100	1,100	1,300
Subtotal Maintain Services	7,102	8,310	10,502	10,070
Growth				
Compensation (25 Sworn)	770	790		
Full Year Impact of Previous Year Sworn Hiring	790	810		
Contribution to Capital for vehicles	100	100		
Training & Equipment	400	400		
Subtotal Growth	2,060	2,100	0	0
New Services				
IM/IT Roadmap				
Operating	700	700	700	700
Contribution to Capital	1,300	1,300	1,300	1,300
Subtotal New Services	2,000	2,000	2,000	2,000
Efficiencies				
SI and Other Transformation Initiatives	(2,000)	(2,000)	(2,000)	(2,000)
Subtotal Efficiencies	(2,000)	(2,000)	(2,000)	(2,000)
User Fees & Revenues				
User Fee Policy	(300)	(150)	(150)	(150)
Subtotal User Fees & Revenues	(300)	(150)	(150)	(150)
Other New				
Canada's 150th Celebration Expenses	1,500			
Revenue/Recovery for Canada's 150th Celebration Expenses	(1,500)			
Subtotal Other New	0	0	0	0
Operating Requirement	\$8,862	\$10,260	\$10,352	\$9,920
Full Time Equivalents (FTEs)	1,984.6	2,006.6	2,006.6	2,006.6
Police Tax Rate Increase	2.00%	2.71%	2.59%	2.29%

* The Court Upload revenue for 2017 & 2018 was revised by the Province after the cut-off date to produce the 2017 Budget Documents. There will be a Budget Adjustment done to reflect the new amounts for 2017 in Q1 of 2017. As well, this impact will be incorporated into the updated Facility Strategic Plan.

OTTAWA POLICE SERVICE
2017 STAFF COMPLEMENT SUMMARY BY SECTION¹

Section	Sworn	Civilian	Sub Total	Operational Backfill	Full Time Terms	Casual	Total
1. Police Services Board							
Police Services Board	-	2	2	-	-	-	2.0
Subtotal	-	2	2	-	-	-	2.0
2. Executive Directorate¹							
Executive Command	3	5	8	-	-	-	8.0
Executive Officer	1	1	2	-	-	-	2.0
Legal Services	-	4	4	-	1	-	5.0
Respect, Conduct & Values	-	1	1	-	-	-	1.0
Planning, Performance and Analytics	1	2	3	-	-	-	3.0
Crime Intelligence Analysis Unit	-	17	17	-	-	-	17.0
Business Performance	-	5	5	-	-	-	5.0
Planning & Research	1	2	3	-	-	-	3.0
Project Management Office	-	1	1	-	-	-	1.0
Professional Standards	9	2	11	-	-	-	11.0
Community Development	-	4	4	-	-	-	4.0
Diversity & Race Relations	2	1	3	-	-	-	3.0
Crime Prevention Office	1	-	1	-	-	-	1.0
Crime Free Multi-Housing/ Crime Prevention through Environmental Design (CPTED)	1	1	2	-	-	-	2.0
Corporate Communications	-	4	4	-	-	-	4.0
Media Relations	2	2	4	-	-	-	4.0
Crime Stoppers	1	1	2	-	-	-	2.0
Subtotal	22	53	75	-	1	-	76.0
3. Corporate Support/ Corporate Accounts							
Financial Services	-	17	17	-	-	-	17.0
Alarm Management	-	2	2	-	-	-	2.0
Mail Services	-	4	4	-	-	0.1	4.1
Inspector Material Management	1	-	1	-	-	-	1.0
Evidence Control	-	13	13	-	-	-	13.0
Quartermaster (QM) Stores	-	3	3	-	-	-	3.0
Fleet Services	1	13	14	-	-	0.7	14.7
Technical Services	-	4	4	-	-	-	4.0
Police Facilities	-	13	13	-	-	-	13.0
Security Operations	-	4	4	-	-	-	4.0
Parking Administration	-	1	1	-	-	-	1.0
Chief Information Officer	-	3	3	-	-	-	3.0
Infrastructure Support	-	13	13	-	-	-	13.0
Information & Records Services	-	62	62	-	-	1.7	63.7
Telecommunications	-	3	3	-	-	-	3.0
Business Solutions Support	-	16	16	-	-	-	16.0
Business Information Services (BIS) Projects	-	6	6	-	-	-	6.0
Service Centre	-	12	12	-	-	-	12.0
Client Liasion	-	2	2	-	-	-	2.0
Operational Backfill	-	-	-	15	-	-	15.0
Operational Backfill Canada's 150 th Celebration	-	-	-	3	-	-	3.0
Staffing for Growth	50	-	50	-	-	-	50.0
Service Initiative Pooled Positions	3	(4)	(1)	-	-	-	(1.0)
Subtotal	55	187	242	18	-	2.5	262.5

OTTAWA POLICE SERVICE
2017 STAFF COMPLEMENT SUMMARY BY SECTION¹

Section	Sworn	Civilian	Sub Total	Operational Backfill	Full Time Terms	Casual	Total
4. Resourcing & Development Directorate (R&D)							
Divisional Support - R & D	1	1	2	-	-	-	2.0
Director Human Resources	-	2	2	-	-	-	2.0
Employee Services	-	2	2	-	-	-	2.0
Workforce Management	-	4	4	-	-	-	4.0
Health, Safety & Lifestyles	-	4	4	-	-	-	4.0
Employee Relations	-	3	3	-	-	-	3.0
Inspector, Outreach and Development	1	-	1	-	-	-	1.0
Professional Development	25	4	29	-	-	-	29.0
Just-in-Time Program	30	-	30	-	-	-	30.0
Recruiting	6	2	8	-	-	2.0	10.0
Sworn Staffing & Career Planning	1	1	2	-	-	-	2.0
Talent Development & Performance Mgmt	-	3	3	-	-	-	3.0
Subtotal	64	26	90	-	-	2.0	92.0
5. Operations Support - Emergency Operations Directorate (EOD)¹							
Emergency & Operational Support	2	1	3	-	-	-	3.0
Operation Intersect	-	1	1	-	-	-	1.0
Non-Active Staffing	3	-	3	-	-	-	3.0
Emerg. Mgmt & Business Continuity	2	1	3	-	-	-	3.0
Airport Police Services	21	1	22	-	-	-	22.0
Duty Inspectors	6	-	6	-	-	-	6.0
Tactical	31	1	32	-	-	-	32.0
Explosive Devices Unit	4	-	4	-	-	-	4.0
Canine	9	-	9	-	-	-	9.0
Special Events	3	-	3	-	-	-	3.0
Emergency Services Unit	1	-	1	-	-	-	1.0
Public Labour Relations	1	-	1	-	-	-	1.0
Paid Duties	1	1	2	-	-	0.8	2.8
Marine & Trail Enforcement Unit	8	-	8	-	-	-	8.0
Public Safety	14	1	15	-	-	-	15.0
Alcohol Counter-Measures	2	-	2	-	-	-	2.0
Traffic Escort	26	-	26	-	-	-	26.0
Subtotal	134	7	141	-	-	0.8	141.8
6. Operations Support - Support Services Directorate¹							
Operations Support Administration	1	1	2	-	-	-	2.0
Non-Active Staffing	1	-	1	-	-	-	1.0
Inspector Courts/Temp. Custody	1	-	1	-	-	-	1.0
Court Security	12	34	46	-	-	-	46.0
Provincial Offences Act (POA) Telesat Court	-	2	2	-	-	-	2.0
Court Liaison	2	48	50	-	-	0.7	50.7
Temporary Custody - Central Cellblock	7	20	27	-	-	-	27.0
Victim Crisis Unit	-	7	7	-	-	0.9	7.9
Inspector Communications	2	4	6	-	-	-	6.0
Communications / 911	-	114	114	11	-	0.7	125.7
Switchboard	-	3	3	-	-	1.4	4.4
Call Center	-	32	32	-	-	-	32.0
Subtotal	26	265	291	11	-	3.7	305.7

OTTAWA POLICE SERVICE
2017 STAFF COMPLEMENT SUMMARY BY SECTION¹

Section	Sworn	Civilian	Sub Total	Operational Backfill	Full Time Terms	Casual	Total
7. Operations Support - Criminal Investigative Directorate (CID)¹							
Divisional Support - CID	5	1	6	-	-	-	6.0
Non-Active Staffing	6	-	6	-	-	-	6.0
Special Projects	-	-	-	-	-	5.2	5.2
Intelligence	17	5	22	-	-	1.4	23.4
Hate Crime/National Capital Region Security	3	-	3	-	-	-	3.0
Drugs	24	1	25	-	-	-	25.0
Proceeds of Crime	3	-	3	-	-	-	3.0
Guns & Gangs Unit	11	1	12	-	-	-	12.0
Direct Action Response Team (DART)	1	-	1	3	-	-	4.0
Major Crime	16	1	17	-	-	-	17.0
Polygraph	1	-	1	-	-	-	1.0
Sexual Assault / Child Abuse	18	1	19	-	-	-	19.0
Internet Child Exploitation	4	-	4	-	-	-	4.0
Partner Assault Section	24	2	26	-	-	-	26.0
Robbery Unit	13	-	13	-	-	-	13.0
Special Services	1	-	1	-	-	-	1.0
Surveillance Team	21	1	22	-	-	-	22.0
Air Support	1	1	2	-	-	-	2.0
Forensic Identification	25	1	26	-	-	-	26.0
Imaging Unit	-	5	5	-	-	-	5.0
Computer Forensics Unit	3	1	4	-	-	-	4.0
Organized Fraud	17	1	18	-	-	-	18.0
Organized Auto Theft	5	-	5	-	-	-	5.0
Arson	2	-	2	-	-	-	2.0
Elder Abuse	2	-	2	-	-	-	2.0
High Risk / Offender Management	7	1	8	-	-	-	8.0
Missing Person	3	-	3	-	-	-	3.0
Major Case Management	4	4	8	-	-	-	8.0
Mental Health Crisis Services	4	-	4	-	-	-	4.0
Subtotal	241	27	268	3	-	6.6	277.6

OTTAWA POLICE SERVICE
2017 STAFF COMPLEMENT SUMMARY BY SECTION¹

Section	Sworn	Civilian	Sub Total	Operational Backfill	Full Time Terms	Casual	Total
8. Operations - District Directorate¹							
Divisional Support - District	2	1	3	-	-	-	3.0
Non-Active Staffing	10	-	10	-	-	-	10.0
Central Community Support	4	1	5	-	-	-	5.0
Neighbourhood Officers (NHO) - Central	30	-	30	-	-	-	30.0
Community Policing Centers (CPCs) - Central	4	-	4	-	-	-	4.0
Traffic - Central	4	-	4	-	-	-	4.0
Foot Patrol	14	-	14	-	-	-	14.0
Investigations Support	4	1	5	-	-	-	5.0
Street Crime	7	-	7	-	-	-	7.0
Break & Enter	15	-	15	-	-	-	15.0
District Investigation - Central	24	-	24	-	-	-	24.0
West Support	6	1	7	-	-	-	7.0
NHO - West	20	-	20	-	-	-	20.0
CPCs - West	6	-	6	-	-	-	6.0
Traffic - West	5	-	5	-	-	-	5.0
District Investigation - West	18	-	18	-	-	-	18.0
East Support	6	1	7	-	-	-	7.0
NHO - East	20	-	20	-	-	-	20.0
CPCs - East	5	-	5	-	-	-	5.0
Traffic - East	5	-	5	-	-	-	5.0
District Investigation - East	16	-	16	-	-	-	16.0
District Support	3	1	4	-	-	-	4.0
Information Desks	33	-	33	-	-	-	33.0
School Resource Officers (SROs)	27	-	27	-	-	-	27.0
Youth Investigators/Initiatives	4	2	6	-	-	-	6.0
Subtotal	292	8	300	-	-	-	300.0
9. Operations - Patrol Directorate¹							
Divisional Support - Patrol	2	1	3	-	-	-	3.0
Non-Active Staffing	15	-	15	-	-	-	15.0
Central	167	-	167	-	-	-	167.0
West	179	1	180	-	-	-	180.0
East	161	1	162	-	-	-	162.0
Subtotal	524	3	527	-	-	-	527.0
Grand Total	1,358	578	1,936	32	1.0	15.6	1,984.6

Note 1 Staff Complement composition prior to Investigative Model and Front Line Deployment Reorganization

OTTAWA POLICE SERVICE
2016 STAFF COMPLEMENT SUMMARY BY RANK ¹

Rank	2016	Revised 2016							Total
	Original Reporting	Service Delivery Model	Airport	Operational Backfill ³	100% Active Staffing	Just-in-Time Replacement	Growth	Provincial Grant Reduction	
Sworn									
<u>Executive</u>									
Chief	1	1							1
Deputy Chief	2	2							2
Subtotal Executive	3	3	0	0	0	0	0	0	3
<u>Senior Officers</u>									
Superintendent	7	7							7
Inspector	24	24							24
Subtotal Senior Officers	31	31	0	0	0	0	0	0	31
<u>Officers</u>									
Staff Sergeant	62	60	1						61
Sergeant	206	194	2	5	5				206
Constable	1,052	934	18	15	30	30	25	(2)	1,050
Subtotal Officers	1,320	1,188	21	20	35	30	25	(2)	1,317
Subtotal Sworn ²	1,354	1,222	21	20	35	30	25	(2)	1,351
Civilians									
Director General	1	1							1
General Counsel	1	1							1
Chief Financial Officer ⁴	0	1							1
Director ⁴	8	7							7
Civilians ⁴	576	555	1	11		12			579
Full-Time Term Positions ⁵	1	1							1
Subtotal Civilians	587	566	1	11	0	12	0	0	590
Total - Sworn & Civilian	1,941	1,788	22	31	35	42	25	(2)	1,941
Term/Casual FTEs ⁶	17.6	15.6							15.6
TOTAL FTEs	1,958.6	1,803.6	22	31	35	42	25	(2)	1,956.6

Notes:

- Staff Complement composition prior to Investigative Model Reorganization
- Sworn - Revised 2016 - partial PAVIS grant received in 2016 therefore reinstatement of 3 Operational Backfill DART positions; reduction of 5 Sworn in Operational Backfill; 1 Constable position converted to Civilian; Reinstated additional 2 Cst. To show reduction in the Provincial Grant Reduction Column.
- Operational Backfill: Revised 2016 - 20 Sworn Positions - Funded by Revenue (secondments)
 - 1 - UN Peacekeeping; 1 - Chief Firearms Office; 1 - Computer Forensic Unit;
 - 2 - Provincial Repeat Offender Parole Enforcement (ROPE) team;
 - 1 - National Child Exploitation Coordination Centre (NCECC);
 - 1 - Justice Officials Protection and Investigations Service (JOPIS); 1 - High Tech Crime;
 - 1 - Provincial Internet Child Pornography and Luring Strategy Project; 3 - Ottawa Police Association (OPA)
 - 1 Ontario Police College (OPC); 5 - Direct Action Response Team (DART); 2 unallocated
 - 11 Civilian Positions in the Communications Centre - Funded by Gapping
- Civilians - Revised 2016 - 2 positions term to permanent conversion, 1 Director converted into 1 Chief Financial Officer; 1 Civilian converted from Constable position
- Full-Time Term Positions - Revised 2016 - 1 - Articling Student
- Term/Casual FTEs - Revised 2016 - 15.6 positions - Conversion of 2 term positions into permanent positions in Facilities

OTTAWA POLICE SERVICE
2017 STAFF COMPLEMENT SUMMARY BY RANK ¹

Rank	2017						
	Service Delivery Model	Airport	Operational Backfill ³	100% Active Staffing	Just-in-Time Replacement	Growth	Total
Sworn							
<u>Executive</u>							
Chief	1						1
Deputy Chief	2						2
Subtotal Executive	3	0	0	0	0	0	3
<u>Senior Officers</u>							
Superintendent	7						7
Inspector	24		1				25
Subtotal Senior Officers	31	0	1	0	0	0	32
<u>Officers</u>							
Staff Sergeant	60	1	1				62
Sergeant	194	2	6	5			207
Constable	959	18	13	30	30	25	1,075
Subtotal Officers	1,213	21	20	35	30	25	1,344
Subtotal Sworn ²	1,247	21	21	35	30	25	1,379
Civilians							
Director General	1						1
General Counsel	1						1
Chief Financial Officer	1						1
Director	7						7
Civilians ⁴	555	1	11		12		579
Full-Time Term Positions ⁵	1						1
Subtotal Civilians	566	1	11	0	12	0	590
Total - Sworn & Civilian	1,813	22	32	35	42	25	1,969
Term/Casual FTEs ⁶	15.6						15.6
TOTAL FTEs	1,828.6	22	32	35	42	25	1,984.6

Notes:

1. Staff Complement composition prior to Investigative & Front Line Deployment Model Reorganizations
2. 2017 Sworn - 25 new sworn positions; 3 Operational Backfill for Canada's 150th Celebration
3. Operational Backfill: 21 Sworn Positions - Funded by Revenue (secondments)
 - 1 - UN Peacekeeping; 1 - Chief Firearms Office; 1 - Computer Forensic Unit;
 - 2 - Provincial Repeat Offender Parole Enforcement (ROPE) team;
 - 1 - National Child Exploitation Coordination Centre (NCECC);
 - 1 - Justice Officials Protection and Investigations Service (JOPIS); 1 - High Tech Crime;
 - 1 - Provincial Internet Child Pornography and Luring Strategy Project; 3 - Ottawa Police Association (OPA)
 - 1 - Ontario Police College (OPC); 3 - Direct Action Response Team (DART); 2 unallocated
 - 3 - 2017 Celebration Planning team
 - 11 Civilian Positions in the Communications Centre - Funded by Gapping
4. Civilian - no change for 2017
5. Full-Time Term Positions - 2017 - 1 - Articling Student
6. 2017 Term/Casual FTEs - 15.6 positions

**OTTAWA POLICE SERVICE
SUMMARY OF CIVILIAN COMPLEMENT BY PAY GROUP
2012-2017**

Rank	2012	2013	2014	2015³	2016³	2017³
Board ¹	2	2	2	2	2	2
Director General ¹	1	1	1	1	1	1
General Counsel ²	0	0	0	0	0	0
Senior Officers Association (SOA)						
General Counsel ²	1	1	1	1	1	1
Chief Financial Officer ²	0	0	0	0	1	1
Legal ²	1	1	1	1	1	1
Director ¹	8	8	8	8	7	7
Manager ²	3	4	4	4	4	4
Subtotal SOA	13	14	14	14	14	14
Ottawa Police Association (OPA)						
Group 11	6	7	8	10	11	11
Group 10	18	18	23	23	25	25
Group 9	30	38	34	30	34	34
Group 8	18	19	21	20	24	25
Group 7	26	29	24	39	53	53
Group 6	147	145	158	152	137	137
Group 5	108	109	110	106	107	107
Group 4 ²	67	67	67	122	117	117
Group 3	81	81	80	57	55	55
Group 2	44	44	43	9	9	9
Group 1	5	5	5	5	3	3
Full-Time Term Positions ¹	1	1	1	1	1	1
Subtotal OPA	551	563	574	574	576	577
Other						
Service Initiative Pooled Positions ⁴	0	0	0	0	(3)	(4)
Subtotal Other	0	0	0	0	(3)	(4)
Total Civilian¹	567	580	591	591	590	590

Notes:

1) Source of information - Annex A-3 from OPS Budget Books, Salary and Benefits working papers

2) Restatements have occurred in these ranks

3) Job re-evaluations completed in 2015, 2016 & 2017 impact the distribution of positions within groups above

4) Service Initiative Pooled Positions result as a product of the past review of processes within the organization, including but not restricted to the Strategic Initiative Program; these positions will be rebalanced in the future as part of the staffing plan process

OTTAWA POLICE SERVICE
SUMMARY OF SWORN COMPLEMENT BY RANK AND CATEGORY¹
2012-2017

Rank	2012	2013	2014	2015	2016	2017
<u>Executive</u>						
Chief	1	1	1	1	1	1
Deputy Chief	2	2	2	2	2	2
Subtotal Executive	3	3	3	3	3	3
<u>Senior Officers Association (SOA)</u>						
Superintendent	7	7	7	7	7	7
Inspector	25	24	24	24	24	25
Subtotal SOA	32	31	31	31	31	32
<u>Ottawa Police Association (OPA)</u>						
Staff Sergeant	64	60	61	61	60	61
Sergeant	207	202	199	206	206	207
Constables	1,057	1,041	1,038	1,031	1,048	1,073
Subtotal OPA	1,328	1,303	1,298	1,298	1,314	1,341
<u>Other</u>						
Service Initiative Pooled Positions ²		2	2	2	3	3
Subtotal Other	0	2	2	2	3	3
Total Sworn	1,363	1,339	1,334	1,334	1,351	1,379

Category	2012	2013	2014	2015	2016	2017
Service Delivery Model	1,223	1,223	1,223	1,223	1,222	1,247
Airport	21	21	21	21	21	21
Operational Backfill	35	30	25	25	18	21
100 % Active Staffing	35	35	35	35	35	35
Just-in-Time Replacement	49	30	30	30	30	30
Growth	0	0	0	0	25	25
Total Sworn	1,363	1,339	1,334	1,334	1,351	1,379

Notes:

- 1) Source of information - Annex A-3 from OPS Budget Books, Salary and Benefits working papers
- 2) Service Initiative Pooled Positions result as a product of the past review of processes within the organization, including but not restricted to the Strategic Initiative Program ; these positions will be reallocated to where needed as part of the staffing plan process

**OTTAWA POLICE SERVICE
2017 MAINTAIN SERVICES SUMMARY**

Category	Section Name	Description	Amount
Maintain			
<i>Inflationary Pressures</i>	Radio System	Maintenance fees and network charge for additional radios	300,000
		Total Inflationary Pressures	\$ 300,000
<i>Revenue Adjustments</i>	Collision Reporting Centers (CRC)	CRC revenue adjustment.	\$ 200,000
	Background Clearance	Volume increase in background clearance checks	(200,000)
		Total Revenue Adjustments	\$ -
<i>Compensation</i>	Job Evaluation	Job evaluation impacts for 2016	\$ 164,100
<i>Adjustments</i>	Responsibility Pay	Adjustment needed to bring balance to current experience	17,400
	Gapping	Increase the compensation gapping target due to contract settlement. Gapping now represents 2.70% of compensation and benefits.	(181,500)
		Total Compensation Adjustments	\$ -
		Total Maintain Services	\$ 300,000

OTTAWA POLICE SERVICE PROJECT FUNDS AND BUSINESS CONTINUITY INITIATIVES

Section Name	Description	Amount
<i>Service Initiative</i>		
	Service Initiative Program Team	\$ 684,500
	Service Initiative Projects	582,000
	Total Service Initiative	\$ 1,266,500
<i>Organizational Projects</i>		
	2016 Projects - Ongoing	\$ 500,000
	2017 Projects - New	500,000
	Total Project Management Office Projects	\$ 1,000,000
	Total	\$ 2,266,500

Section Name	Description	Amount
<i>Business Continuity</i>		
	Identity & Access Control Plan	\$ 200,000
	Network High Availability Phase 2	100,000
	Encryption Plan	100,000
	Total Business Continuity	\$ 400,000

**OTTAWA POLICE SERVICE
2017 EFFICIENCIES - \$2.0 MILLION**

Item	Description	Amount
<i>General</i>	Time & attendance transformation project	\$ 400,000
<i>Efficiencies</i>	Court overtime budget savings	140,000
	Media monitoring contract not renewed	24,000
	External recruiting agency reduction	15,000
	Attendance incentive draw eliminated	10,000
	Other small reductions	2,800
	Sub-total General Efficiencies	\$ 591,800
	Amount to be identified in 2017	\$ 1,408,200
	Grand Total of Efficiencies	\$ 2,000,000

HISTORY OF EFFICIENCIES

Year	Main Items	Amount
<i>2016</i>	Paid Duty revenue & payroll transformation	\$ 2,093,000
<i>2015</i>	Fleet review & cost recovery initiatives	\$ 2,088,600
<i>2014</i>	Compensation provision & collision reporting center revenue	3,662,200
<i>2013</i>	Just in Time positions & collision reporting center revenue	2,021,300
<i>2012</i>	Base budget reductions & revenue budget increases	1,385,700
	Grand Total of Efficiencies	\$ 11,250,800

Ottawa Police Service
2017 Recommended Fee Schedule

	2015 Rate \$	2016 Rate \$	2017 Rate \$	% Change Over 2016	% Change Over 2015	Effective Date	2017 Revenue (\$000)
Police Records Check*							
Police Records Check - Vulnerable Sector Employment	15.00	15.00	15.00	0.0%	0.0%	1-Jan-17	
Police Records Check - Non-resident	54.00	55.00	57.00	3.6%	5.6%	1-Jan-17	
Police Records Check - Vulnerable Sector Volunteer	No Charge	No Charge	No Charge	N/A	N/A		
Police Records Check - Vulnerable Sector Employment Express	54.00	55.00	57.00	3.6%	5.6%	1-Jan-17	
Police Records Check - Vulnerable Sector Volunteer Express	39.00	40.00	41.00	2.5%	5.1%	1-Jan-17	
Police Records Check - Adoption (records check & list of occurrences)	62.00	63.00	65.00	3.2%	4.8%	1-Jan-17	
Police Records Check - Pardon Applicants	58.00	59.00	61.00	3.4%	5.2%	1-Jan-17	
Police Records Check - Out of Country	54.00	-	-	-	-	1-Jan-17	
Fingerprinting Services	45.00	45.00	46.00	2.2%	2.2%	1-Jan-17	
Criminal Records Check	47.00	48.00	49.00	2.1%	4.3%	1-Jan-17	
Criminal Records Check - Non-resident	86.00	88.00	90.00	2.3%	4.7%	1-Jan-17	
Crime Free Multi-Housing Records Check	34.00	35.00	36.00	2.9%	5.9%	1-Jan-17	
Motor Vehicle Collision Reports**							
MVC Report - Single Report Purchases	174.34	178.76	183.19	2.5%	5.1%	1-Jan-17	
MVC Report - Automated Purchase Program	57.79	59.22	60.70	2.5%	5.0%	1-Jan-17	
Collision Reconstruction Report	2,000.00	2,000.00	2,050.00	2.5%	2.5%	1-Jan-17	
Collision Reconstruction Summary	1,592.92	1,592.92	1,633.00	2.5%	2.5%	1-Jan-17	
Scale Diagram and Measurements	1,000.00	1,000.00	1,025.00	2.5%	2.5%	1-Jan-17	
Scene Measurements	442.48	442.48	454.00	2.6%	2.6%	1-Jan-17	
Field Sketch and Field Notes	243.36	243.36	250.00	2.7%	2.7%	1-Jan-17	
Vehicle Examination	243.36	243.36	250.00	2.7%	2.7%	1-Jan-17	
Mechanical Examination	176.99	176.99	182.00	2.8%	2.8%	1-Jan-17	
Crash Data Retrieval Download	442.48	442.48	454.00	2.6%	2.6%	1-Jan-17	
Other Reports							
Occurrence Report	52.00	53.00	54.00	1.9%	3.8%	1-Jan-17	
911 Call Transcripts	25.00	25.00	26.00	4.0%	4.0%	1-Jan-17	
Impound Recovery Fee	-	160.00	164.00	2.5%	N/A	1-Jan-17	
False Alarm Fee	140.00	145.00	149.00	2.8%	6.4%	1-Apr-17	
Off Duty Policing Assignments - Hourly Rates including Admin Fee ***							
Constable	79.78	81.77	83.50	2.1%	4.7%	1-Jan-17	
Sergeant	90.46	92.72	94.60	2.0%	4.6%	1-Jan-17	
Staff Sergeant	98.93	101.40	103.50	2.1%	4.6%	1-Jan-17	
Snow Removal	63.88	65.47	66.80	2.0%	4.6%	1-Jan-17	
Fleet	67.59	69.28	70.70	2.0%	4.6%	1-Jan-17	
Special Constable	72.68	74.49	76.00	2.0%	4.6%	1-Jan-17	
Communication Dispatch	77.11	79.03	80.70	2.1%	4.7%	1-Jan-17	
Vehicle	45.00	45.00	46.10	2.4%	2.4%	1-Jan-17	
Vessels/ATV	24.00	24.00	24.60	2.5%	2.5%	1-Jan-17	
Canine per assignment	50.00	50.00	51.20	2.4%	2.4%	1-Jan-17	
Total Departmental							(191)

* The rates for Police Records Checks will be reviewed and adjusted in 2017 in conjunction with the new Online Background Clearance Check Project that is underway.

