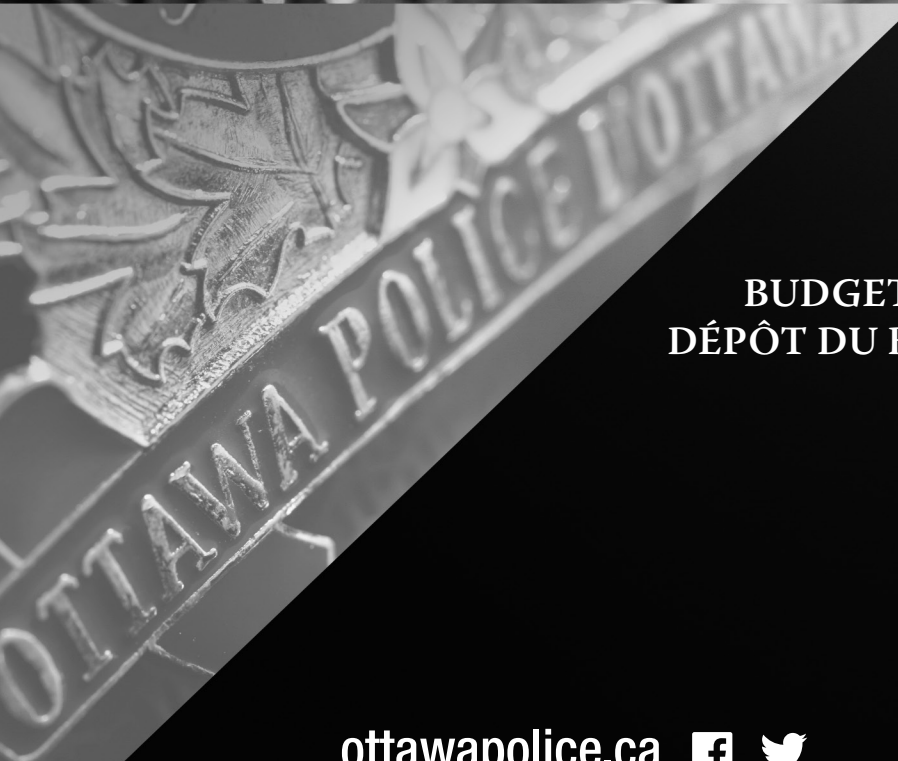




2016

**DRAFT BUDGET
PROJET DE BUDGET**

**BUDGET TABLING | NOVEMBER 12, 2015
DÉPÔT DU BUDGET | LE 12 NOVEMBRE 2015**



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**OTTAWA POLICE SERVICE
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Le chef de file de confiance dans la police

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 12, 2015

Confidential until tabled

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

Dear Chair El-Chantiry:

I am pleased to present the 2016 Draft Operating and Capital Budgets 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 1.75% for 2016, assuming assessment base growth of 1.3%. The document also outlines a three-year operating and ten-year capital forecast for the OPS.

The 2016 Draft Operating Budget reflects the Board's draft strategic priorities identified in the upcoming 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 2016. This investment 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 to help offset the impact of the 25 officer request. These savings are coming about as a result of the transformation being introduced by the Service Initiative (SI). This program is 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.

The SI, along with a number of other initiatives aimed at continuous improvement, are part of the OPS strategy to meet the fiscal challenges facing police services across Canada. In 2015 alone, the OPS achieved \$2.1 million in efficiencies. For 2016, a further \$2 million in efficiencies has been forecasted.

The gross operating budget totals \$308.1 million under the draft 2016 proposal. With the deduction of non-taxation revenue and recoveries, the net operating budget for the Police Service is \$277.1 million. This level represents an increase of \$7.2 million over 2015. With the assessment growth assumption of 1.3%, the resulting net increase to the police taxation revenues is 1.75%. For the residential taxpayer the increase for the police portion of the property tax bill will be 2%. In dollar terms, this equates to approximately \$11.00 per year for the average urban resident.

The 2016 draft capital budget is tabled at \$16.4 million. Including 2016, the ten year capital forecast is \$266.6 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 30 November 2015 meeting of the Board when they consider and approve the 2016 Police Budget. Approval is also scheduled for this date.

A complete copy of the Ottawa Police Service 2016 Draft Operating and Capital Budgets is available for viewing or downloading at ottawapolice.ca. As well it can be requested through info@ottawapolice.ca.

