



Ottawa Police Services Board  
Finance & Audit Committee  
Minutes 11

Tuesday, 15 September 2020, 2:00 PM

**Krista Ferraro, Executive Director**

**Via Zoom**

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**Committee Members:** C. Meehan, L.A Smallwood (Committee Chair), J. Watson

**Other Panellists:** Chair D. Deans; Board Member B. Johnson; Board Member D. Nirman; Board Member R. Swaita; Chief P. Sloly; CAO J. Letourneau; Deputy Chief S. Bell; Acting Deputy Chief M. Ford

CONFIRMATION OF AGENDA

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**That the Finance and Audit Committee confirm the Agenda of the 15 September 2020 meeting.**

CONFIRMED

CONFIRMATION OF MINUTES

MINUTES 10 OF 4 JUNE 2020

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**That the Finance and Audit Committee confirm the Minutes from the 4 June 2020 meeting.**

CONFIRMED

BUSINESS ARISING FROM MINUTES

There was no business arising from the minutes.

ITEMS OF BUSINESS

1. FINANCIAL UPDATE ON COVID-19 RESPONSE AND 2021 BUDGET DEVELOPMENT PROCESS

Presentation

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The Committee received a presentation from OPS staff on the current financial position of the Service in the face of the financial pressures resulting from COVID-19, and the development of the draft 2021 budget.

For 2021, the OPS is planning their budget around a 3% levy estimate (plus 1.5% assessment growth). In order to achieve the 3% target, the OPS is working through various options that will be presented at the budget tabling to address the required \$3.2 million in savings. This gap presents a lower pressure than has been experienced in previous years.

It was highlighted that the forecast removes any reliance on the City's tax stabilization fund. It was also noted how helpful it has been having the OPS and the City collaborating and working closer together on the budget to leverage synergies.

The draft budget for 2021 will assume all regular costs will resume, including those incurred for Canada Day celebrations as well as costs associated with policing services at the Court House. The OPS is working with Federal partners to renew the current grant it receives for policing the Nation's Capital. It will be expiring at the end of March 2021 and the OPS is looking to have the new five-year term include an increase to the grant funding as it

has remained unchanged for the last five years.

In terms of officer growth for 2021, beyond hiring for replacements, it is too soon to tell what the numbers will be. The previously approved accelerated hiring plan did not occur. Previous forecasts assumed a growth of 30 officers in 2021. The OPS is looking at increasing its hiring to take advantage of the highly skilled and diverse pool of applicants it currently has in its recruitment process.

The “Maintain Services” budget line for 2021 is lower than in 2020. It mainly consists of compensation costs which make up 82-83% of the gross budget (wage increases, step progressions and responsibility pay, increases to WSIB and LTD, etc.).

The budget numbers provided are from last year’s forecast. It was clarified that the Board will be undertaking strategic planning and various policy initiatives and should new priorities for the Service be established in addition to the current strategic priorities, these will need to be worked into the budget.

The OPS is continuing its work with the City to leverage its resources from a back-office perspective, including facilities, legal, finance, HR, and IT. The OPS can be more integrated with the City in terms of IT and there is an upcoming meeting to discuss how to leverage functionality and integrate more from a tools and systems perspective. Nine months ago a third-party consultant (paid for by a provincial grant) completed a review and the OPS is still working through the report recommendations. It was also noted that the Service has been successful in delivering significant efficiencies over the years. Since 2010, \$17 million of annualized efficiencies have been delivered

The OPS is also looking at more ‘front office integration’ as well – integrating its service delivery model with City investments in community safety and well being planning. For example, there are significant costs associated with the 9-1-1 infrastructure. If this were to be integrated better with 2-1-1 and 3-1-1, a broader range of services could be provided with more resources and without increasing costs. The OPS wants to leverage the legislative framework of the Community Safety and Wellbeing Plan to maintain and expand services through better integration.

In response to the recent request for defunding of the police, the Chief indicated he is prepared to listen to all perspectives however the OPS will not be cutting programs or supports to the public. The Neighbourhood Resource

Teams (NRTs) will likely be expanded and the OPS will be looking at investing resources in the area of mental health and addictions. The OPS is committed to adhering to the Board's strategic priorities. By integrating its service delivery model with other sectors, it will be able to advance all of the priorities; it will also be a progressive, upstream, prevention-focused, and socially cost-effective way to delivery community safety in the long term. Any sort of integrated approach will need to be piloted and evaluated first, before carving out budget funds.

The OPS's review of body cameras is still ongoing however the Chief is yet to be convinced they are a worthwhile investment or that they would outweigh other priorities. The Chief will take his direction from the Board on any sort of reporting that is requested.

**That the Finance and Audit Committee receive this presentation for information.**

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#### OTHER BUSINESS

There was no other business.

#### ADJOURNMENT

The meeting adjourned at 2:45pm.

#### NEXT MEETING

Monday, November 9, 2020, at 1:00 p.m.: Public consultation on 2021 draft budget  
Public delegates are asked to contact the Board's Executive Director Krista Ferraro to register to speak, [krista.ferraro@ottawa.ca](mailto:krista.ferraro@ottawa.ca).