** These reports are HST applicable.

*** Off Duty Policing Hourly Rates will be adjusted when contract settlements are made

Ville d'Ottawa
Service de police d'Ottawa – Frais d'utilisation

	Tarif en \$ 2015	Tarif en \$ 2016	Tarif en \$ 2017	Variation en % par rapport à 2016	Variation en % par rapport à 2015	Date d'entrée en vigueur	Recettes en milliers (000 \$) 2017
Vérification du dossier de police *							
Vérification du dossier de police — Travail auprès de personnes vulnérables	15.00	15.00	15.00	0.0 %	0.0 %	1-Jan-17	
Vérification du dossier de police — Non-résident	54.00	55.00	57.00	3.6 %	5.6 %	1-Jan-17	
Vérification du dossier de police — Bénévolet auprès de personnes vulnérables	Aucuns frais	Aucuns frais	Aucuns frais	S.O.	S.O.	1-Jan-17	
Vérification du dossier de police — Travail auprès de personnes vulnérable, rapide	54.00	55.00	57.00	3.6 %	5.6 %	1-Jan-17	
Vérification du dossier de police — Bénévolet auprès de personnes vulnérables, rapide	39.00	40.00	41.00	2.5 %	5.1 %	1-Jan-17	
Vérification du dossier de police — Adoption (Vérification du dossier et liste d'occure	62.00	63.00	65.00	3.2 %	4.8 %	1-Jan-17	
Vérification du dossier de police — Candidat à la réhabilitation	58.00	59.00	61.00	3.4 %	5.2 %	1-Jan-17	
Vérification du dossier de police — Personne hors du pays	54.00	-	-	0.0 %	0.0 %	1-Jan-17	
Prise d'empreintes digitales	45.00	45.00	46.00	2.2 %	2.2 %	1-Jan-17	
Vérification du casier judiciaire	47.00	48.00	49.00	2.1 %	4.3 %	1-Jan-17	
Vérification du dossier de police — Non-résident	86.00	88.00	90.00	2.3 %	4.7 %	1-Jan-17	
Vérification du dossier de police — Programme de logements multiples sans criminalité	34.00	35.00	36.00	2.9 %	5.9 %	1-Jan-17	
Rapports sur les collisions d'automobiles **							
Rapport de collision entre véhicules à moteur — Achat d'un rapport unique*	174.34	178.76	183.19	2.5 %	5.1 %	1-Jan-17	
Rapport de collision entre véhicules à moteur — Programme d'achat automatisé*	57.79	59.22	60.70	2.5 %	5.0 %	1-Jan-17	
Rapports sur les reconstitutions de collisions	2,000.00	2,000.00	2,050.00	2.5 %	2.5 %	1-Jan-17	
Sommaire de la reconstitution de la collision	1,592.92	1,592.92	1,633.00	2.5 %	2.5 %	1-Jan-17	
Mesures et diagramme à l'échelle	1,000.00	1,000.00	1,025.00	2.5 %	2.5 %	1-Jan-17	
Mesures de la scène	442.48	442.48	454.00	2.6 %	2.6 %	1-Jan-17	
Croquis et notes sur le terrain	243.36	243.36	250.00	2.7 %	2.7 %	1-Jan-17	
Examen du véhicule	243.36	243.36	250.00	2.7 %	2.7 %	1-Jan-17	
Examen mécanique	176.99	176.99	182.00	2.8 %	2.8 %	1-Jan-17	
Téléchargement des données sur les collisions	442.48	442.48	454.00	2.6 %	2.6 %	1-Jan-17	
Autres rapports							
Rapport d'incidents	52.00	53.00	54.00	1.9 %	3.8 %	1-Jan-17	
Transcription de l'appel au 9-1-1	25.00	25.00	26.00	4.0 %	4.0 %	1-Jan-17	
Frais de récupération de mise en fourrière	-	160.00	164.00	2.5 %	N/A	1-Jan-17	
Frais pour fausse alerte	140.00	145.00	149.00	2.8 %	6.4 %	1-Avr-17	
Affectation de policiers hors service — Taux horaires, frais d'administration compris ***							
Agent	79.78	81.77	83.50	2.1 %	4.7 %	1-Jan-17	
Sergent	90.46	92.72	94.60	2.0 %	4.6 %	1-Jan-17	
Sergent d'état-major	98.93	101.40	103.50	2.1 %	4.6 %	1-Jan-17	
Déneigement	63.88	65.47	66.80	2.0 %	4.6 %	1-Jan-17	
Parc de véhicules	67.59	69.28	70.70	2.0 %	4.6 %	1-Jan-17	
Agent spécial	72.68	74.49	76.00	2.0 %	4.6 %	1-Jan-17	
Répartition des communications	77.11	79.03	80.70	2.1 %	4.7 %	1-Jan-17	
Véhicule	45.00	45.00	46.10	2.4 %	2.4 %	1-Jan-17	
Bateau/VTT	24.00	24.00	24.60	2.5 %	2.5 %	1-Jan-17	
Unité canine par affectation	50.00	50.00	51.20	2.4 %	2.4 %	1-Jan-17	
Total du Service							-191

Notes :

* Les taux pour le vérification du dossier de police seront examinés et ajustés en 2017 en parallèle avec le lancement du nouveau projet en ligne vérification des antécédents

** La TVH s'applique et les tarifs pour 2014 ont été modifiés en ce sens à des fins de comparaison

*** Les taux horaires pour les policiers hors service seront ajustés au moment du renouvellement des conventions.

**OTTAWA POLICE SERVICE
REVENUE COMPARISON
2016 VS 2017
(\$000)**

	2016 Budget	2017 Budget	Increase/ (Decrease)
Revenues			
Secondment & Operational Backfill Revenue	\$ 2,232	\$ 1,944	\$ (288)
Off-Duty Policing *	3,852	5,417	1,565
Airport Contract and Other	3,710	3,836	126
Development Charge Revenue	1,629	1,629	-
False Alarm Fees	1,290	1,290	-
Records Clearance Checks & Fingerprints	2,279	2,479	200
Occurrence/Accident Reports	1,658	1,458	(200)
Provincial Conditional Transfers	7,877	8,849	972
Federal Grant for Policing	2,000	2,000	-
Canada's 150th	\$0	\$1,500	\$1,500
One Time Funding	1,000	500	(500)
Subtotal	\$ 27,527	\$ 30,902	\$ 3,375
Recoveries			
9-1-1 from City	\$1,809	\$1,838	\$29
Fire CAD	475	605	130
Off-Duty Policing (City)	75	75	-
Expenditure Recoveries	811	882	71
Subtotal	\$3,170	\$3,400	\$230
Total Revenues and Recoveries	\$30,697	\$34,302	\$3,605

* Off Duty revenue in 2017 has been adjusted by \$1.5M to more accurately reflect the past actual experience on total paid duty and this is an offset to the increase in the Off Duty Overtime.

**OTTAWA POLICE SERVICE
COMMUNITY POLICE CENTRES (CPC)
2017 NET BUDGET BY CENTRE**

Centre	2017 Budget			
	Compensation	Program Operations	Facilities Costs	Total Budget
Centretown CPC - Central West	117,900	2,300	5,000	125,200
Hintonburg CPC - Central West	119,200	2,300	15,000	136,500
Vanier CPC - Central East	117,800	2,300	24,000	144,100
Rockcliffe CPC - Central East	119,400	2,300	12,000	133,700
Manotick CPC - West Rural	118,900	2,400	10,900	132,200
West Carleton CPC - West Rural	4,600	2,400	25,000	32,000
Kanata/Stittsville CPC - West	122,200	2,500	-	124,700
Parkwood Hills CPC - West	122,000	2,300	2,000	126,300
Greenbank CPC - West	117,800	2,300	-	120,100
Barrhaven CPC - West	122,100	2,300	2,000	126,400
Bayshore CPC - West	122,400	2,300	4,200	128,900
Rural South CPC - East Rural	118,100	2,300	4,500	124,900
Cyrville CPC - East	119,100	2,300	16,600	138,000
Cedarwood CPC - East	234,800	4,600	-	239,400
Cumberland/Orleans CPC - East	120,500	2,300	-	122,800
TOTAL NET EXPENDITURES	1,796,800	37,200	121,200	1,955,200

OTTAWA POLICE SERVICE
HISTORY OF GROSS & NET EXPENDITURES
(\$000)

Budget Year	Gross Expenditures	Revenue / Recoveries	Net Expenditures
2017	320,161	(34,302)	285,859
2016	307,694	(30,697)	276,997
2015	298,655	(28,757)	269,898
2014	288,617	(26,736)	261,881
2013	280,220	(23,959)	256,261
2012	270,301	(23,558)	246,743
2011	260,107	(23,159)	236,948
2010	249,578	(21,642)	227,936
2009	232,976	(18,040)	214,936
2008	219,312	(15,131)	204,181
2007	201,516	(14,472)	187,044
2006	194,997	(13,683)	181,314
2005	177,928	(10,489)	167,439
2004	164,228	(9,635)	154,593
2003	150,095	(9,326)	140,769
2002	144,166	(9,212)	134,954
2001	135,241	(8,689)	126,552
2000	129,567	(8,722)	120,845

**OTTAWA POLICE SERVICE
PROVINCIAL GRANT SUPPORTED POSITIONS**

Grant & Description	2015 Positions	2016 Positions	2017 Positions	2015 Actual Amount	2016 Actual Amount	2017 Budget Amount
<i>Provincial Safer Communities 1,000 Officer Partnership</i> ¹ - A cost sharing agreement to create and retain new frontline sworn officer positions	95	95	95	\$ 3,325,000	\$ 3,325,000	\$ 3,325,000
<i>Provincial Community Policing Partnership</i> ¹ - Funding to enhance police visibility through community patrol, traffic & other enforcement	32	32	32	960,000	960,000	960,000
<i>Provincial Anti-Violence Intervention Strategy</i> ^{1 & 2} - Funding for targeted enforcement of street gangs through crime prevention initiatives	5	3	3	620,848	326,318	327,000
<i>Provincial Strategy to protect children from sexual abuse and exploitation on the Internet</i> - Funding for specialized investigative teams to investigate cases of online child luring	3	3	3	445,720	445,720	444,800
	135	133	133	\$ 5,351,568	\$ 5,057,038	\$ 5,056,800

1. These grants are for partial funding of the positions they support.

2. PAVIS funding received by the OPS was reduced in 2016 by \$294K (From \$621K in 2015 to \$327K in 2016) which resulted in the reduction of 2 sworn positions

Year End	Amount	Period Covered
2012	\$620,848	Apr 2011 – Mar 2012
2013	\$620,848	Apr 2012 – Mar 2013
2014	\$620,848	Apr 2013 – Mar 2014
2015	\$620,848	Apr 2014 – Mar 2015
2016	\$327,020	Apr 2015 – Dec 2015
2017	\$327,020	Apr 2016 – Dec 2016

Draft Operating Estimates

City of Ottawa
Ottawa Police Service - Operating Resource Requirement
In Thousands (\$000)

	2015			2016			\$ Change over 2016 Budget
	Actual	Forecast	Budget	Estimate			
Expenditures by Program							
Police Service Board	936	836	836	836	0		
Executive Services	10,748	10,410	10,410	10,410	232		
Corporate Support Directorate	44,149	46,093	46,233	48,699	2,466		
Resourcing & Development Directorate	10,970	13,274	13,274	13,516	242		
Support Services Directorate	30,930	30,556	31,026	32,122	1,096		
Emergency Operations Directorate	26,006	22,635	22,126	24,124	1,998		
Criminal Investigative Directorate	39,853	36,797	35,997	37,056	1,059		
District Directorate	39,030	36,759	36,468	37,543	1,075		
Patrol Directorate	62,485	63,061	62,531	64,420	1,889		
Corporate Accounts	25,847	34,818	37,288	39,679	2,391		
Financial Accounts	11,122	11,908	11,508	11,527	19		
Gross Expenditure	302,076	307,147	307,697	320,164	12,467		
Recoveries & Allocations	-4,174	-3,171	-3,171	-3,401	-230		
Revenue	-28,074	-26,979	-27,529	-30,905	-3,376		
Net Requirement	269,828	276,997	276,997	285,859	8,862		
Expenditures by Type							
Salaries, Wages & Benefits	238,327	241,495	244,095	249,889	5,794		
Overtime	10,588	8,812	6,582	8,061	1,479		
Material & Services	22,039	23,856	24,606	26,254	1,648		
Transfers/Grants/Financial Charges	19,813	21,623	21,623	24,038	2,415		
Fleet Costs	2,045	2,118	2,118	2,118	0		
Program Facility Costs	5,868	6,220	6,450	6,450	0		
Other Internal Costs	3,396	3,023	2,223	3,354	1,131		
Gross Expenditures	302,076	307,147	307,697	320,164	12,467		
Recoveries & Allocations	-4,174	-3,171	-3,171	-3,401	-230		
Net Expenditure	297,902	303,976	304,526	316,764	12,238		
Revenues By Type							
Federal	-2,000	-2,000	-2,000	-2,000	0		
Provincial	-8,248	-7,877	-7,877	-8,849	-972		
Municipal	0	0	0	0	0		
Own Funds	-1,629	-2,629	-2,629	-2,129	500		
Fees and Services	-9,846	-8,529	-9,079	-10,644	-1,565		
Fines	0	0	0	0	0		
Other	-6,351	-5,944	-5,944	-7,283	-1,339		
Total Revenue	-28,074	-26,979	-27,529	-30,905	-3,376		
Net Requirement	269,828	276,997	276,997	285,859	8,862		
Full Time Equivalents			1,956.60	1,984.60	28.00		

City of Ottawa
Ottawa Police Service - Operating Resource Requirement Analysis
In Thousands (\$000)

	2016 Baseline			2017 Adjustments					2017 Estimate	\$ Change over 2016 Budget
	Forecast	Budget	Adj. to Base Budget	Maintain Services	Growth	New Services	Service Initiatives/Savings	User Fees & Revenues		
Expenditures by Program										
Police Service Board	836	836	0	0	0	0	0	0	836	0
Executive Services	10,410	10,410	0	256	0	0	-24	0	10,642	232
Corporate Support Directorate	46,093	46,233	0	1,390	376	700	0	0	48,699	2,466
Resourcing & Development Directorate	13,274	13,274	0	258	12	0	-28	0	13,516	242
Support Services Directorate	30,556	31,026	0	1,096	0	0	0	0	32,122	1,096
Emergency Operations Directorate	22,635	22,126	0	498	0	1,500	0	0	24,124	1,998
Criminal Investigative Directorate	36,797	35,997	0	1,059	0	0	0	0	37,056	1,059
District Directorate	36,759	36,468	0	1,075	0	0	0	0	37,543	1,075
Patrol Directorate	63,061	62,531	0	1,889	0	0	0	0	64,420	1,889
Corporate Accounts	34,818	37,288	-1,000	2,367	1,672	1,300	-1,948	0	39,679	2,391
Financial Accounts	11,908	11,508	0	19	0	0	0	0	11,527	19
Gross Expenditure	307,147	307,697	-1,000	9,907	2,060	3,500	-2,000	0	320,164	12,467
Recoveries & Allocations	-3,171	-3,171	0	-120	0	0	0	-110	-3,401	-230
Revenue	-26,979	-27,529	1,000	-2,685	0	-1,500	0	-191	-30,905	-3,376
Net Requirement	276,997	276,997	0	7,102	2,060	2,000	-2,000	-300	285,859	8,862
Expenditures by Type										
Salaries, Wages & Benefits	241,495	244,095	0	6,042	1,560	0	-1,808	0	249,889	5,794
Overtime	8,812	6,582	0	1,619	0	0	-140	0	8,061	1,479
Material & Services	23,856	24,606	-1,000	225	275	2,200	-52	0	26,254	1,648
Transfers/Grants/Financial Charges	21,623	21,623	0	890	225	1,300	0	0	24,038	2,415
Fleet Costs	2,118	2,118	0	0	0	0	0	0	2,118	0
Program Facility Costs	6,220	6,450	0	0	0	0	0	0	6,450	0
Other Internal Costs	3,023	2,223	0	1,131	0	0	0	0	3,354	1,131
Gross Expenditures	307,147	307,697	-1,000	9,907	2,060	3,500	-2,000	0	320,164	12,467
Recoveries & Allocations	-3,171	-3,171	0	-120	0	0	0	-110	-3,401	-230
Net Expenditure	303,976	304,526	-1,000	9,787	2,060	3,500	-2,000	-110	316,764	12,238
Percent of 2016 Net Expenditure Budget			-0.3%	3.2%	0.7%	1.1%	-0.7%	0.0%	4.0%	
Revenues By Type										
Federal	-2,000	-2,000	0	0	0	0	0	0	-2,000	0
Provincial	-7,877	-7,877	0	-972	0	0	0	0	-8,849	-972
Municipal	0	0	0	0	0	0	0	0	0	0
Own Funds	-2,629	-2,629	1,000	-500	0	0	0	0	-2,129	500
Fees and Services	-8,529	-9,079	0	-1,500	0	0	0	-65	-10,644	-1,565
Fines	0	0	0	0	0	0	0	0	0	0
Other	-5,944	-5,944	0	287	0	-1,500	0	-126	-7,283	-1,339
Total Revenue	-26,979	-27,529	1,000	-2,685	0	-1,500	0	-191	-30,905	-3,376
Percent of 2016 Revenue Budget			-3.6%	9.8%	0.0%	5.4%	0.0%	0.7%	12.3%	
Net Requirement	276,997	276,997	0	7,102	2,060	2,000	-2,000	-300	285,859	8,862
Percent of 2016 Net Requirement Budget			0.0%	2.6%	0.7%	0.7%	-0.7%	-0.1%	3.2%	
Full Time Equivalents (FTE's)		1,956.60	0.00	0.00	25.00	3.00	0.00	0.00	1,984.60	28.00
Percent of 2016 FTE's			0.0%	0.0%	1.3%	0.2%	0.0%	0.0%	1.4%	

**City of Ottawa
Ottawa Police Service - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)**

2016 Forecast vs. Budget Variance Explanation	Surplus / (Deficit)		
	Expense	Revenue	Net
Projecting a breakeven financial position for the 2016 fiscal year. Explanations are provided in the 2016 Third Quarter Report to be presented to the Ottawa Police Services Board October 24, 2016	550	-550	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
Total Surplus / (Deficit)	550	-550	0
2016 Baseline Adjustment / Explanation	Increase / (Decrease)		FTE Impact
	Expense	Revenue	Net 2016 Changes
	0	0	0
	0	0	0
Reversal of one time items	-1,000	1,000	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
	0	0	0
Total Adjustments to Base Budget	-1,000	1,000	0

**City of Ottawa
Ottawa Police Service - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)**

2017 Pressure Category / Explanation		Increase / (Decrease)		
Expense	Revenue	Net 2017 Changes	FTE Impact	
Maintain Services				
Adjustment for potential 2017 cost of living, increments and benefit adjustments.	0	5,862	0.00	
Step Progression of Additional Sworn Staff	0	640	0.00	
Maintain Services - Radio Expense	0	300	0.00	
Facility Strategic Plan Funding - Contribution to Capital	0	802	0.00	
Facility Strategic Plan Funding - Operating Expense	0	115	0.00	
Provincial Revenue - upload for Court Security	-617	-617	0.00	
Adjustment for Paid Duty	-1,500	-1,500	0	
Adjustment for Operational Backfill	-68	-68	0	
Project Funds Pressure	0	500	0.00	
One Time Funding of Project Funds Base	-500	-500	0.00	
Total Maintain Services	-2,685	9,787	0.00	
Provincial Legislated				
	0	0	0.00	
	0	0	0.00	
	0	0	0.00	
Total Provincial Legislated	0	0	0.00	
2017 Pressure Category / Explanation		Increase / (Decrease)		
Expense	Revenue	Net 2017 Changes	FTE Impact	
Growth				
	0	0	0.00	
Compensation for 25 Sworn (12 to be hired in April; 13 in September)	0	770	25.00	
Full Year impact of previous year's hiring	0	790	0.00	
Contribution to Capital to purchase vehicles	0	100	0.00	
Training and Equipment Costs	0	400	0.00	
Total Growth	0	2,060	25.00	
New Services				
	0	0	0.00	
IM/IT Roadmap - Operating Budget Impacts	0	700	0.00	
IM/IT Roadmap - Contribution to Capital	0	1,300	0.00	
2017 Celebrations	-1,500	-1,500	3.00	
	0	0	0.00	
Total New Services	-1,500	2,000	3.00	

**City of Ottawa
Ottawa Police Service - Operating Resource Requirement Explanatory Notes
In Thousands (\$000)**

2017 Pressure Category / Explanation	Increase / (Decrease)			FTE Impact
	Expense	Revenue	Net 2017 Changes	
Service Initiatives/Efficiencies				
	0	0	0	0.00
See Annex for details	0	0	0	0.00
Efficiency Target	-1,408	0	-1,408	0.00
Time and Attendance Transformation	-400	0	-400	0.00
Court Overtime Savings	-140	0	-140	0.00
Other	-52	0	-52	0.00
	0	0	0	0.00
Total Service Initiatives/Efficiencies	-2,000	0	-2,000	0.00
User Fees & Revenues				
See User Fee Schedule for details on specific rates.		-191	-191	0.00
Additional Recoveries	-110	0	-110	0.00
	0	0	0	0.00
	0	0	0	0.00
Total User Fees & Revenues	-110	-191	-300	0.00
Total Budget Changes	12,238	-3,376	8,862	28.00

Ville d'Ottawa
Service de police d'Ottawa – Besoins en ressources de fonctionnement
en milliers (000 \$)