(Original Signed By)

Charles Bordeleau
Chief of Police



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Le chef de file de confiance dans la police

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

Le 12 novembre 2015

Lettre confidentielle jusqu'à son dépôt

Monsieur Eli El-Chantiry, conseiller
Président de la Commission de services policiers d'Ottawa
110, avenue Laurier Ouest
Ottawa (ON) K2P 2L7

Monsieur le président,

Je suis heureux de présenter le Projet de budget de fonctionnement et d'immobilisations 2016 au nom du Service de police d'Ottawa (SPO).

Le projet de budget contenu dans le présent document est conforme à l'orientation dictée par la Commission que la portion municipale de la facture de taxe foncière augmente d'au plus 1,75 % pour 2015, en présumant une croissance de l'assiette d'évaluation de 1,3 %. Le document résume également les prévisions de fonctionnement sur trois ans et les prévisions d'immobilisations sur dix ans du SPO.

La version préliminaire 2016 du budget de fonctionnement témoigne des priorités stratégiques préliminaires de la Commission précisées dans le prochain Plan directeur 2016-2018, soit :

- les membres.
- la collectivité;
- le service;

Elle témoigne également des trois priorités opérationnelles que j'ai établies au début de mon mandat comme chef et qui représentent les sujets de préoccupation du SPO, nommément les armes à feu et bandes de rue, la violence faite aux femmes et la sécurité routière.

Un des secteurs de financement prioritaires de ce budget est l'embauche de 25 agents supplémentaires en 2016. Cet investissement a exigé que l'on tienne compte des demandes croissantes auprès de nos services par suite des nouvelles tendances en matière de criminalité et des enquêtes de plus en plus complexes, qui ont fait grimper la charge de travail et les risques connexes.

Le projet de budget comprend aussi 2,0 millions \$ de mesures d'économies de coûts pour aider à compenser l'impact de l'embauche de 25 agents. Ces économies sont rendues possibles par la transformation de l'Initiative d'amélioration des services (IAS). Ce programme déterminera et mettra en œuvre les possibilités suivantes : 1) améliorer les services aux citoyens; 2) créer des économies de fonds et / ou d'heures-personnes; 3) rehausser les partenariats; et 4) générer des recettes ou des recouvrements de coûts.

L'IAS et un certain nombre d'autres projets d'amélioration continue sont une composante de la stratégie du SPO visant à relever les défis financiers auxquels sont confrontés les services policiers à l'échelle du Canada. En 2015 seulement, le SPO a réalisé 2,1 millions \$ d'économies. Pour 2016, on prévoit 2 millions \$ d'économies supplémentaires.

Le budget de fonctionnement brut s'élève à 308,1 millions \$ en vertu du Projet de budget 2016. Avec la déduction des recettes et recouvrements autres que l'imposition, le budget de fonctionnement net du Service de police se chiffre à 277,1 millions \$. Ce niveau représente une hausse de 7,2 millions \$ par rapport à l'exercice 2015. Compte tenu de l'hypothèse de croissance de l'évaluation de 1,3 %, l'augmentation nette subséquente des recettes d'imposition en matière de services policiers est de 1,75 %. Pour le contribuable résidentiel, l'augmentation de la portion policière de la facture de taxe foncière sera de 2 %. En termes de dollars, cela équivaut à environ 11,00 \$ par année par résidant urbain moyen.

Le Projet de budget d'immobilisations 2016 est déposé à hauteur de 16,4 millions \$. Y compris l'exercice 2016, les prévisions d'immobilisations décennales se situent à 266,6 millions \$.

Plusieurs possibilités de consultation ont déjà eu lieu pour permettre aux citoyens d'offrir un apport durant la formulation des propositions. Des délégations populaires seront les bienvenues lors de l'assemblée du 30 novembre 2015 où la Commission étudiera et examinera le Budget des services policiers 2016. L'approbation doit également avoir lieu à cette date.

Un exemplaire intégral du Projet de budget de fonctionnement et d'immobilisations 2016 du SPO est disponible pour fins de visionnement ou de téléchargement à ottawapolice.ca. On peut également en faire la demande à l'adresse info@ottawapolice.ca.

(Originale signée par)

Charles Bordeleau
Chef de police

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**OTTAWA POLICE SERVICE
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**REPORT
RAPPORT**

DATE: 12 November 2016

TO: Chair and Members of the Ottawa Police Services Board

FROM: Chief of Police, Ottawa Police Service

SUBJECT: 2016 DRAFT OPERATING AND CAPITAL BUDGETS

RECOMMENDATIONS

That the Ottawa Police Services Board receive and table the Ottawa Police Service 2016 Draft Operating and Capital Budgets, to be considered at the Board meeting on November 30, 2015.