	2015		2016		2017	Variations en \$ par rapport au Budget 2016
	Réels	Prévisions	Budget	Estimations		
Dépenses par programme						
Commission des services policiers	936	836	836	836	0	
Services de direction	10,748	10,410	10,410	10,642	232	
Direction du soutien organisationnel	44,149	46,093	46,233	48,699	2,466	
Direction de l'affectation des ressources et perfectionnement	10,970	13,274	13,274	13,516	242	
Direction des services de soutien	30,930	30,556	31,026	32,122	1,096	
Direction des opérations d'urgence	26,006	22,635	22,126	24,124	1,998	
Direction des enquêtes criminelles	39,853	36,797	35,997	37,056	1,059	
Direction des districts	39,030	36,759	36,468	37,543	1,075	
Direction de la patrouille	62,485	63,061	62,531	64,420	1,889	
Comptes municipaux	25,847	34,818	37,288	39,679	2,391	
Services financiers	11,122	11,908	11,508	11,527	19	
Dépenses brutes	302,076	307,147	307,697	320,164	12,467	
Récupération des coûts et affectations	-4,174	-3,171	-3,171	-3,401	-230	
Revenus	-28,074	-26,979	-27,529	-30,905	-3,376	
Besoins nets	269,828	276,997	276,997	285,859	8,862	
Dépenses par catégorie						
Salaires et avantages sociaux	238,327	241,495	244,095	249,889	5,794	
Heures supplémentaires	10,588	8,812	6,582	8,061	1,479	
Matériaux et services	22,039	23,856	24,606	26,254	1,648	
Transferts/subventions/charges financières	19,813	21,623	21,623	24,038	2,415	
Coûts du parc automobile	2,045	2,118	2,118	2,118	0	
Coûts des installations de programme	5,868	6,220	6,450	6,450	0	
Autres coûts internes	3,396	3,023	2,223	3,354	1,131	
Dépenses brutes	302,076	307,147	307,697	320,164	12,467	
Récupération des coûts et affectations	-4,174	-3,171	-3,171	-3,401	-230	
Dépenses nettes	297,902	303,976	304,526	316,764	12,238	
Revenus par catégorie						
Fédéraux	-2,000	-2,000	-2,000	-2,000	0	
Provinciaux	-8,248	-7,877	-7,877	-8,849	-972	
Municipaux	0	0	0	0	0	
Fonds propres	-1,629	-2,629	-2,629	-2,129	500	
Frais et services	-9,846	-8,529	-9,079	-10,644	-1,565	
Amendes	0	0	0	0	0	
Autres	-6,351	-5,944	-5,944	-7,283	-1,339	
Total des revenus	-28,074	-26,979	-27,529	-30,905	-3,376	
Besoins nets	269,828	276,997	276,997	285,859	8,862	
Équivalents temps plein			1,956.60	1,984.60	28.00	

Ville d'Ottawa
Service de police d'Ottawa – Analyse des besoins en ressources de fonctionnement
en milliers (000 \$)

	Budget de référence 2016			Rajustements en 2017					2017		Variations en \$ en comp. au budget 2016
	Prévisions	Budget	Raj. - budget de réf. 2016	Maintien des services	Croissance	Nouveaux services	Économies et initiatives des services	Frais d'utilisation et revenus	Estimations		
Dépenses par programme											
Commission des services policiers	836	836	0	0	0	0	0	0	836	0	
Services de direction	10,410	10,410	0	256	0	0	-24	0	10,642	232	
Direction du soutien organisationnel	46,093	46,233	0	1,390	376	700	0	0	48,699	2,466	
Direction de l'affectation des ressources et p	13,274	13,274	0	258	12	0	-28	0	13,516	242	
Direction des services de soutien	30,556	31,026	0	1,096	0	0	0	0	32,122	1,096	
Direction des opérations d'urgence	22,635	22,126	0	498	0	1,500	0	0	24,124	1,998	
Direction des enquêtes criminelles	36,797	35,997	0	1,059	0	0	0	0	37,056	1,059	
Direction des districts	36,759	36,468	0	1,075	0	0	0	0	37,543	1,075	
Direction de la patrouille	63,061	62,531	0	1,889	0	0	0	0	64,420	1,889	
Comptes municipaux	34,818	37,288	-1,000	2,367	1,672	1,300	-1,948	0	39,679	2,391	
Services financiers	11,908	11,508	0	19	0	0	0	0	11,527	19	
Dépenses brutes	307,147	307,697	-1,000	9,907	2,060	3,500	-2,000	0	320,164	12,467	
Récupération des coûts et affectations	-3,171	-3,171	0	-120	0	0	0	-110	-3,401	-230	
Revenus	-26,979	-27,529	1,000	-2,685	0	-1,500	0	-191	-30,905	-3,376	
Besoins nets	276,997	276,997	0	7,102	2,060	2,000	-2,000	-300	285,859	8,862	
Dépenses par catégorie											
Salaires et avantages sociaux	241,495	244,095	0	6,042	1,560	0	-1,808	0	249,899	5,794	
Heures supplémentaires	8,812	6,582	0	1,619	0	0	-140	0	8,061	1,479	
Matériaux et services	23,856	24,606	-1,000	225	275	2,200	-52	0	26,254	1,648	
Transferts/subventions/charges financières	21,623	21,623	0	890	225	1,300	0	0	24,038	2,415	
Coûts du parc automobile	2,118	2,118	0	0	0	0	0	0	2,118	0	
Coûts des installations de programme	6,220	6,450	0	0	0	0	0	0	6,450	0	
Autres coûts internes	3,023	2,223	0	1,131	0	0	0	0	3,354	1,131	
Dépenses brutes	307,147	307,697	-1,000	9,907	2,060	3,500	-2,000	0	320,164	12,467	
Récupération des coûts et affectations	-3,171	-3,171	0	-120	0	0	0	-110	-3,401	-230	
Dépenses nettes	303,976	304,526	-1,000	9,787	2,060	3,500	-2,000	-110	316,764	12,238	
Pourcentage du budget des dépenses nettes 2016			-0.3 %	3.2 %	0.7 %	1.1 %	-0.7 %	0.0 %	4.0 %		
Revenus par catégorie											
Fédéraux	-2,000	-2,000	0	0	0	0	0	0	-2,000	0	
Provinciaux	-7,877	-7,877	0	-972	0	0	0	0	-8,849	-972	
Municipaux	0	0	0	0	0	0	0	0	0	0	
Fonds propres	-2,629	-2,629	1,000	-500	0	0	0	0	-2,129	500	
Frais et services	-8,529	-9,079	0	-1,500	0	0	0	-65	-10,644	-1,565	
Amendes	0	0	0	0	0	0	0	0	0	0	
Autres	-5,944	-5,944	0	287	0	-1,500	0	-126	-7,283	-1,339	
Total des revenus	-26,979	-27,529	1,000	-2,685	0	-1,500	0	-191	-30,905	-3,376	
Pourcentage des recettes prévues 2016			-3.6 %	9.8 %	0.0 %	5.4 %	0.0 %	0.7 %	12.3 %	8,862	
Besoins nets			0	7,102	2,060	2,000	-2,000	-300	285,859	8,862	
Pourcentage du budget des besoins nets 2016			0.0 %	2.6 %	0.7 %	0.7 %	-0.7 %	-0.1 %	3.2 %		
Équivalents temps plein (ETP)		1,956.60	0.00	0.00	25.00	3.00	0.00	0.00	1,984.60	28.00	
Pourcentage des ETP en 2016			0.0 %	0.0 %	1.3 %	0.2 %	0.0 %	0.0 %	1.4 %		

**Ottawa Police Service
Police Services Board - Operating Resource Requirement**
In Thousands (\$000)

Operating Resource Requirement	2015		2016		2017		Change Over	
	Budget		Budget		Estimate		2016 Budget	2015 Budget
Expenditures by Program								
Police Services Board	738		836		836		-	98
Gross Expenditure	738		836		836		-	98
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	738		836		836		-	98
Expenditures by Type								
Salaries, Wages & Benefits	281		286		286		-	5
Overtime			-		-		-	-
Material & Services	96		134		134		-	38
Transfers/Grants/Financial Charges	27		82		82		-	55
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	334		334		334		-	-
Gross Expenditures	738		836		836		-	98
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	738		836		836		-	98
Revenues By Type								
Federal	-		-		-		-	-
Provincial	-		-		-		-	-
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
Total Revenue	-		-		-		-	-
Net Requirement	738		836		836		-	98
Full Time Equivalents	2.00		2.00		2.00		-	-

**Ottawa Police Service
Executive Services - Operating Resource Requirement**
In Thousands (\$000)

Operating Resource Requirement	2015	2016	2017	Change Over	
	Budget	Budget	Estimate	2016 Budget	2015 Budget
Expenditures by Program					
Executive Command	1,756	1,757	1,826	69	70
Legal Services	645	644	650	6	5
Executive Support				-	-
Annual Awards Ceremony	33	33	33	-	-
Executive Officer	297	37	32	(5)	(265)
Planning, Performance & Research				-	-
Planning, Performance & Analytics	539	537	543	6	4
Problem/Crime Analysis Unit	1,865	1,865	1,922	57	57
Business Performance	604	633	648	15	44
Project Management Office	138	138	143	5	5
Planning & Research	388	388	399	11	11
Professional Standards	1,582	1,578	1,616	38	34
Community Development				-	-
Community Development	561	559	568	9	7
Diversity and Race Relations	455	452	462	10	7
Crime Prevention	159	161	165	4	6
Crime Free Multi-Housing	235	238	242	4	7
Crime Stoppers	212	212	218	6	6
Corporate Communications				-	-
Corporate Communications	677	678	684	6	7
Media Relations	500	500	491	(9)	(9)
Gross Expenditure	10,646	10,410	10,642	232	(4)
Recoveries & Allocations	(2)	(2)	(2)	-	-
Net Expenditure	10,644	10,408	10,640	232	(4)
Expenditures by Type					
Salaries, Wages & Benefits	9,507	9,272	9,527	255	20
Overtime	43	43	44	1	1
Material & Services	1,096	1,095	1,071	(24)	(25)
Transfers/Grants/Financial Charges				-	-
Fleet Costs				-	-
Program Facility Costs				-	-
Other Internal Costs				-	-
Gross Expenditures	10,646	10,410	10,642	232	(4)
Recoveries & Allocations	(2)	(2)	(2)	-	-
Net Expenditure	10,644	10,408	10,640	232	(4)
Revenues By Type					
Federal					
Provincial					
Municipal					
Own Funds					
Fees and Services	(228)	(285)	(285)	-	(57)
Fines					
Other					
Total Revenue	(228)	(285)	(285)	-	(57)
Net Requirement	10,416	10,123	10,355	232	(61)
Full Time Equivalents	75.00	75.00	76.00	1.00	1.00

**Ottawa Police Service
Corporate Support - Operating Resource Requirement**
In Thousands (\$000)

Operating Resource Requirement	2015		2016		2017		Change Over	
	Budget	Budget	Budget	Estimate	2016 Budget	2015 Budget	2016 Budget	2015 Budget
Expenditures by Program								
Financial Services	2,566	2,362	2,423	61	(143)			
Material Management and Evidence	11,931	12,263	12,685	422	754			
Police Facilities	11,984	13,485	14,572	1,087	2,588			
Information Technology/Records/Telecomm	17,506	18,123	19,019	896	1,513			
Gross Expenditure	43,987	46,233	48,699	2,466	4,712			
Recoveries & Allocations	(990)	(1,042)	(1,253)	(211)	(263)			
Net Expenditure	42,997	45,191	47,446	2,255	4,449			
Expenditures by Type								
Salaries, Wages & Benefits	19,411	19,893	20,043	150	632			
Overtime	216	216	205	(11)	(11)			
Material & Services	9,680	10,504	11,752	1,248	2,072			
Transfers/Grants/Financial Charges	6,290	7,007	8,086	1,079	1,796			
Fleet Costs	2,118	2,118	2,118	-	-			
Program Facility Costs	6,237	6,450	6,450	-	213			
Other Internal Costs	35	45	45	-	10			
Gross Expenditures	43,987	46,233	48,699	2,466	4,712			
Recoveries & Allocations	(990)	(1,042)	(1,253)	(211)	(263)			
Net Expenditure	42,997	45,191	47,446	2,255	4,449			
Revenues By Type								
Federal	-	-	-	-	-			
Provincial	-	-	-	-	-			
Municipal	-	-	-	-	-			
Own Funds	-	-	-	-	-			
Fees and Services	(1,290)	(1,290)	(1,290)	-	-			
Fines	-	-	-	-	-			
Other	(2)	(2)	(2)	-	-			
Total Revenue	(1,292)	(1,292)	(1,292)	(2)	(2)			
Net Requirement	41,705	43,899	46,154	2,255	4,449			
Full Time Equivalents	191.50	191.50	195.50	4.00	4.00			

**Ottawa Police Service
Resourcing & Development - Operating Resource Requirement**
In Thousands (\$000)

Operating Resource Requirement	2015		2016		2017		Change Over	
	Budget		Budget		Estimate		2016 Budget	2015 Budget
Expenditures by Program								
Divisional Support - Resourcing & Develop.	323	41	32	(9)				(291)
Human Resources	1,916	2,476	2,487	11				571
Labour Relations	483	483	492	9				9
Outreach and Development	9,408	9,774	10,005	231				597
Wellness Strategy	-	500	500	-				500
Gross Expenditure	12,130	13,274	13,516	242				1,386
Recoveries & Allocations	(10)	(30)	(30)	-				(20)
Net Expenditure	12,120	13,244	13,486	242				1,366
Expenditures by Type								
Salaries, Wages & Benefits	9,731	9,505	9,804	299				73
Overtime	85	85	69	(16)				(16)
Material & Services	2,265	3,635	3,594	(41)				1,329
Transfers/Grants/Financial Charges	-	-	-	-				-
Fleet Costs	-	-	-	-				-
Program Facility Costs	-	-	-	-				-
Other Internal Costs	49	49	49	-				-
Gross Expenditures	12,130	13,274	13,516	242				1,386
Recoveries & Allocations	(10)	(30)	(30)	-				(20)
Net Expenditure	12,120	13,244	13,486	242				1,366
Revenues By Type								
Federal	-	-	-	-				-
Provincial	-	-	-	-				-
Municipal	-	-	-	-				-
Own Funds	-	-	-	-				-
Fees and Services	-	-	-	-				-
Fines	-	-	-	-				-
Other	-	-	-	-				-
Total Revenue	-	-	-	-				-
Net Requirement	12,120	13,244	13,486	242				1,366
Full Time Equivalents	93.00	93.00	92.00	(1.00)				(1.00)

Ottawa Police Service
Support Services - Operating Resource Requirement
 In Thousands (\$000)

Operating Resource Requirement	2015	2016	2017	Change Over	
	Budget	Budget	Estimate	2016 Budget	2015 Budget
Expenditures by Program					
Divisional Support - Support Services	544	8	2	(6)	(542)
Inspector - Courts/Temp.Custody/Victim	176	176	176	-	-
Court Security	7,710	8,046	8,283	237	573
Court Liaison	4,919	4,648	4,720	72	(199)
Victim Crisis Unit	987	987	1,016	29	29
Inspector - Communications	669	793	812	19	143
Communications / 911 / Switchboard	12,134	12,094	12,453	359	319
Radio System	1,285	1,410	1,710	300	425
Call Centre	2,838	2,864	2,950	86	112
Gross Expenditure	31,262	31,026	32,122	1,096	860
Recoveries & Allocations	(1,765)	(1,810)	(1,838)	(28)	(73)
Net Expenditure	29,497	29,216	30,284	1,068	787
Expenditures by Type					
Salaries, Wages & Benefits	29,546	28,859	29,644	785	98
Overtime	227	227	238	11	11
Material & Services	1,037	1,488	657	(831)	(380)
Transfers/Grants/Financial Charges	-	-	-	-	-
Fleet Costs	-	-	-	-	-
Program Facility Costs	-	-	-	-	-
Other Internal Costs	452	452	1,583	1,131	1,131
Gross Expenditures	31,262	31,026	32,122	1,096	860
Recoveries & Allocations	(1,765)	(1,810)	(1,838)	(28)	(73)
Net Expenditure	29,497	29,216	30,284	1,068	787
Revenues By Type					
Federal	-	-	-	-	-
Provincial	(2,487)	(3,103)	(3,721)	(618)	(1,234)
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	-	-	-	-	-
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	(2,487)	(3,103)	(3,721)	(618)	(1,234)
Net Requirement	27,010	26,113	26,563	450	(447)
Full Time Equivalents	304.70	303.70	305.70	2.00	1.00

Ottawa Police Service
Emergency Operations - Operating Resource Requirement
 In Thousands (\$000)

Operating Resource Requirement	2015		2016		2017		Change Over	
	Budget		Budget		Estimate		2016 Budget	2015 Budget
Expenditures by Program								
Emergency & Operational Support	1,079		582		587		5	(492)
Emergency Management and Support								
Business Continuity	423		423		431		8	8
Airport Policing	2,980		2,980		3,060		80	80
Support	6,328		6,426		6,602		176	274
Duty Inspector Program	1,110		1,110		1,111		1	1
Public Safety								
Support	2,318		2,358		2,418		60	100
Event Planning	5,044		5,103		6,677		1,574	1,633
Traffic Services	3,144		3,144		3,238		94	94
Gross Expenditure	22,426		22,126		24,124		1,998	1,698
Recoveries & Allocations	(221)		(221)		(211)		10	10
Net Expenditure	22,205		21,905		23,913		2,008	1,708
Expenditures by Type								
Salaries, Wages & Benefits	17,997		17,671		18,156		485	159
Overtime	2,897		2,897		4,420		1,523	1,523
Material & Services	1,521		1,547		1,537		(10)	16
Transfers/Grants/Financial Charges	11		11		11		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	-		-		-		-	-
Gross Expenditures	22,426		22,126		24,124		1,998	1,698
Recoveries & Allocations	(221)		(221)		(211)		10	10
Net Expenditure	22,205		21,905		23,913		2,008	1,708
Revenues By Type								
Federal	-		-		-		-	-
Provincial	(45)		(45)		(45)		-	-
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	(3,032)		(3,852)		(5,417)		(1,565)	(2,385)
Fines	-		-		-		-	-
Other	(3,530)		(3,597)		(3,723)		(126)	(193)
Total Revenue	(6,607)		(7,494)		(9,185)		(1,691)	(2,578)
Net Requirement	15,598		14,411		14,728		317	(870)
Full Time Equivalents	141.80		141.80		141.80		-	-

**Ottawa Police Service
Criminal Investigative Directorate - Operating Resource Requirement**
In Thousands (\$000)

Operating Resource Requirement	2015		2016		2017		Change Over	
	Budget		Budget		Estimate		2016 Budget	2015 Budget
Expenditures by Program								
Divisional Support - CID	1,957		995		999		4	(958)
Special Events/Investigations	732		736		749		13	17
Special Operations	9,564		9,277		9,591		314	27
Major Case Investigation	10,843		10,939		11,265		326	422
Investigative Support	14,200		14,050		14,452		402	252
Gross Expenditure	37,296		35,997		37,056		1,059	(240)
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	37,296		35,997		37,056		1,059	(240)
Expenditures by Type								
Salaries, Wages & Benefits	34,426		33,125		34,152		1,027	(274)
Overtime	1,621		1,621		1,663		42	42
Material & Services	1,249		1,251		1,241		(10)	(8)
Transfers/Grants/Financial Charges	-		-		-		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	-		-		-		-	-
Gross Expenditures	37,296		35,997		37,056		1,059	(240)
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	37,296		35,997		37,056		1,059	(240)
Revenues By Type								
Federal	-		-		-		-	-
Provincial	(714)		(417)		(417)		-	297
Municipal	-		-		-		-	-
Own Funds	-		-		-		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	(298)		(298)		(298)		-	-
Total Revenue	(1,012)		(715)		(715)		-	297
Net Requirement	36,284		35,282		36,341		1,059	57
Full Time Equivalents	281.60		281.60		277.60		(4.00)	(4.00)

**Ottawa Police Service
District Directorate - Operating Resource Requirement
In Thousands (\$000)**

Operating Resource Requirement	2015		2016	2017	Change Over	
	Budget	Budget			2016 Budget	2015 Budget
Expenditures by Program						
Divisional Support - District	1,875	842	860	18	(1,015)	
District - East	6,590	6,588	6,785	197	195	
District - West	7,013	7,010	7,218	208	205	
District - Central Community	6,862	6,860	7,064	204	202	
District - Investigations	6,693	6,708	6,907	199	214	
District Support	8,574	8,460	8,709	249	135	
Gross Expenditure	37,607	36,468	37,543	1,075	(64)	
Recoveries & Allocations	-	-	-	-	-	
Net Expenditure	37,607	36,468	37,543	1,075	(64)	
Expenditures by Type						
Salaries, Wages & Benefits	36,900	35,781	36,830	1,049	-	
Overtime	460	460	486	26	-	
Material & Services	245	225	225	-	-	
Transfers/Grants/Financial Charges	-	-	-	-	-	
Fleet Costs	-	-	-	-	-	
Program Facility Costs	-	-	-	-	-	
Other Internal Costs	2	2	2	-	-	
Gross Expenditures	37,607	36,468	37,543	1,075	(64)	
Recoveries & Allocations	-	-	-	-	-	
Net Expenditure	37,607	36,468	37,543	1,075	(64)	
Revenues By Type						
Federal	-	-	-	-	-	
Provincial	-	-	-	-	-	
Municipal	-	-	-	-	-	
Own Funds	-	-	-	-	-	
Fees and Services	-	-	-	-	-	
Fines	-	-	-	-	-	
Other	-	-	-	-	-	
Total Revenue	-	-	-	-	-	
Net Requirement	37,607	36,468	37,543	1,075	(64)	
Full Time Equivalents	301.00	301.00	300.00	(1.00)	(1.00)	

**Ottawa Police Service
Patrol Directorate - Operating Resource Requirement**
In Thousands (\$000)

Operating Resource Requirement	2015	2016	2017	Change Over	
	Budget	Budget	Estimate	2016 Budget	2015 Budget
Expenditures by Program					
Divisional Support - Patrol	3,161	1,412	1,441	29	(1,720)
Central	20,086	20,086	20,703	617	617
East	19,484	19,484	20,074	590	590
West	21,548	21,549	22,202	653	654
Gross Expenditure	64,279	62,531	64,420	1,889	141
Recoveries & Allocations	-	-	-	-	-
Net Expenditure	64,279	62,531	64,420	1,889	141
Expenditures by Type					
Salaries, Wages & Benefits	63,285	61,546	63,393	1,847	-
Overtime	891	891	933	42	-
Material & Services	103	94	94	-	-
Transfers/Grants/Financial Charges	-	-	-	-	-
Fleet Costs	-	-	-	-	-
Program Facility Costs	-	-	-	-	-
Other Internal Costs	-	-	-	-	-
Gross Expenditures	64,279	62,531	64,420	1,889	141
Recoveries & Allocations	-	-	-	-	-
Net Expenditure	64,279	62,531	64,420	1,889	141
Revenues By Type					
Federal	-	-	-	-	-
Provincial	-	-	-	-	-
Municipal	-	-	-	-	-
Own Funds	-	-	-	-	-
Fees and Services	-	-	-	-	-
Fines	-	-	-	-	-
Other	-	-	-	-	-
Total Revenue	-	-	-	-	-
Net Requirement	64,279	62,531	64,420	1,889	141
Full Time Equivalents	527.00	527.00	527.00	-	-

**Ottawa Police Service
Corporate Accounts - Operating Resource Requirement**
In Thousands (\$000)

Operating Resource Requirement	2015		2016		2017		Change Over	
	Budget		Budget		Estimate		2016 Budget	2015 Budget
<u>Expenditures by Program</u>								
Operational Backfill	2,521		1,934		2,001		67	(520)
New Hires	-		760		2,200		1,440	2,200
Corporate Accounts	23,637		34,595		35,478		883	11,841
Gross Expenditure	26,158		37,289		39,679		2,390	13,521
Recoveries & Allocations	(66)		(66)		(66)		-	-
Net Expenditure	26,092		37,223		39,613		2,390	13,521
<u>Expenditures by Type</u>								
Salaries, Wages & Benefits	13,009		22,741		22,619		(122)	9,610
Overtime	423		143		3		(140)	(420)
Material & Services	4,755		4,634		5,951		1,317	1,196
Transfers/Grants/Financial Charges	7,781		9,581		10,916		1,335	3,135
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	190		190		190		-	-
Gross Expenditures	26,158		37,289		39,679		2,390	13,521
Recoveries & Allocations	(66)		(66)		(66)		-	-
Net Expenditure	26,092		37,223		39,613		2,390	13,521
<u>Revenues By Type</u>								
Federal	(2,000)		(2,000)		(2,000)		-	-
Provincial	(4,312)		(4,312)		(4,667)		(355)	(355)
Municipal	-		-		-		-	-
Own Funds	-		(1,000)		(500)		500	(500)
Fees and Services	(3,502)		(3,652)		(3,652)		-	(150)
Fines	-		-		-		-	-
Other	(2,634)		(2,047)		(3,259)		(1,212)	(625)
Total Revenue	(12,448)		(13,011)		(14,078)		(1,067)	(1,630)
Net Requirement	13,644		24,212		25,535		1,323	11,891
Full Time Equivalents	22.00		40.00		67.00		27.00	45.00

Ottawa Police Service
Financial Accounts - Operating Resource Requirement
 In Thousands (\$000)

Operating Resource Requirement	2015		2016		2017		Change Over	
	Budget		Budget		Estimate		2016 Budget	2015 Budget
<u>Expenditures by Program</u>								
Insurance	1,146		1,151		1,151		-	5
Retirement Costs	6,037		5,415		5,434		19	(603)
Police Debt Charges	4,942		4,942		4,942		-	-
Gross Expenditure	12,125		11,508		11,527		19	(598)
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	12,125		11,508		11,527		19	(598)
<u>Expenditures by Type</u>								
Salaries, Wages & Benefits	6,035		5,413		5,432		19	(603)
Overtime	2		2		2		-	-
Material & Services	-		-		-		-	-
Transfers/Grants/Financial Charges	4,942		4,942		4,942		-	-
Fleet Costs	-		-		-		-	-
Program Facility Costs	-		-		-		-	-
Other Internal Costs	1,146		1,151		1,151		-	5
Gross Expenditures	12,125		11,508		11,527		19	(598)
Recoveries & Allocations	-		-		-		-	-
Net Expenditure	12,125		11,508		11,527		19	(598)
<u>Revenues By Type</u>								
Federal	-		-		-		-	-
Provincial	-		-		-		-	-
Municipal	-		-		-		-	-
Own Funds	(1,629)		(1,629)		(1,629)		-	-
Fees and Services	-		-		-		-	-
Fines	-		-		-		-	-
Other	-		-		-		-	-
Total Revenue	(1,629)		(1,629)		(1,629)		-	-
Net Requirement	10,496		9,879		9,898		19	(598)
<u>Full Time Equivalents</u>								
	-		-		-		-	-

Summary By Expenditure Type

Department: Police Services

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)	
501059 Statutory Holiday Overtime Expense	1,181,600	1,217,700	36,100	
501093 WSIB Admin Charges	304,000	304,000	0	
501094 WSIB Permanent Awards	795,000	795,000	0	
501110 Compensation	194,816,300	198,901,500	4,085,200	
501113 Clothing Allowance	364,500	370,600	6,100	
501114 Dry Cleaning	515,400	523,300	7,900	
501117 Meal Allowance	10,000	10,000	0	
501123 Unused Annual	845,700	845,700	0	
501132 Pay in Lieu of Benefits	68,100	61,300	(6,800)	
501143 Survivor Benefit	41,000	41,000	0	
501144 Court Overtime - Police	1,522,800	1,429,300	(93,500)	
501149 Special Overtime - Off-Duty	2,227,900	3,727,900	1,500,000	
501150 Overtime	2,831,200	2,903,700	72,500	
501151 Shift Premium	694,600	694,600	0	
501190 On Call	660,400	680,600	20,200	
501191 Longevity Pay	182,000	182,000	0	
501192 Terminal Allowance	2,762,600	2,762,600	0	
501193 Vacation Pay	50,400	42,200	(8,200)	
501194 WSIB Payments	936,000	936,000	0	
501195 EI Rebates - Police	66,800	66,800	0	
501197 Supplemental EI Benefits	248,600	277,200	28,600	
501320 Non-Taxable Allowance	1,500	1,500	0	
501401 Salary Benefits	225,200	813,200	588,000	
501405 CPP Employer Contribution	5,183,900	5,377,000	193,100	
501406 EI Employer Premiums	2,415,500	2,607,400	191,900	
501407 EHT Employer's Health Tax	3,977,400	4,123,100	145,700	
501408 OMERS	20,916,400	21,431,400	515,000	
501409 Group Insurance	12,195,700	12,396,000	200,300	
501422 Benefits For Retirees	1,297,300	1,297,300	0	
501511 Taxable Car Allowance	26,000	26,000	0	
501590 Tuition Fees	30,000	30,000	0	
501998 Provision For Gapping	(6,716,700)	(6,926,700)	(210,000)	
Salaries & Benefits - Subtotals	Note 1, 3, 6, 9, 11	250,677,100	257,949,200	7,272,100
502112 Employee Development & Travel	2,440,200	2,424,400	(15,800)	
502113 Local Transportation	3,900	3,900	0	
502114 Employee Recognition/Commendations	15,000	5,000	(10,000)	
502115 Non-Taxable Car Mileage	68,600	69,500	900	
502121 Postage	50,000	51,000	1,000	
502122 Freight/Courier/Service	30,200	32,200	2,000	
502123 Brokerage Services	500	500	0	
502131 Cablevision & Communications	22,000	25,000	3,000	
502132 Telephone Network Charge	885,400	900,800	15,400	
502134 Data/Communication Devices - Air Time	659,400	639,400	(20,000)	
502139 Pagers	17,000	17,000	0	
502209 Major Newspaper Ads	5,500	0	(5,500)	
502210 Advertising, Promotion & Publication	52,700	52,700	0	
502211 Public Notices/Info	1,000	1,000	0	
502215 Career Advertising	5,000	5,000	0	
502311 Translation Fees	89,700	89,700	0	
502320 Legal - Fees	104,800	101,000	(3,800)	
502330 Professional Services	Note 4, 9	3,108,200	3,581,300	473,100
502350 Medical Services	18,000	18,000	0	
502373 Insurance	5,000	5,000	0	
502379 Security Services	7,300	7,300	0	
502387 Liability Claims	150,000	150,000	0	
502394 Receptions & Luncheons	84,400	79,400	(5,000)	

Department: Police Services

By Expenditure Type		2016 Budget	2017 Budget	Increase / (Decrease)
502395 Memberships		76,200	80,700	4,500
502396 Outside Printing		58,700	58,700	0
502442 R & M - Buildings		434,000	434,000	0
502443 R & M - Equipment		375,600	361,700	(13,900)
502444 R & M - Vehicles		101,600	101,600	0
502445 R & M - Systems	Note 4, 9	2,653,700	3,293,000	639,300
502478 R & M - Miscellaneous		214,400	212,400	(2,000)
502610 Property Leases	Note 10	292,800	407,400	114,600
502619 Building/Facilities Rentals		2,000	2,000	0
502620 Rentals - Vehicles & Equipment		112,200	112,200	0
502650 Rentals - Miscellaneous		63,800	60,800	(3,000)
502660 Rentals - Equipment		7,000	7,000	0
502671 Inspections - Audit-Related Travel		10,000	10,000	0
502692 Parking		356,900	356,900	0
502694 Rentals - Photocopy Equipment		115,400	125,400	10,000
502899 Police Related Services	Note 5, 9, 12	3,168,500	4,114,800	946,300
502912 Licenses & Permits	Note 2	1,073,600	341,800	(731,800)
502913 Public Consultation		68,500	68,500	0
502928 Community Events		68,000	18,000	(50,000)
Purchased Services - Subtotals		17,076,700	18,426,000	1,349,300
505100 Food & Beverages		66,700	66,700	0
505343 Fuels & Lubricants		2,125,200	2,125,200	0
505478 Personal/Safety Supplies/Clothing	Note 11	1,516,300	1,607,700	91,400
505758 Parts		7,500	7,500	0
505770 Laboratory Supplies		24,400	24,400	0
505775 Small Tools & Parts		60,000	60,000	0
505776 Investigative Supplies		135,300	125,300	(10,000)
505981 Police Related Supplies	Note 11	764,100	880,700	116,600
505984 Program Supplies		294,300	299,300	5,000
505989 Publications		65,100	43,100	(22,000)
505990 Office Supplies		145,000	145,000	0
505992 Ammunition and Explosives		616,700	616,700	0
505996 Promotional Items		8,200	8,200	0
Materials & Supplies - Subtotals		5,828,800	6,009,800	181,000
506173 Office Furniture & Equipment		74,200	74,200	0
506175 Computers/Peripherals/Software		292,900	252,900	(40,000)
506178 Miscellaneous Equipment	Note 9, 11	1,333,100	1,491,200	158,100
Fixed Assets - Subtotals		1,700,200	1,818,300	118,100
507212 Grants - Municipal Programs		82,000	82,000	0
507320 Reserve Fund Capital Projects	Note 4, 11	12,359,400	13,971,400	1,612,000
507320 Reserve Fund-Facilities Strategic Plan	Note 10	4,208,700	5,011,100	802,400
507441 Allowance - Doubtful Accounts		30,000	30,000	0
508801 Debt Charges		4,942,100	4,942,100	0
508930 Banking Service Charges		1,200	1,200	0
Financial Charges - Subtotals		21,623,400	24,037,800	2,414,400
604001 External Printing		200	200	0
604002 Reproduction & Printing		94,500	94,500	0
604004 Labour/Salary		45,000	45,000	0
604017 Micro/Other Training - City		25,000	25,000	0
604023 Postage		200	200	0
604024 Courier		200	200	0
604073 Legal Services		328,100	328,100	0
604126 City Communication System	Note 2, 3	452,000	1,583,000	1,131,000
604161 Fleet Outside Repair	Note 9	1,904,000	2,004,000	100,000
604163 Fleet Outside Fuel	Note 9	214,000	114,000	(100,000)
604167 Insurance		725,700	725,700	0

Department: Police Services

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)
604168 Insurance Premiums	425,200	425,200	0
604182 Supply Management	100,000	100,000	0
604277 First Aid/CPR Training	25,500	25,500	0
604301 Photocopy	1,000	1,000	0
660201 Program Facility Costs	6,450,300	6,450,300	0
Secondary Costs - Subtotals	10,790,900	11,921,900	1,131,000
Expenditure - Totals	307,697,100	320,163,000	12,465,900
401005 Federal Other Revenue	(2,000,000)	(2,000,000)	0
402007 Provincial Conditional Transfers	Note 8, 9 (7,877,400)	(8,849,200)	(971,800)
406021 Development Charge Revenue	(1,629,100)	(1,629,100)	0
406027 One-Time Funding Reserve Funds	Note 5 (1,000,000)	(500,000)	500,000
407005 Sundry	Note 7 (3,709,800)	(3,835,500)	(125,700)
407015 Other Revenue	Note 12 0	(1,500,000)	(1,500,000)
407073 Off-Duty Policing	Note 1, 7, 9 (3,852,400)	(5,417,200)	(1,564,800)
407074 F.O.I. Requests	(2,000)	(2,000)	0
407075 Records Clearance Checks	Note 3 (2,228,800)	(2,428,800)	(200,000)
407076 Fingerprints	(50,000)	(50,000)	0
407078 Occurrence/Accident Reports	Note 3 (1,658,000)	(1,458,000)	200,000
407079 Alarm Compliance	(1,290,000)	(1,290,000)	0
407081 Secondment Revenue	Note 1, 9 (2,232,000)	(1,944,100)	287,900
509711 Expenditure Recoveries	Note 7 (811,000)	(882,000)	(71,000)
604078 Infra Maint-Operating	Note 1, 9 (475,000)	(605,000)	(130,000)
604101 Police Services - Off-Duty Policing	(75,000)	(75,000)	0
604172 911 System	Note 7 (1,809,500)	(1,838,000)	(28,500)
Revenues / Recoveries - Totals	(30,700,000)	(34,303,900)	(3,603,900)
Totals	276,997,100	285,859,100	8,862,000

Notes:

1. Reallocation of previous years contract settlement and provision for Ottawa Police Association (OPA) & Senior Officer Association (SOA) collective agreement negotiations, salary increments for staff moving through their salary grid, responsibility pay, and other compensation costs. Some of these increases/decreases are offset by revenue, the most material being Off Duty Policing.
2. Implementation of IMCMS Radio System, \$781K, reallocate from primary to secondary account.
3. Maintain Service, Annex A-4.
4. Information Management/Information Technology Roadmap, Capital \$1,300K, Operating \$700K.
5. Service Initiative & PMO Projects, Annex A-5.
6. Efficiencies, \$2,000K, Annex A-6.
7. User fee policy & base adjustments, \$300K, Annex A-7.
8. Revenue - Provincial Upload of Court Costs, \$(617)K year 6 of 7.
9. Budget re-alignment.
10. Facilities Strategic Reserve fund contribution; Capital \$802K, Operating \$115K.
11. 25 new sworn hires. Compensation, \$770K, contribution to capital for vehicles, \$100K and training & equipment, \$400K.
12. Canada's 150th Celebration - public safety and security costs offset by revenue, \$1.5M

Branch: Police Services Board

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)
501110 Compensation	227,100	227,100	0
501401 Salary Benefits	58,400	58,400	0
Salaries & Benefits - Subtotals	285,500	285,500	0
502112 Employee Development & Travel Note 9	26,500	20,000	(6,500)
502115 Non-Taxable Car Mileage	1,000	1,000	0
502122 Freight/Courier/Service	1,200	1,200	0
502134 Data/Communication Devices - Air Time	1,000	1,000	0
502209 Major Newspaper Ads Note 9	5,500	0	(5,500)
502210 Advertising, Promotion & Publication	4,700	4,700	0
502311 Translation Fees	3,000	3,000	0
502330 Professional Services Note 9	63,000	75,000	12,000
502395 Memberships	11,500	11,500	0
502692 Parking	5,000	5,000	0
502899 Police Related Services	5,000	5,000	0
502928 Community Events	3,000	3,000	0
Purchased Services - Subtotals	130,400	130,400	0
505100 Food & Beverages	2,500	2,500	0
505990 Office Supplies	1,000	1,000	0
Materials & Supplies - Subtotals	3,500	3,500	0
507212 Grants - Municipal Programs	82,000	82,000	0
Financial Charges - Subtotals	82,000	82,000	0
604001 External Printing	200	200	0
604002 Reproduction & Printing	4,500	4,500	0
604023 Postage	200	200	0
604024 Courier	200	200	0
604073 Legal Services	328,100	328,100	0
604301 Photocopy	1,000	1,000	0
Secondary Costs - Subtotals	334,200	334,200	0
Expenditure - Totals	835,600	835,600	0
Totals	835,600	835,600	0

Notes:

9. Budget re-alignment.

Branch: Executive Services Directorate

By Expenditure Type	2016 Budget	2017 Budget	Increase / Decrease
501059 Statutory Holiday Overtime Expense	3,200	3,200	0
501110 Compensation	7,572,700	7,781,900	209,200
501113 Clothing Allowance	8,200	8,200	0
501114 Dry Cleaning	7,000	7,000	0
501132 Pay in Lieu of Benefits	3,700	3,800	100
501144 Court Overtime - Police	1,000	2,000	1,000
501150 Overtime	41,600	41,900	300
501191 Shift Premium	2,100	2,100	0
501193 Vacation Pay	2,400	2,500	100
501320 Non-Taxable Allowance	1,500	1,500	0
501405 CPP Employer Contribution	225,500	233,700	8,200
501406 EI Employer Premiums	105,100	113,300	8,200
501407 EHT Employer's Health Tax	177,900	179,400	1,500
501408 OMERS	1,001,900	923,700	(78,200)
501409 Group Insurance	421,300	534,600	113,300
501998 Provision For Gapping	(260,200)	(267,500)	(7,300)
Salaries & Benefits - Subtotals	Note 1 9,314,900	9,571,300	256,400
502112 Employee Development & Travel	163,900	167,700	3,800
502113 Local Transportation	3,400	3,400	0
502115 Non-Taxable Car Mileage	8,600	8,600	0
502210 Advertising, Promotion & Publication	40,800	40,800	0
502311 Translation Fees	86,700	86,700	0
502320 Legal - Fees	104,800	101,000	(3,800)
502330 Professional Services	124,400	124,400	0
502394 Receptions & Luncheons	15,600	15,600	0
502395 Memberships	14,200	14,200	0
502396 Outside Printing	53,700	53,700	0
502445 R & M - Systems	12,500	12,500	0
502478 R & M - Miscellaneous	2,500	2,500	0
502671 Inspections - Audit-Related Travel	10,000	10,000	0
502899 Police Related Services	200,200	200,200	0
502913 Public Consultation	68,500	68,500	0
502928 Community Events	15,000	15,000	0
Purchased Services - Subtotals	924,800	924,800	0
505981 Police Related Supplies	49,500	49,500	0
505984 Program Supplies	43,800	43,800	0
505989 Publications	Note 6 42,000	18,000	(24,000)
505990 Office Supplies	11,900	11,900	0
505996 Promotional Items	8,200	8,200	0
Materials & Supplies - Subtotals	155,400	131,400	(24,000)
506178 Miscellaneous Equipment	14,500	14,500	0
Fixed Assets - Subtotals	14,500	14,500	0
507193 Grants	0	0	0
Transfer Payments - Subtotals	0	0	0
Expenditure - Totals	10,409,600	10,642,000	232,400
406027 One-Time Funding Reserve Funds	0	0	0
407075 Records Clearance Checks	(284,900)	(284,900)	0
509711 Expenditure Recoveries	(2,000)	(2,000)	0
Revenues / Recoveries - Totals	(286,900)	(286,900)	0
Totals	10,122,700	10,355,100	232,400

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs.
6. Efficiencies, \$2,000K, Annex A-6.

Branch: Corporate Support Directorate

By Expenditure Type		2016 Budget	2017 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense		25,300	25,700	400
501110 Compensation		16,241,900	16,208,300	(33,600)
501113 Clothing Allowance		1,100	1,100	0
501114 Dry Cleaning		13,800	13,800	0
501132 Pay in Lieu of Benefits		8,800	9,100	300
501150 Overtime		215,700	205,000	(10,700)
501151 Shift Premium		33,300	33,300	0
501190 On Call		108,000	111,200	3,200
501193 Vacation Pay		5,900	6,100	200
501405 CPP Employer Contribution		594,900	492,700	(102,200)
501406 EI Employer Premiums		279,000	239,000	(40,000)
501407 EHT Employer's Health Tax		377,600	377,800	200
501408 OMERS		1,835,900	1,962,500	126,600
501409 Group Insurance		921,900	1,134,500	212,600
501998 Provision For Gapping		(553,800)	(572,000)	(18,200)
Salaries & Benefits - Subtotals	Note 1	20,109,300	20,248,100	138,800
502112 Employee Development & Travel	Note 9	335,000	345,700	10,700
502115 Non-Taxable Car Mileage		13,600	15,500	1,900
502121 Postage		50,000	51,000	1,000
502122 Freight/Courier/Service		29,000	31,000	2,000
502123 Brokerage Services		500	500	0
502131 Cablevision & Communications		22,000	25,000	3,000
502132 Telephone Network Charge		759,500	774,900	15,400
502134 Data/Communication Devices - Air Time		653,600	633,600	(20,000)
502139 Pagers		16,700	16,700	0
502210 Advertising, Promotion & Publication		500	500	0
502211 Public Notices/Information		1,000	1,000	0
502330 Professional Services	Note 4	709,600	1,067,700	358,100
502379 Security Services		7,300	7,300	0
502394 Receptions & Luncheons		3,000	3,000	0
502395 Memberships		9,900	14,300	4,400
502442 R & M - Buildings		75,000	75,000	0
502443 R & M - Equipment		84,600	72,500	(12,100)
502444 R & M - Vehicles		38,600	38,600	0
502445 R & M - Systems	Note 4, 9	2,511,100	3,201,500	690,400
502478 R & M - Miscellaneous		72,500	72,500	0
502610 Property Leases	Note 10	272,300	386,900	114,600
502620 Rentals - Vehicles & Equipment		25,000	25,000	0
502650 Rentals - Miscellaneous		63,800	60,800	(3,000)
502692 Parking		166,000	166,000	0
502694 Rentals - Photocopy Equipment		113,000	123,000	10,000
502899 Police Related Services		408,600	388,600	(20,000)
502912 Licenses & Permits	Note 9	244,600	293,900	49,300
Purchased Services - Subtotals		6,686,300	7,892,000	1,205,700
505343 Fuels & Lubricants		2,056,800	2,056,800	0
505478 Personal/Safety Supplies/Clothing	Note 11	1,233,200	1,322,600	89,400
505758 Automotive Parts		7,500	7,500	0
505775 Small Tools & Parts		18,900	18,900	0
505981 Police Related Supplies		177,300	177,500	200
505984 Program Supplies		0	5,000	5,000
505989 Publications		2,100	4,200	2,100
505990 Office Supplies		25,300	25,300	0
Materials & Supplies - Subtotals		3,521,100	3,617,800	96,700
506173 Office Furniture & Equipment		2,000	2,000	0
506175 Computers/Peripherals/Software	Note 9	192,900	127,900	(65,000)
506178 Miscellaneous Equipment		101,500	111,900	10,400
Fixed Assets - Subtotals		296,400	241,800	(54,600)

Branch: Corporate Support Directorate

By Expenditure Type		2016 Budget	2017 Budget	Increase / (Decrease)
507320 Reserve Fund Capital Projects	Note 11	2,798,200	3,075,200	277,000
507320 Reserve Fund-Facilities Strategic Plan	Note 10	4,208,700	5,011,100	802,400
Financial Charges - Subtotals		7,006,900	8,086,300	1,079,400
604004 Labour/Salary		45,000	45,000	0
604161 Fleet Outside Repair	Note 9	1,904,000	2,004,000	100,000
604163 Fleet Outside Fuel	Note 9	214,000	114,000	(100,000)
660201 Program Facility Costs		6,450,300	6,450,300	0
Secondary Costs - Subtotals		8,613,300	8,613,300	0
Expenditure - Totals		46,233,300	48,699,300	2,466,000
407005 Sundry		(2,000)	(2,000)	0
407079 Alarm Compliance		(1,290,000)	(1,290,000)	0
509711 Expenditure Recoveries	Note 7	(567,000)	(648,000)	(81,000)
604078 Infra Maint-Operating	Note 1, 9	(475,000)	(605,000)	(130,000)
Revenues / Recoveries - Totals		(2,334,000)	(2,545,000)	(211,000)
Totals		43,899,300	46,154,300	2,255,000

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs. Some increases are offset by revenue.
4. Information Management/Information Technology Roadmap, \$700K.
7. User fee policy & base adjustments, \$300K, Annex A-7.
9. Budget re-alignment.
10. Facilities Strategic Reserve fund contribution; Capital \$802K, Operating \$115K.
11. 25 new sworn hires. Compensation, \$770K, contribution to capital for vehicles, \$100K and training & equipment, \$400K.

Branch: Resourcing and Development Directorate

By Expenditure Type		2016 Budget	2017 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense		14,800	14,800	0
501110 Compensation		7,754,000	8,000,600	246,600
501114 Dry Cleaning		22,600	22,600	0
501132 Pay in Lieu of Benefits		9,700	10,000	300
501144 Court Overtime - Police		2,000	2,100	100
501150 Overtime		82,800	66,800	(16,000)
501151 Shift Premium		200	200	0
501193 Vacation Pay		6,500	6,700	200
501405 CPP Employer Contribution		262,300	235,600	(26,700)
501406 EI Employer Premiums		125,100	114,000	(11,100)
501407 EHT Employer's Health Tax		166,400	180,900	14,500
501408 OMERS		835,900	933,300	97,400
501409 Group Insurance		552,300	540,000	(12,300)
501590 Tuition Fees		30,000	30,000	0
501998 Provision for Gapping		(274,800)	(283,900)	(9,100)
Salaries & Benefits - Subtotals	Note 1	9,589,800	9,873,700	283,900
502112 Employee Development & Travel	Note 6	961,200	934,200	(27,000)
502114 Employee Recognition/Commendations	Note 6	15,000	5,000	(10,000)
502115 Non-Taxable Car Mileage		33,300	32,100	(1,200)
502210 Advertising, Promotion & Publication		1,300	1,300	0
502215 Career Advertising		5,000	5,000	0
502330 Professional Services	Note 6	1,374,300	1,371,300	(3,000)
502350 Medical Services		18,000	18,000	0
502394 Receptions & Luncheons		12,100	12,100	0
502395 Memberships		10,900	10,700	(200)
502443 R & M - Office Equipment		15,000	15,000	0
502478 R & M - Miscellaneous		65,000	65,000	0
502660 Rentals - Equipment		7,000	7,000	0
502692 Parking		57,300	57,300	0
502899 Police Related Services		194,500	194,500	0
Purchased Services - Subtotals		2,769,900	2,728,500	(41,400)
505478 Personal/Safety Supplies/Clothing		14,000	14,000	0
505775 Small Tools & Parts		38,600	38,600	0
505981 Police Related Supplies		7,000	7,000	0
505984 Program Supplies		32,000	32,000	0
505989 Publications		2,700	2,700	0
505990 Office Supplies		12,300	12,300	0
505992 Ammunition and Explosives		477,100	477,100	0
Materials & Supplies - Subtotals		583,700	583,700	0
506173 Office Furniture & Equipment		20,000	20,000	0
506178 Miscellaneous Equipment		261,600	261,600	0
Fixed Assets - Subtotals		281,600	281,600	0
604017 Micro/Other Training - City		25,000	25,000	0
604277 First Aid/CPR Training		23,800	23,800	0
Secondary Costs - Subtotals		48,800	48,800	0
Expenditure - Totals		13,273,800	13,516,300	242,500
406027 One-Time Funding Reserve Funds		0	0	0
509711 Expenditure Recoveries		(30,000)	(30,000)	0
Revenues / Recoveries - Totals		(30,000)	(30,000)	0
Totals		13,243,800	13,486,300	242,500

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs.
6. Efficiencies, \$2,000K, Annex A-6.