BACKGROUND

At its meeting on 20 October 2015, the Board directed staff to prepare the 2016 Draft Operating and Capital Budgets based on a 1.75% tax increase and 1.3% growth in the assessment base. This budget is in line with the Board's direction and represents a 1.75% 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.

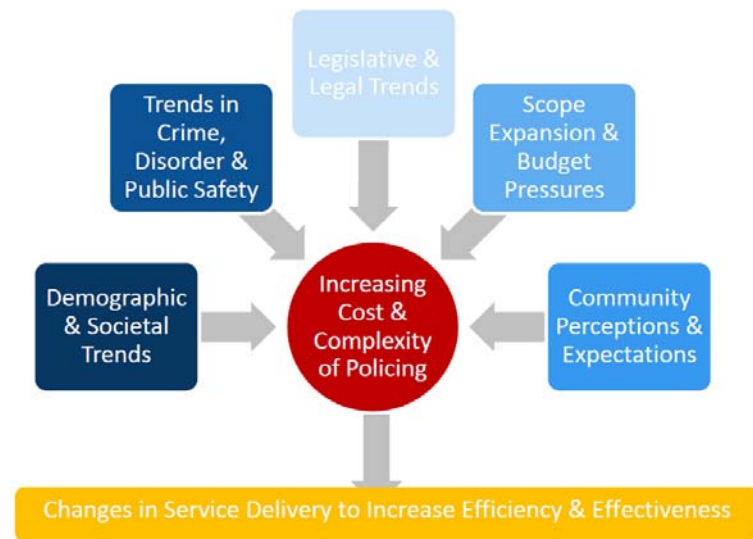
To ensure funding is in place to meet community service demands, Section 39 of the Police Services Act requires the Board to approve annual budget requirement allocations to generate the funding to maintain the Police Service and provide it with equipment and facilities. In conjunction with the OPS Business 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 2016 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. This threat to Canada's national security was recently highlighted by attacks in Montreal and Ottawa in 2014, as well as several thwarted attacks in recent years.



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 90 kilometres from east to west. This area is greater than Toronto, Montreal, Calgary, Edmonton and Vancouver combined. Furthermore, the area is almost 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 2014 alone, the OPS was present at 760 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 order will be the upcoming celebrations related to Ottawa 2017 for Canada's 150th birthday. Most years, Ottawa sees between 7 and 8 million tourists. The Ottawa 2017 Planning Team 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 twelve comparator police services, along with Gatineau and shows that there are 504 residents for every Ottawa police member (sworn and civilian).

Table 1 - Population per Police Member

| Service | 2013 | Actual Strength 2014 | | | Population per Police Member |
|---------------|----------------------|----------------------|-----------------|----------------------|------------------------------|
| | Stats Can Population | Police Officers | Other Personnel | Total Police Members | |
| Montreal | 1,959,987 | 4623 | 1321 | 5944 | 330 |
| Toronto | 2,771,770 | 5342 | 2689 | 8031 | 345 |
| Winnipeg | 699,346 | 1474 | 467 | 1941 | 360 |
| Vancouver | 642,051 | 1383 | 395 | 1778 | 361 |
| Edmonton | 901,399 | 1655 | 697 | 2352 | 383 |
| Calgary | 1,229,619 | 2090 | 714 | 2804 | 439 |
| Hamilton | 545,585 | 828 | 348 | 1176 | 464 |
| Peel | 1,324,427 | 1922 | 866 | 2788 | 475 |
| Gatineau | 274,367 | 396 | 177 | 573 | 479 |
| Waterloo | 534,762 | 764 | 322 | 1086 | 492 |
| Ottawa | 934,300 | 1301 | 551 | 1852 | 504 |
| Durham | 645,043 | 863 | 386 | 1249 | 516 |
| York | 1,105,811 | 1510 | 568 | 2078 | 532 |

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 consistently since 2010, from 466 to 504. It is just one of the indicators of the suitability of OPS staffing levels. Table 2 sets out the data underlying this trend.