Branch: Support Services Directorate

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)	
501059 Statutory Holiday Overtime Expense	130,800	134,800	4,000	
501110 Compensation	23,820,400	24,478,400	658,000	
501114 Dry Cleaning	31,800	31,700	(100)	
501132 Pay In Lieu of Benefits	14,100	14,500	400	
501144 Court Overtime - Police	21,500	22,600	1,100	
501150 Overtime	205,000	215,000	10,000	
501151 Shift Premium	262,400	262,400	0	
501192 Terminal Allowance	6,600	6,600	0	
501193 Vacation Pay	9,400	9,700	300	
501197 Supplemental EI Benefits	20,000	20,000	0	
501405 CPP Employer Contribution	889,500	727,500	(162,000)	
501406 EI Employer Premiums	414,200	353,000	(61,200)	
501407 EHT Employer's Health Tax	570,300	557,700	(12,600)	
501408 OMERS	2,731,200	2,885,500	154,300	
501409 Group Insurance	1,418,600	1,666,700	248,100	
501998 Provision for Gapping	(1,459,000)	(1,503,800)	(44,800)	
Salaries & Benefits - Subtotals	Note 1	29,086,800	29,882,300	795,500
502112 Employee Development & Travel	42,700	42,700	0	
502115 Non-Taxable Car Mileage	1,500	1,500	0	
502132 Telephone Network Charge	4,400	4,400	0	
502394 Receptions & Luncheons	4,300	4,300	0	
502395 Memberships	1,000	1,000	0	
502445 R & M - Systems	Note 9	113,500	63,600	(49,900)
502478 R & M - Miscellaneous	4,000	4,000	0	
502899 Police Related Services	331,900	331,900	0	
502912 Licences & Permits	Note 2	825,000	43,900	(781,100)
Purchased Services - Subtotals		1,328,300	497,300	(831,000)
505100 Food & Beverages	64,200	64,200	0	
505478 Personal/Safety Supplies/Clothing	2,500	2,500	0	
505981 Police Related Supplies	60,600	60,600	0	
505989 Publications	2,200	2,200	0	
505990 Office Supplies	17,700	17,700	0	
Materials & Supplies - Subtotals		147,200	147,200	0
506173 Office Furniture & Equipment	2,200	2,200	0	
506178 Miscellaneous Equipment	9,800	9,800	0	
Fixed Assets - Subtotals		12,000	12,000	0
604126 City Communication System	Note 2, 3	452,000	1,583,000	1,131,000
Secondary Costs - Subtotals		452,000	1,583,000	1,131,000
Expenditure - Totals		31,026,300	32,121,800	1,095,500
402007 Provincial Conditional Transfers	Note 8	(3,103,400)	(3,720,400)	(617,000)
406027 One-Time Funding Reserve Funds		0	0	0
604172 911 System	Note 7	(1,809,500)	(1,838,000)	(28,500)
Revenues / Recoveries - Totals		(4,912,900)	(5,558,400)	(645,500)
Totals		26,113,400	26,563,400	450,000

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs.
2. Implementation of IMCMS Radio System, \$781K, reallocate from primary to secondary account.
3. Maintain Service, Annex A-4.
7. User fee policy & base adjustments, \$300K, Annex A-7.
8. Revenue - Provincial Upload of Court Costs, \$(617)K year 6 of 7.
9. Budget re-alignment.

Branch: Emergency Operations Directorate

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)	
501059 Statutory Holiday Overtime Expense	99,000	101,600	2,600	
501110 Compensation	13,920,300	14,305,300	385,000	
501113 Clothing Allowance	1,100	1,100	0	
501114 Dry Cleaning	47,300	47,300	0	
501144 Court Overtime - Police	35,700	37,900	2,200	
501149 Special Overtime - Off-Duty	2,227,900	3,727,900	1,500,000	
501150 Overtime	632,500	653,900	21,400	
501151 Shift Premium	13,300	13,300	0	
501190 On Call	432,400	446,800	14,400	
501192 Terminal Allowance	137,800	137,800	0	
501401 Salary Benefits	69,600	0	(69,600)	
501405 CPP Employer Contribution	349,600	417,600	68,000	
501406 EI Employer Premiums	163,100	202,500	39,400	
501407 EHT Employer's Health Tax	311,300	320,200	8,900	
501408 OMERS	1,658,900	1,669,900	11,000	
501409 Group Insurance	928,100	966,600	38,500	
501511 Taxable Car Allowance	26,000	26,000	0	
501998 Provision for Gapping	(485,900)	(500,400)	(14,500)	
Salaries & Benefits - Subtotals	Note 1, 9	20,568,000	22,575,300	2,007,300
502112 Employee Development & Travel	349,900	348,900	(1,000)	
502115 Non-Tax Car Mileage	3,000	3,000	0	
502132 Telephone Network Charge	13,400	13,400	0	
502134 Data/Communication Devices - Air Time	4,800	4,800	0	
502139 Pagers	300	300	0	
502210 Advertising, Promotion & Publication	2,600	2,600	0	
502330 Professional Services	35,200	35,200	0	
502373 Insurance	5,000	5,000	0	
502394 Receptions & Luncheons	2,100	2,100	0	
502395 Memberships	5,400	4,900	(500)	
502442 R & M - Buildings	9,000	9,000	0	
502444 R & M - Vehicles	63,000	63,000	0	
502478 R & M - Miscellaneous	24,000	22,000	(2,000)	
502610 Property Leases	7,500	7,500	0	
502620 Rentals - Vehicles & Equipment	5,000	5,000	0	
502694 Rentals - Photocopy Equipment	2,400	2,400	0	
502899 Police Related Services	54,400	52,400	(2,000)	
Purchased Services - Subtotals	587,000	581,500	(5,500)	
505343 Fuels & Lubricants	42,500	42,500	0	
505478 Personal/Safety Supplies/Clothing	257,900	256,900	(1,000)	
505770 Laboratory Supplies	5,400	5,400	0	
505775 Small Tools & Parts	2,500	2,500	0	
505981 Police Related Supplies	215,400	214,900	(500)	
505984 Program Supplies	102,000	102,000	0	
505989 Publications	12,400	11,400	(1,000)	
505990 Office Supplies	13,500	13,500	0	
505992 Ammunition and Explosives	139,600	139,600	0	
Materials & Supplies - Subtotals	791,200	788,700	(2,500)	
506178 Miscellaneous Equipment	169,000	167,000	(2,000)	
Fixed Assets - Subtotals	169,000	167,000	(2,000)	
507330 Reserve Funds - Other	11,200	11,200	0	
Financial Charges - Subtotals	11,200	11,200	0	
Expenditure - Totals	22,126,400	24,123,700	1,997,300	
402007 Provincial Conditional Transfers	(45,000)	(45,000)	0	
407005 Sundry	Note 7	(3,596,800)	(3,722,500)	(125,700)
407073 Off-Duty Policing	Note 1, 7, 9	(3,852,400)	(5,417,200)	(1,564,800)

Branch: Emergency Operations Directorate

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)
509711 Expenditure Recoveries	(146,000)	(136,000)	10,000
604101 Police Services - Off-Duty Policing	(75,000)	(75,000)	0
Revenues / Recoveries - Totals	(7,715,200)	(9,395,700)	(1,680,500)
Totals	14,411,200	14,728,000	316,800

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs. Some increases are offset by revenue.
7. User fee policy & base adjustments, \$300K, Annex A-7.
9. Budget re-alignment.

Branch: Criminal Investigative Directorate

By Expenditure Type		2016 Budget	2017 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense		135,600	139,700	4,100
501110 Compensation		26,709,000	27,550,400	841,400
501113 Clothing Allowance		253,200	251,100	(2,100)
501114 Dry Cleaning		89,300	88,600	(700)
501132 Pay in Lieu of Benefits		23,200	23,900	700
501144 Court Overtime - Police		471,600	491,400	19,800
501150 Overtime		1,148,600	1,171,500	22,900
501151 Shift Premium		15,400	15,400	0
501190 On Call		95,000	97,000	2,000
501193 Vacation Pay		15,400	15,900	500
501405 CPP Employer Contribution		705,600	813,200	107,600
501406 EI Employer Premiums		329,000	394,200	65,200
501407 EHT Employer's Health Tax		586,000	623,200	37,200
501408 OMERS		3,130,300	3,230,800	100,500
501409 Group Insurance		1,966,600	1,866,300	(100,300)
501998 Provision for Gapping		(927,800)	(956,800)	(29,000)
Salaries & Benefits - Subtotals	Note 1	34,746,000	35,815,800	1,069,800
502112 Employee Development & Travel	Note 9	342,500	346,700	4,200
502132 Telephone Network Charge		108,100	108,100	0
502210 Advertising, Promotion & Publication		2,500	2,500	0
502330 Professional Services	Note 9	24,200	14,200	(10,000)
502394 Receptions & Luncheons		5,000	5,000	0
502395 Memberships		8,200	9,000	800
502443 R & M - Equipment		17,000	15,200	(1,800)
502445 R & M - Systems		16,600	15,400	(1,200)
502478 R & M - Miscellaneous		46,400	46,400	0
502610 Property Leases		13,000	13,000	0
502620 Rentals - Vehicles & Equipment		77,700	77,700	0
502899 Police Related Services		54,800	54,800	0
502912 Licenses & Permits		4,000	4,000	0
Purchased Services - Subtotals		720,000	712,000	(8,000)
505343 Fuels & Lubricants		25,900	25,900	0
505478 Personal/Safety Supplies/Clothing	Note 9	4,400	7,400	3,000
505770 Laboratory Supplies		19,000	19,000	0
505776 Investigative Supplies	Note 9	112,100	102,100	(10,000)
505981 Police Related Supplies	Note 9	116,900	121,000	4,100
505984 Program Supplies		106,500	106,500	0
505989 Publications		2,600	3,500	900
505990 Office Supplies		27,000	27,000	0
Materials & Supplies - Subtotals		414,400	412,400	(2,000)
506178 Miscellaneous Equipment		116,100	116,100	0
Fixed Assets - Subtotals		116,100	116,100	0
Expenditure - Totals		35,996,500	37,056,300	1,059,800
402007 Provincial Conditional Transfers		(417,000)	(417,000)	0
407081 Secondment Revenue		(298,000)	(298,000)	0
Revenues / Recoveries - Totals		(715,000)	(715,000)	0
Totals		35,281,500	36,341,300	1,059,800

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs.
9. Budget re-alignment.

Branch: District Directorate

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	179,100	186,000	6,900
501110 Compensation	29,032,100	29,891,000	858,900
501113 Clothing Allowance	99,900	99,900	0
501114 Dry Cleaning	103,200	103,200	0
501144 Court Overtime - Police	265,200	276,800	11,600
501150 Overtime	195,100	208,600	13,500
501151 Shift Premium	25,400	25,400	0
501190 On Call	25,000	25,600	600
501193 Vacation Pay	1,300	1,300	0
501405 CPP Employer Contribution	741,300	881,200	139,900
501406 EI Employer Premiums	345,400	427,700	82,300
501407 EHT Employer's Health Tax	620,800	676,100	55,300
501408 OMERS	3,376,100	3,523,400	147,300
501409 Group Insurance	2,247,300	2,039,300	(208,000)
501998 Provision for Gapping	(1,016,500)	(1,049,200)	(32,700)
Salaries & Benefits - Subtotals	Note 1 36,240,700	37,316,300	1,075,600
502112 Employee Development & Travel	75,000	75,000	0
502115 Non- Taxable Car Mileage	1,500	1,500	0
502210 Advertising, Promotion & Publication	300	300	0
502394 Receptions & Luncheons	24,200	24,200	0
502395 Memberships	100	100	0
502619 Building/Facilities Rentals	2,000	2,000	0
502620 Rentals - Vehicles & Equipment	4,500	4,500	0
502692 Parking	1,600	1,600	0
502899 Police Related Services	800	800	0
Purchased Services - Subtotals	110,000	110,000	0
505776 Investigative Supplies	23,200	23,200	0
505981 Police Related Supplies	59,400	59,400	0
505984 Program Supplies	10,000	10,000	0
505990 Office Supplies	12,500	12,500	0
Materials & Supplies - Subtotals	105,100	105,100	0
506178 Miscellaneous Equipment	10,100	10,100	0
Fixed Assets - Subtotals	10,100	10,100	0
604277 First Aid/CPR Training	1,700	1,700	0
Secondary Costs - Subtotals	1,700	1,700	0
Expenditure - Totals	36,467,600	37,543,200	1,075,600
Totals	36,467,600	37,543,200	1,075,600

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs.

Branch: Patrol Directorate

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)
501059 Statutory Holiday Overtime Expense	593,800	611,900	18,100
501110 Compensation	49,814,600	51,318,500	1,503,900
501114 Dry Cleaning	184,200	184,200	0
501144 Court Overtime - Police	581,100	591,800	10,700
501150 Overtime	309,900	341,000	31,100
501151 Shift Premium	134,500	134,500	0
501405 CPP Employer Contribution	1,365,400	1,510,100	144,700
501406 EI Employer Premiums	629,100	732,000	102,900
501407 EHT Employer's Health Tax	1,104,200	1,157,800	53,600
501408 OMERS	6,011,300	6,040,700	29,400
501409 Group Insurance	3,447,800	3,496,600	48,800
501998 Provision for Gapping	(1,738,700)	(1,793,100)	(54,400)
Salaries & Benefits - Subtotals	Note 1 62,437,200	64,326,000	1,888,800
502112 Employee Development & Travel	23,100	23,100	0
502115 Non- Taxable Car Mileage	100	100	0
502394 Receptions & Luncheons	3,100	3,100	0
Purchased Services - Subtotals	26,300	26,300	0
505981 Police Related Supplies	34,600	34,600	0
505989 Publications	1,100	1,100	0
505990 Office Supplies	18,800	18,800	0
Materials & Supplies - Subtotals	54,500	54,500	0
506178 Miscellaneous Equipment	12,700	12,700	0
Fixed Assets - Subtotals	12,700	12,700	0
Expenditure - Totals	62,530,700	64,419,500	1,888,800
Totals	62,530,700	64,419,500	1,888,800

Notes:

1. Reallocation of previous years contract settlement, salary increments for staff moving through their salary grid and other compensation costs.

Branch: Corporate Accounts

By Expenditure Type		2016 Budget	2017 Budget	Increase / (Decrease)
501093 WSIB Admin Charges		304,000	304,000	0
501094 WSIB Permanent Awards		795,000	795,000	0
501110 Compensation		19,337,200	18,741,200	(596,000)
501113 Clothing Allowance		0	8,200	8,200
501114 Dry Cleaning		15,200	23,900	8,700
501117 Meal Allowance		10,000	10,000	0
501132 Pay in Lieu of Benefits		8,600	0	(8,600)
501144 Court Overtime - Police		142,600	2,600	(140,000)
501151 Shift Premium		208,000	208,000	0
501191 Longevity Pay		182,000	182,000	0
501193 Vacation Pay		9,500	0	(9,500)
501194 WSIB Payments		936,000	936,000	0
501195 EI Rebates - Police		66,000	66,000	0
501197 Supplemental EI Benefits		228,600	257,200	28,600
501401 Salary Benefits		155,600	585,500	429,900
501405 CPP Employer Contribution		34,600	58,600	24,000
501406 EI Employer Premiums		18,500	28,400	9,900
501407 EHT Employer's Health Tax		46,100	44,800	(1,300)
501408 OMERS		253,700	234,300	(19,400)
501409 Group Insurance		132,700	135,600	2,900
Salaries & Benefits - Subtotals	Note 1, 6	22,883,900	22,621,300	(262,600)
502112 Employee Development & Travel		120,400	120,400	0
502113 Local Transportation		500	500	0
502115 Non-Taxable Car Mileage		6,000	6,200	200
502330 Professional Services	Note 9	777,500	893,500	116,000
502387 Liability Claims		150,000	150,000	0
502394 Receptions & Luncheons		15,000	10,000	(5,000)
502395 Memberships		15,000	15,000	0
502396 Outside Printing		5,000	5,000	0
502442 R & M - Buildings		350,000	350,000	0
502443 R & M - Equipment		259,000	259,000	0
502692 Parking		127,000	127,000	0
502899 Police Related Services	Note 5, 9, 12	1,918,300	2,886,600	968,300
502928 Community Events		50,000	0	(50,000)
Purchased Services - Subtotals		3,793,700	4,823,200	1,029,500
505478 Personal/Safety Supplies/Clothing		4,300	4,300	0
505981 Police Related Supplies	Note 11	43,400	156,200	112,800
505990 Office Supplies		5,000	5,000	0
Materials & Supplies - Subtotals		52,700	165,500	112,800
506173 Office Furniture & Equipment		50,000	50,000	0
506175 Computers/Peripherals/Software		100,000	125,000	25,000
506178 Miscellaneous Equipment	Note 9	637,800	787,500	149,700
Fixed Assets - Subtotals		787,800	962,500	174,700
507320 Reserve Funds Capital Projects	Note 4	9,550,000	10,885,000	1,335,000
507411 Allowance - Doubtful Accounts		30,000	30,000	0
508930 Banking Service Charges		1,200	1,200	0
Financial Charges - Subtotals		9,581,200	10,916,200	1,335,000
604002 Reproduction & Printing		90,000	90,000	0
604182 Supply Management		100,000	100,000	0
Secondary Costs - Subtotals		190,000	190,000	0
Expenditure - Totals		37,289,300	39,678,700	2,389,400
401005 Federal Other Revenue		(2,000,000)	(2,000,000)	0
402007 Provincial Conditional Transfers	Note 9	(4,312,000)	(4,666,800)	(354,800)
406027 One-Time Funding Reserve Funds	Note 5	(1,000,000)	(500,000)	500,000

Branch: Corporate Accounts

By Expenditure Type		2016 Budget	2017 Budget	Increase / (Decrease)
407005 Sundry		(111,000)	(111,000)	0
407015 Other Revenue	Note 12	0	(1,500,000)	(1,500,000)
407074 F.O.I. Requests		(2,000)	(2,000)	0
407075 Records Clearance Checks	Note 3	(1,943,900)	(2,143,900)	(200,000)
407076 Fingerprints		(50,000)	(50,000)	0
407078 Occurrence/Accident Reports	Note 3	(1,658,000)	(1,458,000)	200,000
407081 Secondment Revenue	Note 1, 9	(1,934,000)	(1,646,100)	287,900
509711 Expenditure Recoveries		(66,000)	(66,000)	0
Revenues / Recoveries - Totals		(13,076,900)	(14,143,800)	(1,066,900)
Totals		24,212,400	25,534,900	1,322,500

Notes:

1. Reallocation of previous years contract settlement and provision for Ottawa Police Association (OPA) & Senior Officer Association (SOA) collective agreement negotiations, salary increments for staff moving through their salary grid, responsibility pay, and other compensation costs. Some of these increases/decreases are offset by revenue,
3. Maintain Service, Annex A-4.
4. Information Management/Information Technology Roadmap, Capital \$1,300K.
5. Service Initiative & PMO Projects, Annex A-5.
6. Efficiencies, \$2,000K, Annex A-6.
9. Budget re-alignment.
11. 25 new sworn hires. Compensation, \$770K, contribution to capital for vehicles, \$100K and training & equipment, \$400K.
12. Canada's 150th Celebration - public safety and security costs offset by revenue, \$1.5M

Branch: Financial Accounts

By Expenditure Type	2016 Budget	2017 Budget	Increase / (Decrease)
501110 Compensation	387,000	398,800	11,800
501113 Clothing Allowance	1,000	1,000	0
501114 Dry Cleaning	1,000	1,000	0
501123 Unused Annual	845,700	845,700	0
501143 Survivor Benefit	41,000	41,000	0
501144 Court Overtime - Police	2,100	2,100	0
501192 Terminal Allowance	2,618,200	2,618,200	0
501195 EI Rebates - Police	800	800	0
501401 Salary Benefits	0	227,700	227,700
501405 CPP Employer Contribution	8,800	0	(8,800)
501406 EI Employer Premiums	4,000	0	(4,000)
501407 EHT Employer's Health Tax	11,000	0	(11,000)
501408 OMERS	45,900	0	(45,900)
501409 Group Insurance	151,200	0	(151,200)
501422 Benefit For Retirees	1,297,300	1,297,300	0
Salaries & Benefits - Subtotals	Note 1, 9 5,415,000	5,433,600	18,600
508801 Debt Charges	4,942,100	4,942,100	0
Financial Charges Totals	4,942,100	4,942,100	0
604167 Insurance	725,700	725,700	0
604168 Insurance Premiums	425,200	425,200	0
Secondary Cost Totals	1,150,900	1,150,900	0
Expenditure - Totals	11,508,000	11,526,600	18,600
406021 Development Charge Revenue	(1,629,100)	(1,629,100)	0
Revenues / Recoveries - Totals	(1,629,100)	(1,629,100)	0
Totals	9,878,900	9,897,500	18,600

Notes:

1. OPA & SOA contract settlement, salary increments for staff moving through their salary grid and other compensation costs.
9. Budget re-alignment.

Summary By Expenditure Type Program Summary

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Police Services Board</u>			
501110 Compensation	227,100	227,100	0
501401 Salary Benefits	58,400	58,400	0
502112 Employee Development & Travel	26,500	20,000	(6,500)
502115 Car Mileage	1,000	1,000	0
502122 Freight/Courier/Service	1,200	1,200	0
502134 Cellular Phones	1,000	1,000	0
502209 Major Newspaper Ads	5,500	0	(5,500)
502210 Advertising, Promotion & Publication	4,700	4,700	0
502311 Official Language Translation	3,000	3,000	0
502330 Professional Services	63,000	75,000	12,000
502395 Memberships	11,500	11,500	0
502692 Parking Expenses	5,000	5,000	0
502899 Police Related Services	5,000	5,000	0
502928 Community Events	3,000	3,000	0
505100 Food & Beverages	2,500	2,500	0
505990 Office Supplies	1,000	1,000	0
507212 Grants - Municipal Programs	82,000	82,000	0
604001 External Printing	200	200	0
604002 Internal Printing	4,500	4,500	0
604023 Postage	200	200	0
604024 Courier	200	200	0
604073 Legal Recovery for Legal Services	328,100	328,100	0
604301 Photocopy	1,000	1,000	0
	\$835,600	\$835,600	\$0

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Executive Command</u>			
501110 Compensation	1,220,000	1,276,100	56,100
501150 Overtime	14,800	12,800	(2,000)
501320 Non Taxable Allowance - Honorarium	1,500	1,500	0
501401 Salary Benefits	313,000	327,400	14,400
502112 Employee Development & Travel	43,000	43,000	0
502115 Car Mileage	1,000	1,000	0
502330 Professional Services	3,100	3,100	0
502394 Receptions & Luncheons	5,000	5,000	0
502395 Memberships	3,000	3,000	0
502899 Police Related Services	105,000	105,000	0
505981 Police Related Supplies	6,000	6,000	0
505984 Program Supplies	28,800	28,800	0
505989 Publications / Printed Matter	500	500	0
505990 Office Supplies	4,600	4,600	0
505996 Promotional Items	8,200	8,200	0
	\$1,757,500	\$1,826,000	\$68,500

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Legal Services</u>			
501110 Compensation	486,400	492,800	6,400
501132 Lieu of Benefits	3,700	3,800	100
501150 Overtime	2,500	1,000	(1,500)
501193 Vacation Pay	2,400	2,500	100
501401 Salary Benefits	115,400	116,700	1,300
502112 Employee Development & Travel	8,900	12,700	3,800
502113 Local Transportation	1,200	1,200	0
502115 Car Mileage	700	700	0
502320 Legal Fees	6,800	3,000	(3,800)
502330 Professional Services	2,000	2,000	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	5,700	5,700	0
505989 Publications / Printed Matter	6,200	6,200	0
505990 Office Supplies	1,500	1,500	0
509711 Expenditure Recoveries	(2,000)	(2,000)	0
	\$641,900	\$648,300	\$6,400

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Executive Support</u>			
501059 Statutory Holiday Overtime Expense	3,200	3,200	0
501110 Compensation	229,300	231,500	2,200
501114 Dry Cleaning	400	400	0
501150 Overtime	3,000	3,000	0
501401 Salary Benefits	58,900	59,500	600
501998 Provision for Gapping	(260,200)	(267,500)	(7,300)
502112 Employee Development & Travel	3,400	3,400	0
502394 Receptions & Luncheons	400	400	0
502899 Police Related Services	3,000	3,000	0
505981 Police Related Supplies	28,000	28,000	0
505989 Publications / Printed Matter	200	200	0
	\$69,600	\$65,100	(\$4,500)

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Planning, Performance & Research</u>			
501110 Compensation	2,662,400	2,736,800	74,400
501114 Dry Cleaning	800	800	0
501150 Overtime	1,100	1,100	0
501151 Shift Premium	2,100	2,100	0
501401 Salary Benefits	683,700	702,700	19,000
502112 Employee Development & Travel	41,100	41,100	0
502113 Local Transportation	1,000	1,000	0
502115 Car Mileage	4,000	4,000	0
502210 Advertising, Promotion & Publication	2,000	2,000	0
502330 Professional Services	68,300	68,300	0
502394 Receptions & Luncheons	900	900	0
502395 Memberships	2,400	2,400	0
502396 Outside Printing	8,000	8,000	0
502445 R & M - Systems	500	500	0
502671 Inspections - Audit Related Travel	10,000	10,000	0
502899 Police Related Services	54,000	54,000	0
505984 Program Supplies	15,000	15,000	0
505989 Publications / Printed Matter	2,000	2,000	0
505990 Office Supplies	1,500	1,500	0
	\$3,560,800	\$3,654,200	\$93,400

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Professional Standards</u>			
501110 Compensation	1,116,100	1,146,000	29,900
501113 Clothing Allowance	8,200	8,200	0
501114 Dry Cleaning	3,200	3,200	0
501144 Court Overtime	1,000	1,000	0
501150 Overtime	3,000	4,000	1,000
501401 Salary Benefits	283,800	291,400	7,600
502112 Employee Development & Travel	17,400	17,400	0
502115 Car Mileage	400	400	0
502320 Legal Fees	98,000	98,000	0
502394 Receptions & Luncheons	800	800	0
502899 Police Related Services	38,200	38,200	0
505981 Police Related Supplies	500	500	0
505989 Publications / Printed Matter	4,900	4,900	0
505990 Office Supplies	2,400	2,400	0
	\$1,577,900	\$1,616,400	\$38,500

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Community Development</u>			
501110 Compensation	1,108,000	1,132,900	24,900
501114 Dry Cleaning	1,900	1,900	0
501144 Court Overtime	0	1,000	1,000
501150 Overtime	8,200	10,000	1,800
501401 Salary Benefits	284,300	290,500	6,200
502112 Employee Development & Travel	33,400	33,400	0
502113 Local Transportation	1,000	1,000	0
502115 Car Mileage	2,500	2,500	0
502210 Advertising, Promotion & Publication	10,900	10,900	0
502330 Professional Services	27,500	27,500	0
502394 Receptions & Luncheons	7,200	7,200	0
502395 Memberships	3,100	3,100	0
502396 Outside Printing	15,000	15,000	0
502478 Misc. Repair and Maintenance	2,500	2,500	0
502913 Public Consultation	68,500	68,500	0
502928 Community Events	15,000	15,000	0
505981 Police Related Supplies	15,000	15,000	0
505989 Publications / Printed Matter	1,700	1,700	0
505990 Office Supplies	1,300	1,300	0
506178 Fixed Assets - Misc. Equipment	14,500	14,500	0
509997 Staffing Requests	0	0	0
407075 Revenue - Records Clearance Checks	(284,900)	(284,900)	0
	\$1,336,600	\$1,370,500	\$33,900

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Corporate Communications</u>			
501110 Compensation	750,500	765,800	15,300
501114 Dry Cleaning	700	700	0
501150 Overtime	9,000	10,000	1,000
501401 Salary Benefits	192,600	196,500	3,900
502112 Employee Development & Travel	16,700	16,700	0
502113 Local Transportation	200	200	0
502210 Advertising, Promotion & Publication	27,900	27,900	0
502311 Official Language Translation	86,700	86,700	0
502330 Professional Services	23,500	23,500	0
502394 Receptions & Luncheons	800	800	0
502396 Outside Printing	30,700	30,700	0
502445 R & M - Systems	12,000	12,000	0
505989 Publications / Printed Matter	26,500	2,500	(24,000)
505990 Office Supplies	600	600	0
	\$1,178,400	\$1,174,600	(\$3,800)

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Financial Services / Alarm / Mail</u>			
501110 Compensation	1,878,300	1,930,800	52,500
501114 Dry Cleaning	1,400	1,400	0
501132 Lieu of Benefits	400	400	0
501150 Overtime	30,500	32,000	1,500
501193 Vacation Pay	300	300	0
501401 Salary Benefits	480,600	494,000	13,400
501998 Provision for Gapping	(157,900)	(163,400)	(5,500)
502112 Employee Development & Travel	9,000	9,000	0
502115 Car Mileage	1,600	1,600	0
502121 Postage	50,000	51,000	1,000
502122 Freight/Courier/Service	22,000	24,000	2,000
502210 Advertising, Promotion & Publication	500	500	0
502394 Receptions & Luncheons	800	800	0
502395 Memberships	3,200	3,200	0
502478 Misc. Repair and Maintenance	1,500	1,500	0
502650 Miscellaneous Rentals	23,800	20,800	(3,000)
502899 Police Related Services	1,000	1,000	0
505981 Police Related Supplies	2,000	2,000	0
505990 Office Supplies	7,600	7,600	0
506173 Fixed Assets - Furniture & Equip.	2,000	2,000	0
506178 Fixed Assets - Misc. Equipment	3,000	3,000	0
407079 Revenue - False Alarm Fines	(1,290,000)	(1,290,000)	0
	\$1,071,600	\$1,133,500	\$61,900

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Material & Evidence</u>			
501059 Statutory Holiday Overtime Expense	11,600	11,600	0
501110 Compensation	2,670,500	2,745,700	75,200
501113 Clothing Allowance	1,100	1,100	0
501114 Dry Cleaning	12,400	12,400	0
501132 Lieu of Benefits	2,500	2,600	100
501150 Overtime	30,000	30,000	0
501151 Shift Premium	7,600	7,600	0
501193 Vacation Pay	1,700	1,800	100
501401 Salary Benefits	675,900	694,900	19,000
502112 Employee Development & Travel	14,000	14,000	0
502123 Brokerage Services	500	500	0
502330 Professional Services	39,800	41,800	2,000
502394 Receptions & Luncheons	900	900	0
502395 Memberships	1,000	1,000	0
502443 R & M - Equipment	9,000	9,000	0
502444 R & M - Vehicles	38,600	38,600	0
502478 Misc. Repair and Maintenance	61,000	61,000	0
502610 Property Leases	25,000	25,000	0
502620 Rentals - Vehicles & Equipment	25,000	25,000	0
502899 Police Related Services	80,700	80,700	0
502912 Licences & Permits	68,800	68,800	0
505343 Fuels & Lubricants	2,056,800	2,056,800	0
505478 Personal/Safety Supplies/Clothing	1,233,200	1,322,600	89,400
505758 Automotive Parts	7,500	7,500	0
505775 Small Tools & Parts	18,900	18,900	0
505981 Police Related Supplies	171,300	171,500	200
505989 Publications / Printed Matter	900	900	0
505990 Office Supplies	800	800	0
506178 Fixed Assets - Misc. Equipment	80,300	90,700	10,400
507320 Reserve Fund Capital Projects	2,798,200	3,023,200	225,000
604161 Fleet Internal Allocation - Maintenance	1,904,000	2,004,000	100,000
604163 Fleet Internal Allocation - Fuel	214,000	114,000	(100,000)
407005 Other Fees and Services	(2,000)	(2,000)	0
	\$12,261,500	\$12,682,900	\$421,400

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Police Facilities</u>			
501110 Compensation	1,580,200	1,715,100	134,900
501150 Overtime	13,000	15,500	2,500
501401 Salary Benefits	406,100	440,800	34,700
501998 Provision for Gapping	(45,000)	(46,800)	(1,800)
502112 Employee Development & Travel	17,000	25,700	8,700
502115 Car Mileage	8,500	8,500	0
502122 Freight/Courier/Service	7,000	7,000	0
502379 Security Services	7,300	7,300	0
502394 Receptions & Luncheons	600	600	0
502395 Memberships	3,000	6,400	3,400
502442 R & M - Buildings	75,000	75,000	0
502443 R & M - Equipment	36,600	24,500	(12,100)
502610 Property Leases	247,300	361,900	114,600
502650 Miscellaneous Rentals	40,000	40,000	0
502692 Parking Expenses	166,000	166,000	0
502899 Police Related Services	212,500	212,500	0
505981 Police Related Supplies	4,000	4,000	0
505989 Publications / Printed Matter	1,000	1,000	0
505990 Office Supplies	800	800	0
507320 Reserve Fund Capital Projects	4,208,700	5,011,100	802,400
509711 Expenditure Recoveries	(567,000)	(648,000)	(81,000)
509995 Project Funds	0	0	0
604004 Recovery for Labour / Salary - City	45,000	45,000	0
660201 Program Facility Costs	6,450,300	6,450,300	0
	\$12,917,900	\$13,924,200	\$1,006,300

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Information & Technology / Records / Telecomms</u>			
501059 Statutory Holiday Overtime Expense	13,700	14,100	400
501110 Compensation	10,112,900	9,816,700	(296,200)
501132 Lieu of Benefits	5,900	6,100	200
501150 Overtime	142,200	127,500	(14,700)
501151 Shift Premium	25,700	25,700	0
501190 On Call	108,000	111,200	3,200
501193 Vacation Pay	3,900	4,000	100
501401 Salary Benefits	2,446,700	2,508,700	62,000
501405 CPP Employer Contributions		7,900	7,900
501406 EI Employer Premium		3,900	3,900
501407 EHT Employers Health Tax		6,100	6,100
501408 OMERS		31,800	31,800
501409 Group Insurance		18,400	18,400
501998 Provision for Gapping	(350,900)	(361,800)	(10,900)
502112 Employee Development & Travel	295,000	297,000	2,000
502115 Car Mileage	3,500	5,400	1,900
502131 Cablevision & Communications	22,000	25,000	3,000
502132 Basic Telephone and Data	759,500	774,900	15,400
502134 Cellular Phones	653,600	633,600	(20,000)
502139 Pagers	16,700	16,700	0
502211 Public Notices/Information	1,000	1,000	0
502330 Professional Services	669,800	1,025,900	356,100
502394 Receptions & Luncheons	700	700	0
502395 Memberships	2,700	3,700	1,000
502443 R & M - Equipment	39,000	39,000	0
502445 R & M - Systems	2,511,100	3,201,500	690,400
502478 Misc. Repair and Maintenance	10,000	10,000	0
502694 Print Service Systems (Photocopiers)	113,000	123,000	10,000
502899 Police Related Services	114,400	94,400	(20,000)
502912 Licences & Permits	175,800	225,100	49,300
505984 Program Supplies	0	5,000	5,000
505989 Publications / Printed Matter	200	2,300	2,100
505990 Office Supplies	16,100	16,100	0
506175 Fixed Assets - Computers & Peripherals	192,900	127,900	(65,000)
506178 Fixed Assets - Misc. Equipment	18,200	18,200	0
507320 Reserve Fund Capital Projects	0	52,000	52,000
604078 Infra Maint-Operating	(475,000)	(605,000)	(130,000)
	\$17,648,300	\$18,413,700	\$765,400

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Directorate Support - Resourcing and Development</u>			
501059 Statutory Holiday Overtime Expense	14,800	14,800	0
501110 Compensation	229,300	229,300	0
501114 Dry Cleaning	400	400	0
501401 Salary Benefits	58,900	58,900	0
501998 Provision for Gapping	(274,800)	(283,900)	(9,100)
502112 Employee Development & Travel	5,000	5,000	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	400	400	0
505990 Office Supplies	6,500	6,500	0
	\$41,000	\$31,900	(\$9,100)

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Human Resources</u>			
501110 Compensation	1,086,400	1,119,500	33,100
501150 Overtime	6,800	4,200	(2,600)
501401 Salary Benefits	278,900	287,300	8,400
502112 Employee Development & Travel	29,300	29,900	600
502114 Employee Recognition	15,000	5,000	(10,000)
502115 Car Mileage	10,100	7,400	(2,700)
502210 Advertising, Promotion & Publication	1,300	1,300	0
502330 Professional Services	964,000	949,000	(15,000)
502350 Medical Services - Physician's Services	18,000	18,000	0
502395 Memberships	5,600	4,900	(700)
502443 R & M - Equipment	15,000	15,000	0
502660 Rentals - Equipment	7,000	7,000	0
505478 Personal/Safety Supplies/Clothing	3,000	3,000	0
505989 Publications / Printed Matter	300	300	0
506173 Fixed Assets - Furniture & Equip.	20,000	20,000	0
506178 Fixed Assets - Misc. Equipment	15,000	15,000	0
509997 Staffing Requests	0	0	0
	\$2,475,700	\$2,486,800	\$11,100

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Employee Labour Relations</u>			
501110 Compensation	351,800	359,000	7,200
501401 Salary Benefits	90,300	92,200	1,900
502112 Employee Development & Travel	9,700	9,700	0
502115 Car Mileage	1,500	1,500	0
502330 Professional Services	25,000	25,000	0
502394 Receptions & Luncheons	200	200	0
502395 Memberships	2,400	2,400	0
505989 Publications / Printed Matter	2,400	2,400	0
	\$483,300	\$492,400	\$9,100

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Outreach and Development</u>			
501110 Compensation	6,086,500	6,292,800	206,300
501114 Dry Cleaning	22,200	22,200	0
501132 Lieu of Benefits	9,700	10,000	300
501144 Court Overtime	2,000	2,100	100
501150 Overtime	76,000	62,600	(13,400)
501151 Shift Premium	200	200	0
501193 Vacation Pay	6,500	6,700	200
501401 Salary Benefits	1,513,900	1,565,400	51,500
501590 Tuition Fees	30,000	30,000	0
502112 Employee Development & Travel	897,200	861,600	(35,600)
502115 Car Mileage	21,700	21,700	0
502215 Career Advertising	5,000	5,000	0
502330 Professional Services	65,300	87,300	22,000
502394 Receptions & Luncheons	11,400	11,400	0
502395 Memberships	2,500	2,500	0
502478 Misc. Repair and Maintenance	65,000	65,000	0
502692 Parking Expenses	57,300	57,300	0
502899 Police Related Services	34,500	34,500	0
505478 Personal/Safety Supplies/Clothing	11,000	11,000	0
505775 Small Tools & Parts	38,600	38,600	0
505981 Police Related Supplies	7,000	7,000	0
505984 Program Supplies	32,000	32,000	0
505990 Office Supplies	5,800	5,800	0
505992 Ammunition & Range Supplies	477,100	477,100	0
506178 Fixed Assets - Misc. Equipment	246,600	246,600	0
509711 Expenditure Recoveries	(30,000)	(30,000)	0
509997 Staffing Requests			
604017 Micro/Other Training - City	25,000	25,000	0
604277 First Aid/CPR Training - City	23,800	23,800	0
	\$9,743,800	\$9,975,200	\$231,400

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Wellness Strategy</u>			
502112 Employee Development & Travel	20,000	28,000	8,000
502115 Car Mileage		1,500	1,500
502330 Professional Services	320,000	310,000	(10,000)
502395 Memberships		500	500
502899 Police Related Services	160,000	160,000	0
	\$500,000	\$500,000	\$0

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Directorate Support - Support Services</u>			
501059 Statutory Holiday Overtime Expense	115,600	119,100	3,500
501110 Compensation	314,600	319,300	4,700
501114 Dry Cleaning	800	800	0
501401 Salary Benefits	80,800	82,100	1,300
501998 Provision for Gapping	(525,400)	(541,700)	(16,300)
502112 Employee Development & Travel	2,600	2,600	0
502394 Receptions & Luncheons	800	800	0
502899 Police Related Services	400	400	0
505990 Office Supplies	13,200	13,200	0
506178 Fixed Assets - Misc. Equipment	5,000	5,000	0
	\$8,400	\$1,600	(\$6,800)

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Court Security</u>			
501110 Compensation	5,954,100	6,135,900	181,800
501114 Dry Cleaning	26,400	26,300	(100)
501144 Court Overtime	18,200	19,200	1,000
501150 Overtime	109,000	116,000	7,000
501151 Shift Premium	32,700	32,700	0
501401 Salary Benefits	1,515,100	1,561,300	46,200
502112 Employee Development & Travel	10,000	10,000	0
502115 Car Mileage	100	100	0
502394 Receptions & Luncheons	1,000	1,000	0
502899 Police Related Services	302,200	302,200	0
505100 Food & Beverages	64,200	64,200	0
505478 Personal/Safety Supplies/Clothing	2,500	2,500	0
505981 Police Related Supplies	11,200	11,200	0
402007 Provincial Conditional Transfers	(3,103,400)	(3,720,400)	(617,000)
	\$4,943,300	\$4,562,200	(\$381,100)

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Court Liaison</u>			
501110 Compensation	3,673,100	3,730,800	57,700
501114 Dry Cleaning	3,100	3,100	0
501132 Lieu of Benefits	2,700	2,700	0
501144 Court Overtime	700	700	0
501150 Overtime	3,000	3,000	0
501151 Shift Premium	25,000	25,000	0
501193 Vacation Pay	1,800	1,800	0
501401 Salary Benefits	928,000	942,700	14,700
502112 Employee Development & Travel	6,000	6,000	0
502115 Car Mileage	1,000	1,000	0
502394 Receptions & Luncheons	500	500	0
502899 Police Related Services	300	300	0
505981 Police Related Supplies	2,000	2,000	0
505989 Publications / Printed Matter	300	300	0
	\$4,647,500	\$4,719,900	\$72,400

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Inspector Courts / Temp. Custody / Victim</u>			
501110 Compensation	137,300	137,300	0
501114 Dry Cleaning	400	400	0
501401 Salary Benefits	35,300	35,300	0
502112 Employee Development & Travel	2,000	2,000	0
502394 Receptions & Luncheons	500	500	0
505989 Publications / Printed Matter	300	300	0
	\$175,800	\$175,800	\$0

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Inspector - Communications</u>			
501110 Compensation	627,800	642,800	15,000
501114 Dry Cleaning	1,100	1,100	0
501401 Salary Benefits	160,100	163,900	3,800
502112 Employee Development & Travel	4,000	4,000	0
502394 Receptions & Luncheons	400	400	0
	\$793,400	\$812,200	\$18,800

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Victim Crisis Unit</u>			
501110 Compensation	772,400	796,100	23,700
501132 Lieu of Benefits	3,300	3,400	100
501150 Overtime	3,000	3,000	0
501151 Shift Premium	2,500	2,500	0
501193 Vacation Pay	2,200	2,300	100
501401 Salary Benefits	188,600	194,400	5,800
502112 Employee Development & Travel	7,300	7,300	0
502115 Car Mileage	400	400	0
502394 Receptions & Luncheons	400	400	0
502395 Memberships	200	200	0
502899 Police Related Services	5,500	5,500	0
505981 Police Related Supplies	100	100	0
505989 Publications / Printed Matter	700	700	0
	\$986,600	\$1,016,300	\$29,700

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Communications / 911 / Switchboard</u>			
501059 Statutory Holiday Overtime Expense	15,200	15,700	500
501110 Compensation	10,087,300	10,393,700	306,400
501132 Lieu of Benefits	8,100	8,400	300
501144 Court Overtime	2,000	2,100	100
501150 Overtime	87,000	90,000	3,000
501151 Shift Premium	177,100	177,100	0
501192 Terminal Allowance	6,600	6,600	0
501193 Vacation Pay	5,400	5,600	200
501197 Supplemental EI Benefits Plan	20,000	20,000	0
501401 Salary Benefits	2,541,300	2,618,600	77,300
501998 Provision for Gapping	(933,600)	(962,100)	(28,500)
502112 Employee Development & Travel	8,300	8,300	0
502132 Basic Telephone and Data	4,400	4,400	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	800	800	0
502445 R & M - Systems	43,100	43,100	0
502478 Misc. Repair and Maintenance	3,500	3,500	0
502899 Police Related Services	1,200	1,200	0
505981 Police Related Supplies	6,000	6,000	0
505989 Publications / Printed Matter	500	500	0
505990 Office Supplies	4,500	4,500	0
506178 Fixed Assets - Misc. Equipment	4,800	4,800	0
604172 911 System	(1,809,500)	(1,838,000)	(28,500)
	\$10,284,500	\$10,615,300	\$330,800

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Radio System</u>			
502445 R & M - Systems	70,400	20,500	(49,900)
502478 Misc. Repair and Maintenance	500	500	0
502899 Police Related Services	22,300	22,300	0
502912 Licences & Permits	825,000	43,900	(781,100)
505981 Police Related Supplies	40,000	40,000	0
604126 City Comm. System (Radio System)	452,000	1,583,000	1,131,000
	\$1,410,200	\$1,710,200	\$300,000

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Call Centre</u>			
501110 Compensation	2,253,800	2,322,500	68,700
501144 Court Overtime	600	600	0
501150 Overtime	3,000	3,000	0
501151 Shift Premium	25,100	25,100	0
501401 Salary Benefits	574,500	592,100	17,600
502112 Employee Development & Travel	2,500	2,500	0
502394 Receptions & Luncheons	200	200	0
505981 Police Related Supplies	1,300	1,300	0
505989 Publications / Printed Matter	400	400	0
506173 Fixed Assets - Furniture & Equip.	2,200	2,200	0
	\$2,863,600	\$2,949,900	\$86,300

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Directorate Support - Emergency & Operational</u>			
501059 Statutory Holiday Overtime Expense	84,100	86,700	2,600
501110 Compensation	747,000	760,800	13,800
501113 Clothing Allowance	1,100	1,100	0
501114 Dry Cleaning	1,800	1,800	0
501150 Overtime	500	500	0
501401 Salary Benefits	190,200	193,700	3,500
501998 Provision for Gapping	(485,900)	(500,400)	(14,500)
502112 Employee Development & Travel	7,200	7,200	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	600	600	0
502899 Police Related Services	7,100	7,100	0
505981 Police Related Supplies	200	200	0
505990 Office Supplies	12,500	12,500	0
506178 Fixed Assets - Misc. Equipment	15,000	15,000	0
	\$581,900	\$587,300	\$5,400

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Emergency Operations Support</u>			
501110 Compensation	4,264,200	4,394,100	129,900
501114 Dry Cleaning	15,500	15,500	0
501144 Court Overtime	14,700	16,000	1,300
501150 Overtime	198,000	203,500	5,500
501151 Shift Premium	8,900	8,900	0
501190 On Call	290,900	297,900	7,000
501401 Salary Benefits	1,064,100	1,096,500	32,400
502112 Employee Development & Travel	132,300	132,300	0
502330 Professional Services	28,500	28,500	0
502394 Receptions & Luncheons	200	200	0
502395 Memberships	1,600	1,600	0
502442 R & M - Buildings	9,000	9,000	0
502478 Misc. Repair and Maintenance	7,000	7,000	0
502899 Police Related Services	13,000	13,000	0
505478 Personal/Safety Supplies/Clothing	74,800	74,800	0
505981 Police Related Supplies	76,000	76,000	0
505989 Publications / Printed Matter	3,600	3,600	0
505992 Ammunition & Range Supplies	139,600	139,600	0
506178 Fixed Assets - Misc. Equipment	84,300	84,300	0
509993 Fleet Requests Capital (RAF)		0	0
509998 Specialized Equip / Other Capital (RAF)	0	0	0
407005 Other Fees and Services	(20,000)	(20,000)	0
	\$6,406,200	\$6,582,300	\$176,100

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Duty Inspector Program</u>			
501110 Compensation	844,700	845,300	600
501114 Dry Cleaning	2,100	2,100	0
501401 Salary Benefits	211,800	211,800	0
501511 Taxable Car Allowance	26,000	26,000	0
502112 Employee Development & Travel	16,000	16,000	0
502395 Memberships	600	600	0
505478 Personal/Safety Supplies/Clothing	1,700	1,700	0
505981 Police Related Supplies	7,000	7,000	0
505989 Publications / Printed Matter	500	500	0
509991 Facility Related Capital (RAF)			
	\$1,110,400	\$1,111,000	\$600

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Public Safety - Event Planning</u>			
501110 Compensation	1,473,000	1,518,100	45,100
501114 Dry Cleaning	5,100	5,100	0
501144 Court Overtime	1,900	1,900	0
501149 Special Overtime - Off Duty	2,227,900	3,727,900	1,500,000
501150 Overtime	332,600	345,500	12,900
501190 On Call	79,500	85,000	5,500
501401 Salary Benefits	377,000	388,400	11,400
502112 Employee Development & Travel	120,300	119,300	(1,000)
502210 Advertising, Promotion & Publication	1,500	1,500	0
502394 Receptions & Luncheons	100	100	0
502395 Memberships	700	700	0
502444 R & M - Vehicles	63,000	63,000	0
502478 Misc. Repair and Maintenance	10,000	10,000	0
502610 Property Leases	7,500	7,500	0
502620 Rentals - Vehicles & Equipment	5,000	5,000	0
502899 Police Related Services	15,000	15,000	0
505343 Fuels & Lubricants	42,500	42,500	0
505478 Personal/Safety Supplies/Clothing	121,500	121,500	0
505775 Small Tools & Parts	2,500	2,500	0
505981 Police Related Supplies	106,500	106,500	0
505984 Program Supplies	63,000	63,000	0
505989 Publications / Printed Matter	4,500	4,500	0
506178 Fixed Assets - Misc. Equipment	42,900	42,900	0
509711 Expenditure Recoveries	(10,000)	0	10,000
604101 Police Services - Off Duty Policing	(75,000)	(75,000)	0
407073 Revenue - Off Duty Policing	(3,852,400)	(5,417,200)	(1,564,800)
	\$1,166,100	\$1,185,200	\$19,100

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Public Safety - Traffic Services</u>			
501110 Compensation	4,140,500	4,266,900	126,400
501114 Dry Cleaning	14,700	14,700	0
501144 Court Overtime	15,100	16,000	900
501150 Overtime	50,000	52,000	2,000
501151 Shift Premium	1,900	1,900	0
501190 On Call	62,000	63,900	1,900
501401 Salary Benefits	1,044,600	1,076,500	31,900
502112 Employee Development & Travel	36,800	36,800	0
502210 Advertising, Promotion & Publication	100	100	0
502330 Professional Services	5,300	5,300	0
502394 Receptions & Luncheons	800	800	0
502395 Memberships	1,000	500	(500)
502478 Misc. Repair and Maintenance	7,000	5,000	(2,000)
502899 Police Related Services	13,000	11,000	(2,000)
505478 Personal/Safety Supplies/Clothing	12,200	11,200	(1,000)
505770 Laboratory Supplies	5,400	5,400	0
505981 Police Related Supplies	23,100	22,600	(500)
505984 Program Supplies	39,000	39,000	0
505989 Publications / Printed Matter	2,500	1,500	(1,000)
506178 Fixed Assets - Misc. Equipment	26,800	24,800	(2,000)
509711 Expenditure Recoveries	(136,000)	(136,000)	0
402007 Provincial Conditional Transfers	(45,000)	(45,000)	0
407005 Other Fees and Services	(138,000)	(138,000)	0
	\$5,182,800	\$5,336,900	\$154,100

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Emergency Operations Support - Airport Policing</u>			
501059 Statutory Holiday Overtime Expense	14,900	14,900	0
501110 Compensation	2,148,000	2,212,100	64,100
501114 Dry Cleaning	7,400	7,400	0
501144 Court Overtime	4,000	4,000	0
501150 Overtime	47,000	47,000	0
501151 Shift Premium	2,500	2,500	0
501192 Terminal Allowance	137,800	137,800	0
501401 Salary Benefits	515,100	530,800	15,700
502112 Employee Development & Travel	11,400	11,400	0
502132 Basic Telephone and Data	13,400	13,400	0
502134 Cellular Phones	4,800	4,800	0
502139 Pagers	300	300	0
502373 Insurance	5,000	5,000	0
502694 Print Service Systems (Photocopiers)	2,400	2,400	0
502899 Police Related Services	6,300	6,300	0
505478 Personal/Safety Supplies/Clothing	46,200	46,200	0
505981 Police Related Supplies	1,000	1,000	0
505990 Office Supplies	1,000	1,000	0
507320 Reserve Fund Capital Projects	11,200	11,200	0
407005 Other Fees and Services	(3,438,800)	(3,564,500)	(125,700)
	(\$459,100)	(\$505,000)	(\$45,900)

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Emer. Mgmt / Business Continuity</u>			
501110 Compensation	302,900	308,000	5,100
501114 Dry Cleaning	700	700	0
501150 Overtime	4,400	5,400	1,000
501401 Salary Benefits	77,800	79,100	1,300
502112 Employee Development & Travel	25,900	25,900	0
502115 Car Mileage	3,000	3,000	0
502210 Advertising, Promotion & Publication	1,000	1,000	0
502330 Professional Services	1,400	1,400	0
502394 Receptions & Luncheons	500	500	0
502395 Memberships	900	900	0
505478 Personal/Safety Supplies/Clothing	1,500	1,500	0
505981 Police Related Supplies	1,600	1,600	0
505989 Publications / Printed Matter	1,300	1,300	0
	\$422,900	\$430,300	\$7,400

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Directorate Support - Criminal Investigative</u>			
501059 Statutory Holiday Overtime Expense	135,600	139,700	4,100
501110 Compensation	1,348,700	1,372,500	23,800
501113 Clothing Allowance	11,300	11,300	0
501114 Dry Cleaning	3,900	3,900	0
501401 Salary Benefits	343,800	349,900	6,100
501998 Provision for Gapping	(927,800)	(956,800)	(29,000)
502112 Employee Development & Travel	17,500	17,500	0
502394 Receptions & Luncheons	900	900	0
502899 Police Related Services	25,000	25,000	0
505990 Office Supplies	27,000	27,000	0
506178 Fixed Assets - Misc. Equipment	8,500	8,500	0
	\$994,400	\$999,400	\$5,000

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Special Operations CID</u>			
501110 Compensation	6,757,100	7,007,100	250,000
501113 Clothing Allowance	65,800	63,700	(2,100)
501114 Dry Cleaning	22,600	21,900	(700)
501132 Lieu of Benefits	5,600	5,800	200
501144 Court Overtime	122,500	128,100	5,600
501150 Overtime	199,400	208,500	9,100
501151 Shift Premium	1,900	1,900	0
501193 Vacation Pay	3,700	3,800	100
501401 Salary Benefits	1,698,400	1,759,800	61,400
502112 Employee Development & Travel	90,100	95,100	5,000
502132 Basic Telephone and Data	30,700	30,700	0
502210 Advertising, Promotion & Publication	2,500	2,500	0
502330 Professional Services	10,000	0	(10,000)
502394 Receptions & Luncheons	1,600	1,600	0
502395 Memberships	1,700	1,700	0
502899 Police Related Services	26,400	26,400	0
505478 Personal/Safety Supplies/Clothing	2,000	2,000	0
505776 Investigative Supplies	96,100	86,100	(10,000)
505981 Police Related Supplies	97,000	102,000	5,000
505989 Publications / Printed Matter	300	300	0
506178 Fixed Assets - Misc. Equipment	41,700	41,700	0
509992 Computer Hardware & Software (RAF)	0	0	0
509998 Specialized Equip / Other Capital (RAF)	0	0	0
402007 Provincial Conditional Transfers	(327,000)	(327,000)	0
	\$8,950,100	\$9,263,700	\$313,600

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Investigative Support</u>			
501110 Compensation	10,427,800	10,745,900	318,100
501113 Clothing Allowance	98,000	98,000	0
501114 Dry Cleaning	36,100	36,100	0
501144 Court Overtime	65,300	70,000	4,700
501150 Overtime	283,700	282,000	(1,700)
501151 Shift Premium	5,400	5,400	0
501401 Salary Benefits	2,655,100	2,735,900	80,800
502112 Employee Development & Travel	146,400	145,600	(800)
502330 Professional Services	9,000	9,000	0
502394 Receptions & Luncheons	1,000	1,000	0
502395 Memberships	5,700	6,500	800
502443 R & M - Equipment	17,000	15,200	(1,800)
502445 R & M - Systems	14,100	12,900	(1,200)
502478 Misc. Repair and Maintenance	46,400	46,400	0
502610 Property Leases	13,000	13,000	0
502620 Rentals - Vehicles & Equipment	1,500	1,500	0
502899 Police Related Services	700	700	0
502912 Licences & Permits	4,000	4,000	0
505343 Fuels & Lubricants	25,900	25,900	0
505478 Personal/Safety Supplies/Clothing	2,400	5,400	3,000
505770 Laboratory Supplies	19,000	19,000	0
505776 Investigative Supplies	2,500	2,500	0
505981 Police Related Supplies	15,000	15,000	0
505984 Program Supplies	106,500	106,500	0
505989 Publications / Printed Matter	1,400	1,400	0
506178 Fixed Assets - Misc. Equipment	47,300	47,300	0
509992 Computer Hardware & Software (RAF)	0	0	0
509993 Fleet Requests Capital (RAF)	0	0	0
509998 Specialized Equip / Other Capital (RAF)	0	0	0
402007 Provincial Conditional Transfers	(90,000)	(90,000)	0
407081 Revenue - Secondment Revenue	(298,000)	(298,000)	0
	\$13,662,200	\$14,064,100	\$401,900

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Major Case Investigations</u>			
501110 Compensation	7,882,100	8,122,700	240,600
501113 Clothing Allowance	78,100	78,100	0
501114 Dry Cleaning	26,700	26,700	0
501144 Court Overtime	283,800	293,300	9,500
501150 Overtime	440,500	453,000	12,500
501151 Shift Premium	8,100	8,100	0
501190 On Call	95,000	97,000	2,000
501401 Salary Benefits	2,008,600	2,070,000	61,400
502112 Employee Development & Travel	75,400	75,400	0
502330 Professional Services	5,200	5,200	0
502394 Receptions & Luncheons	1,500	1,500	0
502395 Memberships	800	800	0
502445 R & M - Systems	2,500	2,500	0
502899 Police Related Services	2,700	2,700	0
505776 Investigative Supplies	3,500	3,500	0
505981 Police Related Supplies	4,900	4,000	(900)
505989 Publications / Printed Matter	900	1,800	900
506178 Fixed Assets - Misc. Equipment	18,600	18,600	0
	\$10,938,900	\$11,264,900	\$326,000

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Special Events / Investigations</u>			
501110 Compensation	293,300	302,200	8,900
501132 Lieu of Benefits	17,600	18,100	500
501150 Overtime	225,000	228,000	3,000
501193 Vacation Pay	11,700	12,100	400
501401 Salary Benefits	11,700	12,100	400
502112 Employee Development & Travel	13,100	13,100	0
502132 Basic Telephone and Data	77,400	77,400	0
502620 Rentals - Vehicles & Equipment	76,200	76,200	0
505776 Investigative Supplies	10,000	10,000	0
	\$736,000	\$749,200	\$13,200

Department: OTTAWA POLICE SERVICE

		2016 Budget	2017 Budget	Increase (Decrease)
<u>Directorate Support - Patrol</u>				
501059	Statutory Holiday Overtime Expense	593,800	611,900	18,100
501110	Compensation	1,903,800	1,957,100	53,300
501114	Dry Cleaning	6,000	6,000	0
501144	Court Overtime	2,000	2,000	0
501150	Overtime	500	0	(500)
501151	Shift Premium	134,500	134,500	0
501401	Salary Benefits	443,600	455,900	12,300
501998	Provision for Gapping	(1,738,700)	(1,793,100)	(54,400)
502112	Employee Development & Travel	6,000	6,000	0
502115	Car Mileage	100	100	0
502394	Receptions & Luncheons	1,100	1,100	0
505981	Police Related Supplies	27,900	27,900	0
505989	Publications / Printed Matter	200	200	0
505990	Office Supplies	18,800	18,800	0
506178	Fixed Assets - Misc. Equipment	12,700	12,700	0
509998	Specialized Equip / Other Capital (RAF)	0	0	0
		\$1,412,300	\$1,441,100	\$28,800

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Patrol Services Central</u>			
501110 Compensation	15,728,400	16,204,600	476,200
501114 Dry Cleaning	58,800	58,800	0
501144 Court Overtime	222,200	226,300	4,100
501150 Overtime	86,800	103,000	16,200
501401 Salary Benefits	3,980,800	4,101,500	120,700
502112 Employee Development & Travel	5,700	5,700	0
502394 Receptions & Luncheons	700	700	0
505981 Police Related Supplies	2,200	2,200	0
505989 Publications / Printed Matter	300	300	0
	\$20,085,900	\$20,703,100	\$617,200

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Patrol Services West</u>			
501110 Compensation	16,899,600	17,411,600	512,000
501114 Dry Cleaning	63,000	63,000	0
501144 Court Overtime	187,100	190,500	3,400
501150 Overtime	114,600	122,000	7,400
501401 Salary Benefits	4,275,500	4,405,000	129,500
502112 Employee Development & Travel	5,700	5,700	0
502394 Receptions & Luncheons	800	800	0
505981 Police Related Supplies	2,100	2,100	0
505989 Publications / Printed Matter	300	300	0
	\$21,548,700	\$22,201,000	\$652,300

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Patrol Services East</u>			
501110 Compensation	15,282,800	15,745,200	462,400
501114 Dry Cleaning	56,400	56,400	0
501144 Court Overtime	169,800	173,000	3,200
501150 Overtime	108,000	116,000	8,000
501401 Salary Benefits	3,857,900	3,974,800	116,900
502112 Employee Development & Travel	5,700	5,700	0
502394 Receptions & Luncheons	500	500	0
505981 Police Related Supplies	2,400	2,400	0
505989 Publications / Printed Matter	300	300	0
	\$19,483,800	\$20,074,300	\$590,500

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Directorate Support - District Services</u>			
501059 Statutory Holiday Overtime Expense	179,100	186,000	6,900
501110 Compensation	1,291,000	1,325,500	34,500
501114 Dry Cleaning	4,200	4,200	0
501151 Shift Premium	22,100	22,100	0
501401 Salary Benefits	328,800	337,700	8,900
501998 Provision for Gapping	(1,016,500)	(1,049,200)	(32,700)
502112 Employee Development & Travel	4,000	4,000	0
502115 Car Mileage	100	100	0
502394 Receptions & Luncheons	1,100	1,100	0
502619 Building/Facilities Rentals	2,000	2,000	0
505981 Police Related Supplies	7,000	7,000	0
505990 Office Supplies	12,500	12,500	0
506178 Fixed Assets - Misc. Equipment	7,000	7,000	0
509993 Fleet Requests Capital (RAF)	0	0	0
509997 Staffing Requests	0	0	0
509999 New & Expanded Programs	0	0	0
	\$842,400	\$860,000	\$17,600

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>District Services District Support</u>			
501110 Compensation	6,630,900	6,828,400	197,500
501113 Clothing Allowance	8,500	8,500	0
501114 Dry Cleaning	23,600	23,600	0
501144 Court Overtime	21,500	23,000	1,500
501150 Overtime	37,700	38,500	800
501151 Shift Premium	3,300	3,300	0
501193 Vacation Pay	1,300	1,300	0
501401 Salary Benefits	1,673,200	1,723,100	49,900
502112 Employee Development & Travel	24,600	24,600	0
502115 Car Mileage	1,000	1,000	0
502210 Advertising, Promotion & Publication	300	300	0
502394 Receptions & Luncheons	2,700	2,700	0
502395 Memberships	100	100	0
502620 Rentals - Vehicles & Equipment	4,500	4,500	0
502692 Parking Expenses	1,600	1,600	0
502899 Police Related Services	800	800	0
505776 Investigative Supplies	800	800	0
505981 Police Related Supplies	11,700	11,700	0
505984 Program Supplies	10,000	10,000	0
604277 First Aid/CPR Training - City	1,700	1,700	0
	\$8,459,800	\$8,709,500	\$249,700

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>District Services Investigations</u>			
501110 Compensation	5,125,500	5,277,700	152,200
501113 Clothing Allowance	50,300	50,300	0
501114 Dry Cleaning	17,600	17,600	0
501144 Court Overtime	95,600	100,500	4,900
501150 Overtime	61,600	64,500	2,900
501190 On Call	15,000	15,400	400
501401 Salary Benefits	1,297,700	1,336,200	38,500
502112 Employee Development & Travel	16,900	16,900	0
502394 Receptions & Luncheons	500	500	0
505776 Investigative Supplies	22,400	22,400	0
505981 Police Related Supplies	2,000	2,000	0
506178 Fixed Assets - Misc. Equipment	3,100	3,100	0
	\$6,708,200	\$6,907,100	\$198,900

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>District Services Community</u>			
501110 Compensation	5,389,300	5,549,300	160,000
501113 Clothing Allowance	2,000	2,000	0
501114 Dry Cleaning	19,800	19,800	0
501144 Court Overtime	45,300	47,200	1,900
501150 Overtime	17,700	20,200	2,500
501401 Salary Benefits	1,360,100	1,400,400	40,300
502112 Employee Development & Travel	9,300	9,300	0
502394 Receptions & Luncheons	5,000	5,000	0
505981 Police Related Supplies	11,000	11,000	0
	\$6,859,500	\$7,064,200	\$204,700

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>District Services West</u>			
501110 Compensation	5,458,900	5,621,000	162,100
501113 Clothing Allowance	20,600	20,600	0
501114 Dry Cleaning	19,600	19,600	0
501144 Court Overtime	61,100	62,900	1,800
501150 Overtime	38,100	40,900	2,800
501190 On Call	5,000	5,100	100
501401 Salary Benefits	1,372,200	1,412,900	40,700
502112 Employee Development & Travel	10,400	10,400	0
502115 Car Mileage	400	400	0
502394 Receptions & Luncheons	8,200	8,200	0
505981 Police Related Supplies	15,700	15,700	0
	\$7,010,200	\$7,217,700	\$207,500

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>District Services East</u>			
501110 Compensation	5,136,500	5,289,100	152,600
501113 Clothing Allowance	18,500	18,500	0
501114 Dry Cleaning	18,400	18,400	0
501144 Court Overtime	41,700	43,200	1,500
501150 Overtime	40,000	44,500	4,500
501190 On Call	5,000	5,100	100
501401 Salary Benefits	1,298,900	1,337,400	38,500
502112 Employee Development & Travel	9,800	9,800	0
502394 Receptions & Luncheons	6,700	6,700	0
505981 Police Related Supplies	12,000	12,000	0
	\$6,587,500	\$6,784,700	\$197,200

Department: OTTAWA POLICE SERVICE

		2016 Budget	2017 Budget	Increase (Decrease)
<u>Corporate Accounts</u>				
501093	WSIB Admin Charges	304,000	304,000	0
501094	WSIB Permanent Awards	795,000	795,000	0
501110	Compensation	17,790,000	17,146,800	(643,200)
501113	Clothing Allowance	0	0	0
501114	Dry Cleaning	9,900	18,600	8,700
501117	Meal Allowance	10,000	10,000	0
501132	Lieu of Benefits	8,600	0	(8,600)
501144	Court Overtime	140,000	0	(140,000)
501151	Shift Premium	208,000	208,000	0
501191	Longevity Pay	182,000	182,000	0
501193	Vacation Pay	9,500	0	(9,500)
501194	WSIB Direct Payments	936,000	936,000	0
501195	E. I. Rebate	66,000	66,000	0
501197	Supplemental EI Benefits Plan	228,600	257,200	28,600
501401	Salary Benefits	262,300	696,800	434,500
501998	Provision for Gapping	0	0	0
502112	Employee Development & Travel	120,400	120,400	0
502113	Local Transportation	500	500	0
502115	Car Mileage	6,000	6,200	200
502330	Professional Services	777,500	893,500	116,000
502387	Liability Claims	150,000	150,000	0
502394	Receptions & Luncheons	15,000	10,000	(5,000)
502395	Memberships	15,000	15,000	0
502396	Outside Printing	5,000	5,000	0
502442	R & M - Buildings	350,000	350,000	0
502443	R & M - Equipment	259,000	259,000	0
502692	Parking Expenses	127,000	127,000	0
502899	Police Related Services	1,918,300	2,886,600	968,300
502928	Community Events	50,000	0	(50,000)
505478	Personal/Safety Supplies/Clothing	4,300	4,300	0
505981	Police Related Supplies	43,400	156,200	112,800
505984	Program Supplies	0	0	0
505990	Office Supplies	5,000	5,000	0
506173	Fixed Assets - Furniture & Equip.	50,000	50,000	0
506175	Fixed Assets - Computers & Peripherals	100,000	125,000	25,000
506178	Fixed Assets - Misc. Equipment	637,800	787,500	149,700
507320	Reserve Fund Capital Projects	9,550,000	10,885,000	1,335,000
507411	Allowance - Doubtful Accounts	30,000	30,000	0
508930	Banking Service Charges	1,200	1,200	0
509711	Expenditure Recoveries	(66,000)	(66,000)	0
509995	Project Funds	0	0	0
604002	Internal Printing	90,000	90,000	0
604182	Corporate Supply Management - City	100,000	100,000	0
401005	Federal Other Revenue	(2,000,000)	(2,000,000)	0
402007	Provincial Conditional Transfers	(4,312,000)	(4,312,000)	0

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
406027 One Time Funding From Reserve Funds	(1,000,000)	(500,000)	500,000
407005 Other Fees and Services	(111,000)	(111,000)	0
407015 Other Revenue		(1,500,000)	(1,500,000)
407074 Revenue - F.O.I. Requests	(2,000)	(2,000)	0
407075 Revenue - Records Clearance Checks	(1,943,900)	(2,143,900)	(200,000)
407076 Revenue - Fingerprints	(50,000)	(50,000)	0
407078 Revenue - Occurrence/Accident Reports	(1,658,000)	(1,458,000)	200,000
	\$24,212,400	\$25,534,900	\$1,322,500

Department: OTTAWA POLICE SERVICE

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Operational Backfill</u>			
501110 Compensation	1,547,200	1,594,400	47,200
501113 Clothing Allowance	0	8,200	8,200
501114 Dry Cleaning	5,300	5,300	0
501144 Court Overtime	2,600	2,600	0
501401 Salary Benefits	378,900	390,400	11,500
402007 Provincial Conditional Transfers	0	(354,800)	(354,800)
407081 Revenue - Secondment Revenue	(1,934,000)	(1,646,100)	287,900
	\$0	\$0	\$0

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Insurance</u>			
604167 Insurance Claims	725,700	725,700	0
604168 Insurance Premiums	425,200	425,200	0
	\$1,150,900	\$1,150,900	\$0

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Retirement Costs</u>			
501110 Compensation	387,000	398,800	11,800
501113 Clothing Allowance	1,000	1,000	0
501114 Dry Cleaning	1,000	1,000	0
501123 Unused Annual Leave	845,700	845,700	0
501143 Survivor Benefit	41,000	41,000	0
501144 Court Overtime	2,100	2,100	0
501192 Terminal Allowance	2,618,200	2,618,200	0
501195 E. I. Rebate	800	800	0
501401 Salary Benefits	220,900	227,700	6,800
501422 Benefits For Retirees	1,297,300	1,297,300	0
	\$5,415,000	\$5,433,600	\$18,600

Department: *OTTAWA POLICE SERVICE*

	2016 Budget	2017 Budget	Increase (Decrease)
<u>Police Debt Charges</u>			
508801 Debt Charges	4,942,100	4,942,100	0
406021 Development Charge Revenue	(1,629,100)	(1,629,100)	0
	\$3,313,000	\$3,313,000	\$0
Totals	\$276,997,100	\$285,859,100	\$8,862,000

**Draft Capital
Estimates
Annexes B-1 to B-4**

OTTAWA POLICE SERVICE
2017
Draft Budget

Ottawa Police Service
Capital Budget Works in Progress
Annex B-1

**Ottawa Police Service
Project Works In Progress
September 30, 2016
Capital Projects**

Project #	Description	Budget	Spending Incl. Commitments	Residual	Status
907080	Facility Realignment Plan 2013	5,278,900	4,991,863	287,037	\$212k PDC Range Upgrades, \$47k Queensview Exterior Wayfinding, \$25k Control Centre SI
907081	Facility Initiatives-2013	250,000	250,000	-	Project to be closed
907732	Facility Initiatives-2014	200,000	72,182	127,818	In Tender \$127k Leitrim Gate Project
907920	Facility Initiatives-2015	200,000	-	200,000	In Tender \$139k Leitrim Gate Project, \$10k Facilities Renovations
908224	Facility Initiatives-2016	200,000	-	200,000	\$200k AODA Signage Upgrades - All OPS Facilities
Facility Initiatives		6,128,900	5,314,045	814,855	
906560	Facility Minor Capital - 2012	840,000	373,406	466,594	\$466k PDC Range Upgrades
907078	Accommodations and Alterations 2013	695,000	329,060	365,940	\$321k PDC Range Upgrades , \$45k 10th Line Lobby Acoustical Solution (Noise Reduction)
Facility Minor Capital		1,535,000	702,466	832,534	
902244	Algonquin Range	650,000	-	650,000	Purchase of remaining portion of the Range per
903447	Facility Acquisition - South	30,300,000	247,594	30,052,406	Initiating Site selection and project delivery methodology
907378	Workplace Innovation Project	225,000	171,069	53,931	
907491	Elgin Refit	1,220,000	172,397	1,047,603	Refit of Operational Space @ Elgin
907492	Swansea Refit	3,610,000	17,258	3,592,742	Refit of Fleet & Material Management Space @ Swansea
907919	Courts	750,000	-	750,000	Court Section Refit
Facility Strategic Plan		36,755,000	608,318	36,146,682	
906772	Facility Security Initiatives 2012	714,000	690,440	23,560	In Tender \$23.5k Leitrim Gate Project
907731	Facility Security Initiatives 2014	200,000	200,000	-	Project to be closed
907921	Facility Security Initiatives 2015	200,000	200,000	-	Project to be closed
908255	Facility Security Initiatives 2016	200,000	61,957	138,043	In Tender \$138k Leitrim Gate Project
Building Security and Access Control		1,314,000	1,152,397	161,603	
906561	Facility Lifecycle - 2012	1,975,000	1,974,663	337	Projects as identified in the 2012 Budget tabling document
907079	Facility Lifecycle - 2013	2,200,000	1,950,057	249,943	\$120k Heat Detectors/Bells & Horns @ Elgin
907730	Facility Lifecycle - 2014	2,200,000	2,190,332	9,668	Projects as identified in the 2014 Budget tabling document
907917	Facility Lifecycle - 2015	2,200,000	2,027,260	172,740	In Tender - \$183k Elgin Front Podium & Glass Block Cladding
908223	Facility Lifecycle - 2016	2,200,000	1,923,376	276,624	In Tender \$650k Elgin Glass Block Cladding , \$653k Modernize Elevator Systems @ Elgin
RPAM Facility Lifecycle Workplan		10,775,000	10,065,688	709,312	

**Ottawa Police Service
Project Works In Progress
September 30, 2016
Capital Projects**

Project #	Description	Budget	Spending Incl. Commitments	Residual	Status
906553	IT Infrastructure - 2012	1,000,000	979,938	20,062	Project to be closed
906554	IT Storage - 2012	700,000	700,000	-	Project to be closed
907073	IT Infrastructure - 2013	1,450,000	1,462,356	(12,356)	Project to be closed
907488	Infrastructure Support 2014	1,290,000	902,391	387,609	Hardware replacement, storage expansion, introduction of Anywhere, Anytime, Any device platform, roadmap for increased functionality of mobile workstation
907922	Infrastructure Support 2015	1,020,000	266,516	753,484	Hardware replacement, Microsoft office upgrade, Firewall replacement, Enterprise storage expansion
908261	Infrastructure Support 2016	870,000	31,151	838,849	Hardware replacement, Microsoft office upgrade, Firewall replacement, Enterprise storage expansion, Network Security Enhancements
906556	IT Applications - 2012	320,000	278,797	41,203	Service Catalogue, GIS Server Enhancement, Entity Analytical Suite
907075	IT Applications - 2013	350,000	322,762	27,238	Application upgrades including RMS, MDT, MSDM
907489	Secure Communications Connectivity	765,000	579,914	185,086	VoIP infrastructure and cabling, firewall replacement, geo-redundant call pilot enhancement, replace data switches
907923	Telecommunications - 2015	605,000	480,217	124,783	Avaya Aura Enterprise Solution, CCM upgrade, Evergreening wireless devices, Upgrade call pilot
908262	Telecommunications - 2016	600,000	129,864	470,136	Avaya Aura Outreach Manager, Customer Portal and IVR Technologies, Evergreening wireless devices, In-building cell phone repeaters, Evergreening of call detail recording and Telecom Asset Management System
904133	IT Strategic Initiatives	1,370,000	1,279,053	90,947	Improvements to IT service delivery and upgrades to existing infrastructure
907924	IM/IT Roadmap - 2015	4,425,000	-	4,425,000	1st year of a multi-year program which would see 26 initiatives including Information Management Strategy, Enterprise Architecture/Smart Police Design, Security Architecture, Service Bus Integration etc
908263	IM/IT Roadmap - 2016	8,715,000	-	8,715,000	2nd year of a multi-year program which will see 26 initiatives including Information Management Strategy, Enterprise Architecture/Smart Police Design, Security Architecture, Service Bus Integration etc
Information Technology & Telecommunications		23,480,000	7,412,958	16,067,042	
907487	Vehicle Replacement - 2014	2,850,000	2,689,550	160,450	2014 replacement plan plus Chief's fleet priorities & fleet strategic initiatives
907925	Vehicle Replacement - 2015	2,605,000	1,515,120	1,089,880	2015 replacement plan plus Chief's fleet priorities
908260	Vehicle Replacement - 2016	3,305,000	3,213,446	91,554	2016 replacement plan, \$250K for new hires' vehicles plus Chief's fleet priorities
Vehicle Replacement		8,760,000	7,418,115	1,341,885	
903450	Portable Radio Replacement	7,905,711	7,557,183	348,528	Phase 1 of radio upgrade
906213	Business Transformation	2,645,000	2,202,737	442,263	Collision reporting centres; E-disclosure; race based data collection, IT Infrastructure
907076	Business Solutions 2013	500,000	256,421	243,579	Project funding aimed at improving service delivery
Other Projects		11,050,711	10,016,340	1,034,371	
Report Total		96,734,161	40,033,305	56,700,856	

OTTAWA POLICE SERVICE
2017
Draft Budget

2017 to 2026 Capital Forecast
Annex B-2

**2017 TO 2026 CAPITAL FORECAST
(000's)**

Department: Ottawa Police Service		Budget 2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Total Estimate
AUTHORITY SUMMARY												
Renewal of Assets												
	Category / Project Title											
	Fleet Program - regular replacement	3,016	3,016	3,266	3,266	3,866	3,266	3,266	3,266	3,266	3,866	33,360
	Fleet Program - new hires	250	250									500
	Infrastructure Support	1,657	1,057	1,087	590	590	590	595	595	595	600	7,956
	Telecommunications	600	600	600	600	650	650	650	650	650	700	6,350
	Facility Lifecycle	2,200	2,200	2,310	2,310	2,310	2,310	2,310	2,310	2,310	2,310	22,880
	Evergreening of Assets				1,000	1,000	1,000	1,000	1,000	1,000	1,500	6,500
	Subtotal Renewal of Assets	7,723	7,123	7,263	6,766	8,416	7,816	7,821	7,821	7,821	8,976	77,546
	Growth											
	New Facility - South		50,715									50,715
	New Facility - South - IM/IT				4,000							4,000
	Communication Centre - Comm 1				5,000							5,000
	Subtotal Growth	-	50,715	-	9,000	-	-	-	-	-	-	59,715
	Strategic Initiatives											
	IM/IT Roadmap	6,830	9,485	8,765	3,100	2,000	2,000	2,000	2,000	2,000	2,000	40,180
	Elgin Refit	847					2,338			1,195		4,380
	Courts Upfit	140										140
	Queensview 2 Refit	4,400										4,400
	Corporate Services - South				35,699							35,699
	Swansea		2,150									2,150
	New Facility - Central Patrol		1,000					6,118		27,212		34,330
	Facility Security Initiatives	200	200	200	200	200	200	200	200	200	200	2,000
	Facility Initiatives	200	200	200	200	200	200	200	200	200	200	2,000
	Subtotal Strategic Initiatives	12,617	13,035	9,165	39,199	2,400	4,738	8,518	2,400	30,807	2,400	125,279
	Total	20,340	70,873	16,428	54,965	10,816	12,554	16,339	10,221	38,628	11,376	262,540

FUNDING PLAN												
	General Capital Reserve Fund	11,687	13,742	13,162	16,000	6,950	6,950	6,955	6,955	6,955	7,510	96,866
	Fleet Replacement Reserve Fund	2,980	2,980	2,980	2,980	3,580	2,980	2,980	2,980	2,980	3,580	30,999
	Facility Strategic Reserve Fund	987	7,150	20,000	20,000	2,338	4,000	4,000	4,000	7,195		41,670
	Debt	4,400	46,715	15,699	15,699		2,118	2,118		21,212		90,144
	Development Charges											-
	Revenue/Recovery from Operating	286	286	286	286	286	286	286	286	286	286	2,861
	Total	20,340	70,873	16,428	54,965	10,816	12,554	16,339	10,221	38,628	11,376	262,540

PRÉVISIONS EN MATIÈRE D'IMMOBILISATIONS, 2017 À 2026
(en milliers de dollars)

Service de police D'Ottawa											
SOMMAIRE DES AUTORISATIONS	Budget 2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	Estimation totale
Catégorie / Projet											
Renouvellement des immobilisations											
Programme de renouvellement du parc automobile - remplacement régulier	3,016	3,016	3,266	3,266	3,866	3,266	3,266	3,266	3,266	3,866	33,360
Programme de renouvellement du parc automobile - nouveaux employés	250	250									500
Appui aux infrastructures	1,657	1,057	1,087	590	590	590	595	595	595	600	7,956
Télécommunications	600	600	600	600	650	650	650	650	650	700	6,350
Cycle de vie des installations	2,200	2,200	2,310	2,310	2,310	2,310	2,310	2,310	2,310	2,310	22,880
Modifications progressive des atouts					1,000	1,000	1,000	1,000	1,000	1,500	6,500
Sous-total pour le renouvellement des immobilisations	7,723	7,123	7,263	6,766	8,416	7,816	7,821	7,821	7,821	8,976	77,546
Croissance - Immobilisations											
Nouvelles installations - Sud		50,715									50,715
Nouvelles installations - Sud - GI/TI				4,000							4,000
Le centre de communications - Comm1				5,000							5,000
Sous-total - Croissance	-	50,715	-	9,000	-	-	-	-	-	-	59,715
Initiatives stratégiques - Immobilisations											
Feuille de route GI/TI	6,830	9,485	8,765	3,100	2,000	2,000	2,000	2,000	2,000	2,000	40,180
Réaménagement - Elgin	847					2,338			1,195		4,380
Aménagement - Tribunaux	140										140
Réaménagement - Queensview 2	4,400										4,400
Services généraux - Sud				35,699							35,699
Swansea		2,150									2,150
Nouvelle Installations - Patrouille Centrale		1,000					6,118		27,212		34,330
Initiatives de sûreté de l'installation	200	200	200	200	200	200	200	200	200	200	2,000
Initiatives relatives aux installations	200	200	200	200	200	200	200	200	200	200	2,000
Sous-total - Initiatives stratégiques	12,617	13,035	9,165	39,199	2,400	4,738	8,518	2,400	30,807	2,400	125,279
Total	20,340	70,873	16,428	54,965	10,816	12,554	16,339	10,221	38,628	11,376	262,540
PLAN DE FINANCEMENT											
Fonds de réserve pour les immobilisations générales	11,687	13,742	13,162	16,000	6,950	6,950	6,955	6,955	6,955	7,510	96,866
Fonds de réserve pour le remplacement du parc automobile	2,980	2,980	2,980	2,980	3,580	2,980	2,980	2,980	2,980	3,580	30,999
Fonds de réserve stratégique pour les installations	987	7,150		20,000		2,338	4,000		7,195		41,670
Dettes	4,400	46,715		15,699			2,118		21,212		90,144
Frais de développement	286	286	286	286	286	286	286	286	286	286	2,861
Recettes/Recouvrement du fonctionnement	20,340	70,873	16,428	54,965	10,816	12,554	16,339	10,221	38,628	11,376	262,540

OTTAWA POLICE SERVICE
2017
Draft Budget

2017 Capital Budget
Project Details
Annex B-3

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Fleet Program 2017 Project Number: 908690 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2018	2017 Project Request	3,266
	Three Year Forecast	9,798
	Previous Budget Authority	0
	Total	13,064

This project provides funding for the annual purchase plan for Ottawa Police vehicles and related equipment, including marked, unmarked, and specialty vehicles.

Fleet lifecycle replacement is an annual program based on experienced degradation of vehicle reliability, safety and value associated with increases in vehicle mileage, maintenance and repair costs. The parameters for replacement vary with vehicle type and service requirements. Front line marked cruisers and traffic vehicles are considered for replacement when vehicles have been in service for 3 years and/or 160,000 kilometres. Assessments of unmarked and utility vehicles are based upon using a longer-term lifecycle of 5 years. Certain specialty vehicles can be expected to remain in the fleet for up to 10 years or beyond, dependent upon their condition. OPS vehicles that have met the end of their useful lives are sent to public auction and the proceeds are used to supplement the vehicle replacement program.

The Fleet Program for 2017 includes \$250,000 set aside for the purchase of Police Package vehicles for the 25 new hires, as part of the Chief's staffing strategy.

In addition, the Ottawa Police Service will continue looking at their Fleet Acquisition Strategy with various stakeholders which will determine the best use of the remaining funds in this project and in prior years' projects. This strategy will address current and future staffing levels and the additional resources necessary for the operational heavy year in 2017, the year of the 150th Anniversary of Confederation. With the City anticipating many different and diverse activities to celebrate this occasion, the Ottawa Police Service is ensuring that they will be prepared with all the necessary equipment and vehicles required. As well, the program will prioritize any impacts on the fleet from the Strategic Initiatives new Investigative and Frontline Deployment models.

	2017	2018	2019	2020
Project Request	3,266	3,266	3,266	3,266
Funding				
OPS Fleet Replacement Reserve Fund	2,980	2,980	2,980	2,980
Other Revenue	286	286	286	286

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Infrastructure Support Project Number: 908687 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2017	2017 Project Request	1,657
	Three Year Forecast	2,734
	Previous Budget Authority	0
	Total	4,391

The Ottawa Police Service has made significant investments in information technology infrastructure to support police operations. The Ottawa Police Service is committed to the maintenance of these assets while investing in new technologies for new and innovative ways to expand and improve on the delivery of its services through the Information Management/Information Technology (IM/IT) Roadmap.

Major initiatives requiring funding in the amount of \$1,657K for 2017 include:

- Hardware replacement/Upgrades (Servers, Laptops, Desktops, Monitors etc.)
- Microsoft Operating System Upgrade
- Firewall replacement
- Enterprise storage expansion
- Network Security Enhancements

The Infrastructure Support program is reflective of the major emphasis on the new strategic IM/IT Roadmap and its larger capital investment over the next six years.

	2017	2018	2019	2020
Project Request	1,657	1,057	1,087	590
Funding OPS General Capital Reserve Fund	1,657	1,057	1,087	590

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Telecommunications Project Number: 908688 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2017	2017 Project Request	600
	Three Year Forecast	1,800
	Previous Budget Authority	0
	Total	2,400

The OPS phone system underwent major upgrades in 2016 that replaced the core system, the Automatic Call Distribution subsystem, and the voice mail system. These upgrades brought the phone system up to the latest technology used by Avaya, the phone system manufacturer. Major capital for 2017 will be directed to leverage the upgrades to provide better service to the public and OPS members. Funding will address the needs of the OPS to provide cost effective and efficient delivery models, and to incorporate continued business continuity requirements.

New desk phones that can take full advantage of the upgrades will be deployed at key locations. Adding mail routing and voice response will provide automation to reduce effort spent on handling voice mail, and directing calls. Smart phones need to be replaced every 3 years on average, and ever greening funds will provide for this. Bell Canada will be providing Session Initiation Protocol (SIP) trunking that will provide for business continuity by redirecting phone service to Greenbank automatically should the Elgin phone system be unreachable.

2017 Major Initiatives:

- Add new technology desk phones to be used by the Avaya Unified Communications Core phone system (Avaya Red Phones)
- Intelligent Voice Mail Routing And Interactive Voice Response System
- Ever Greening Wireless Devices and desktop services
- SIP Trunking. A new technology that will replace existing T1 trunk lines

	2017	2018	2019	2020
Project Request	600	600	600	600
Funding OPS General Capital Reserve Fund	600	600	600	600

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Facilities Lifecycle 2017 Project Number: 908705 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2018	2017 Project Request	2,200
	Three Year Forecast	6,820
	Previous Budget Authority	0
	Total	9,020

The Facility Lifecycle Project is designed to ensure that the Service's owned facilities at 474 Elgin, 245 Greenbank Road, 2799 Swansea Crescent, 3343 St Joseph Blvd., 211 Huntmar, 2670 Queensview and 4561 Bank Street are properly maintained to standards established by the City of Ottawa.

Planned major projects for 2017 include :

- Elgin Station:
 - Modernize Elevator System
 - Replace VAV Boxes - Building Controls (Multi Year Program)
 - Energy Saving Project - Upgrades to Exterior Lighting
 - Replace IG Units (Windows)
 - Parking Garage Concrete Repairs

- Huntmar:
 - Energy Saving Project - Upgrades to Exterior Lighting

These expenditures represent a significant investment and are focused on maintaining or enhancing the useful life of the buildings.

	2017	2018	2019	2020
Project Request	2,200	2,200	2,310	2,310
Funding				
OPS General Capital Reserve Fund	2,200	2,200	2,310	2,310

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: IM/IT Roadmap Project Number: 908689 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2017	2017 Project Request	6,830
	Three Year Forecast	21,350
	Previous Budget Authority	0
	Total	28,180

The Information Management /Information Technology (IM/IT) Roadmap was developed as a result of mapping the IT gaps against the OPS Business Plan, taking into consideration, as well, the Chief's Priorities, the Service Initiative Program, Facilities Strategic Plan and Directorate Operational Plans. This initiative is designed to enable the goals and objectives, identified through business strategy, to be achieved and align IT tools with the business of policing.

Partial funding of the IT Roadmap has been achieved by redirecting funds from other IT capital projects.

The IM/IT Roadmap consists of 25 initiatives, to be completed over the next 6 years, and will form a greater part of the total capital with the 10 year capital forecast. These 26 initiatives include:

- Information Management Strategy
- Enterprise Architecture / Smart Police Design
- Smart Police Governance Framework
- Security Architecture
- Service Bus Integration
- Application Portfolio Review
- Evidence Based Decision Making Platform
- Talent Management / Human Capital Management
- Communication Architecture / Design
- Work Management & Workforce Scheduling
- Front Line Mobility Strategy & Platform Implementation
- Enterprise Asset Management
- Enterprise Content Management
- Partner Portal / Data Exchange Hub
- Real Time Communication Management
- Stakeholder Interaction Management
- Crime Intelligence Management System
- Stakeholder Relationship Management
- Remote Court Attendance System
- Personnel Provisioning
- Learning Management System
- Real Estate Site Operations
- Governance Risk Compliance Management
- Inventory Management
- Order Management / Point of Sale

	2017	2018	2019	2020
Project Request	6,830	9,485	8,765	3,100
Funding OPS General Capital Reserve Fund	6,830	9,485	8,765	3,100

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Elgin Refit Project Number: 907492 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2018	2017 Project Request	847
	Three Year Forecast	0
	Previous Budget Authority	1,220
	Total	2,067

The Elgin Refit project provides funding to refit and upgrade operational space, within OPS Headquarters @ 474 Elgin, as identified in the Facility Strategic Plan.

Based on findings outlined in the Workplace Innovation Project & construction escalation costs an additional \$847,000 is required to supplement the original funding request, identified in 2014, to perform space modifications at 474 Elgin.

	2017	2018	2019	2020
Project Request	847	0	0	0
Funding				
OPS Facility Strategic Reserve Fund	847	0	0	0

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Courts Project Number: 907919 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2018	2017 Project Request	140
	Three Year Forecast	0
	Previous Budget Authority	750
	Total	890

The Facilities Strategic Plan identifies a shortfall of 7,000 square feet of administrative space at 161 Elgin St to meet operational needs of the Courts Section.

An Assessment is required to determine what changes can be made to solve the shortfall of space.

Based on the Workplace Innovation Project recommendations the cost to fit up a leased option is \$890,000. This request provides supplemental funding, to funding provided in 2015, to assess, lease, and fit-up an additional 7,000 square feet of space, at a location to be determined.

	2017	2018	2019	2020
Project Request	140	0	0	0
Funding OPS Facilities Strategic Reserve Fund	140	0	0	0

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Queensview 2 Project Number: 908707 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2018	2017 Project Request	4,400
	Three Year Forecast	0
	Previous Budget Authority	0
	Total	4,400

The Ottawa Police Service in reviewing its requirements under the Facility Strategic Plan (FSP) has identified a unique opportunity to lease 19,000 square feet of space from the City of Ottawa at 2670 Queensview. This space will become vacant on January 1, 2017. The OPS currently has a lease with the City for 33,000 square feet in the adjoining suite. With the addition of this space the OPS will occupy the entire facility (52,000 square feet).

In order to fit up the newly leased space to meet operational needs and to optimize the use of the existing space an investment of \$4.4M will be required. This will result in a reduction of space requirement elsewhere.

	2017	2018	2019	2020
Project Request	4,400	0	0	0
Funding				
Debt	4,400	0	0	0

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Facilities Security Initiatives 2017 Project Number: 908708 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2018	2017 Project Request	200
	Three Year Forecast	600
	Previous Budget Authority	0
	Total	800

The Facility Security Initiatives Project provides ongoing funding to upgrade and enhance physical security infrastructure to meet the operational needs at the Service's divisional facilities and CPC's.

These expenditures represent a significant investment and are focused on adapting OPS facility security safeguards to meet the strategic as well as changing operational and mandated requirements.

	2017	2018	2019	2020
Project Request	200	200	200	200
Funding OPS General Capital Reserve Fund	200	200	200	200

**2017 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

Project: Facilities Initiatives 2017 Project Number: 908706 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2018	2017 Project Request	200
	Three Year Forecast	600
	Previous Budget Authority	0
	Total	800

The Facility Initiatives Project is designed to support base building needs associated with OPS operational requirements at the Service's owned facilities (474 Elgin, 245 Greenbank Road, 2799 Swansea Crescent, 3343 St Joseph Blvd., 211 Huntmar and 4561 Bank Street) and CPC's.

These expenditures represent a significant investment and are focused on adapting OPS facilities to changing operational and mandated needs.

	2017	2018	2019	2020
Project Request	200	200	200	200
Funding OPS General Capital Reserve Fund	200	200	200	200

OTTAWA POLICE SERVICE
2017
Draft Budget

2017 to 2026 Continuity Schedules
Annex B-4

2017 TO 2026 CONTINUITIES
(000's)

	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
Department: Ottawa Police Service										
General Capital Reserve Fund										
Opening Balance	\$ 3,130	\$ 1,920	\$ 443	\$ 833	\$ 189	\$ 6,789	\$ 12,148	\$ 16,251	\$ 19,090	\$ 20,155
Sources:										
PAYG	\$ 10,948	\$ 12,248	\$ 13,548	\$ 15,348	\$ 13,548	\$ 12,248	\$ 10,948	\$ 9,648	\$ 7,848	\$ 7,848
Project Closures>Returns to Source	-	-	-	-	-	-	-	-	-	-
Interest	28	17	4	8	2	61	109	146	172	181
Total Sources	\$ 10,976	\$ 12,265	\$ 13,552	\$ 15,356	\$ 13,550	\$ 12,309	\$ 11,058	\$ 9,794	\$ 8,020	\$ 8,030
Uses:										
Capital Program	\$ 11,687	\$ 13,742	\$ 13,162	\$ 16,000	\$ 6,950	\$ 6,950	\$ 6,955	\$ 6,955	\$ 6,955	\$ 7,510
Contribution to Operations	500	-	-	-	-	-	-	-	-	-
Total Uses	\$ 12,187	\$ 13,742	\$ 13,162	\$ 16,000	\$ 6,950	\$ 6,950	\$ 6,955	\$ 6,955	\$ 6,955	\$ 7,510
Ending Balance	\$ 1,920	\$ 443	\$ 833	\$ 189	\$ 6,789	\$ 12,148	\$ 16,251	\$ 19,090	\$ 20,155	\$ 20,675
Fleet Capital Reserve Fund										
Opening Balance	\$ 12	\$ 55	\$ 199	\$ 344	\$ 491	\$ 38	\$ 182	\$ 327	\$ 473	\$ 621
Sources:										
PAYG	\$ 3,023	\$ 3,123	\$ 3,123	\$ 3,123	\$ 3,123	\$ 3,123	\$ 3,123	\$ 3,123	\$ 3,123	\$ 3,123
Interest	0	0	2	3	4	0	2	3	4	6
Total Sources	\$ 3,023	\$ 3,124	\$ 3,125	\$ 3,126	\$ 3,128	\$ 3,124	\$ 3,125	\$ 3,126	\$ 3,127	\$ 3,129
Uses:										
Capital Program	\$ 2,980	\$ 2,980	\$ 2,980	\$ 2,980	\$ 3,580	\$ 2,980	\$ 2,980	\$ 2,980	\$ 2,980	\$ 3,580
Contribution to Operations	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ 2,980	\$ 2,980	\$ 2,980	\$ 2,980	\$ 3,580	\$ 2,980	\$ 2,980	\$ 2,980	\$ 2,980	\$ 3,580
Ending Balance	\$ 55	\$ 199	\$ 344	\$ 491	\$ 38	\$ 182	\$ 327	\$ 473	\$ 621	\$ 170
Facilities Strategic Reserve Fund										
Opening Balance	\$ 6,399	\$ 10,481	\$ 9,060	\$ 14,864	\$ 993	\$ 7,303	\$ 11,170	\$ 9,308	\$ 11,616	\$ 6,925
Sources:										
PAYG	\$ 5,011	\$ 5,635	\$ 5,722	\$ 5,995	\$ 6,301	\$ 6,140	\$ 2,037	\$ 2,224	\$ 2,399	\$ 2,714
Contribution from Operations (surplus)	-	-	-	-	-	-	-	-	-	-
Interest	58	94	82	134	9	66	101	84	105	62
Total Sources	\$ 5,069	\$ 5,729	\$ 5,804	\$ 6,129	\$ 6,310	\$ 6,206	\$ 2,138	\$ 2,308	\$ 2,504	\$ 2,776
Uses:										
Capital Program	\$ 987	\$ 7,150	\$ -	\$ 20,000	\$ -	\$ 2,338	\$ 4,000	\$ -	\$ 7,195	\$ -
Contribution to Operations	-	-	-	-	-	-	-	-	-	-
Total Uses	\$ 987	\$ 7,150	\$ -	\$ 20,000	\$ -	\$ 2,338	\$ 4,000	\$ -	\$ 7,195	\$ -
Ending Balance	\$ 10,481	\$ 9,060	\$ 14,864	\$ 993	\$ 7,303	\$ 11,170	\$ 9,308	\$ 11,616	\$ 6,925	\$ 9,701