Table 2 – Trend in Population per Member: 2010-2014

| Stats Can Population | | Actual Strength Year | Police Officers | Other Personnel | Total Police Members | Population per Police Member |
|----------------------|---------|----------------------|-----------------|-----------------|----------------------|------------------------------|
| 2009 | 882,477 | 2010 | 1351 | 542 | 1893 | 466 |
| 2010 | 896,529 | 2011 | 1273 | 605 | 1878 | 477 |
| 2011 | 909,862 | 2012 | 1312 | 563 | 1875 | 485 |
| 2012 | 919,624 | 2013 | 1311 | 549 | 1860 | 494 |
| 2013 | 934,300 | 2014 | 1301 | 551 | 1852 | 504 |

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

The 2012 – 2014 data recently released by the Ontario Municipal Benchmarking Initiative (OMBI) provides another comparative perspective on OPS staffing levels. With 202 police staff per 100,000 residents, the Ottawa Police Service is just slightly above the provincial median of 201.

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 three year staffing plan being introduced in this budget is meant to help address current staffing pressures and the associated risks that have been created by this evolving policing environment. Funded through efficiencies, the plan calls for the addition of 25 officers per year for the 2016 to 2018 period. As well a further 25 sworn officer positions will be found through transformation projects and redeployed to new roles, bringing the plan to a total of 100 positions over 3 years.

The Service Initiative program will also be assisting in addressing these staffing pressures by ensuring existing resources are deployed as efficiently as possible, as well as focused on core policing duties, as defined in the Police Services Act, Section 4(2).

Canadian Police Cost Comparisons

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.*”

However OMBI data shows that the total cost per capita of policing for OPS was \$303.07 in 2014, exactly equal to the Ontario median of \$303.07.

Strategic and Operational Priorities for 2016

The strategic and operational priorities for 2016 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 ensured that in 2015 they received increased operational focus to address community needs and high public concern and that best practises were adopted.

Additional funding is being provided in 2016 to continue to support this work. 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 draft strategic priorities will 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 will be expected to consider these priorities when managing their budgets and activities.

The background work needed to support the development of the 2016 – 2018 Business Plan is underway.

Service Initiative

The Service Initiative (SI) Program continues to be fundamental in providing a structured environment to assist the OPS in achieving budget expectations, ensuring our policing model is sustainable and focused on policing responsibilities, and finding ways to continuously improve or enhance service delivery. A total of \$2.1 million of efficiencies was achieved under the SI mandate in 2015 and a further \$2 million is targeted to be achieved in 2016 through savings opportunities such as Paid Duty revenues, as well as other initiatives related to equipment, supplies, and facilities. (See Annex A-6.)

The SI has also put forth a new operating model that will be contributing to improved service, money and person hour efficiencies, enhanced partnerships, and cost recovery and revenue opportunities. While some of the benefits of the operating model will begin to materialize in 2016, others will be realized in future years as the model is being implemented in stages, over the course of the next three to five years.

Some of the key benefits expected from the new operating model 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.

Work is currently underway to ensure a consistent framework for measuring and tracking benefits across the OPS.

Summary of Key Initiatives for 2016

In addition to the SI, a number of other key initiatives will be taking place in 2016 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
- Enhancing 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

In order to proceed with these initiatives, within the allotted budget envelope, a number of expenditure reductions and efficiencies had to be identified.

Some of the solutions included:

- Funding of the 25 new officers with funds garnered through the \$2M in forecasted efficiencies;
- One time withdrawal of \$1million from the General Capital Reserve Fund to finance transformational projects; and,
- A one year delay in the Facilities Strategic Plan.

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 2016 budget.

2016 Budget Development Process

Staff Preparation - OPS began the 2016 budget process in May 2015 when budget preparation material was circulated to all OPS managers. In June a joint briefing session with Executive Command and senior management was held to review the challenges facing OPS for 2016. Engaging senior management stakeholders in the development of the budget has been the focus of the approach this year, with the goal of gaining broader understanding of and contributions to OPS budget pressures and solutions.

Representatives from the Finance Section met with their contacts throughout the May-to-August period to support the preparation of the preliminary budget estimates. 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 is significantly below last year's forecast and is delivering roughly \$1 million less new revenue in 2016 than was assumed last year at this time.

FAC Input - A key aspect of the OPS budget development process is the step of consulting with the Board's Finance and Audit Committee (FAC). Staff met with FAC on 8 September 2015 and again on 20 October 2015 to discuss the direction and timing for the 2016 budget approval process. Various guideline scenarios were presented leading to FAC's support for a 1.75% budget proposal. Including a 1.3% increase in the assessment base, the target yields a \$7.2 million increase in the OPS budget for 2016

The initial staff proposal was in the range of an \$8.5 million budget increase. FAC was advised that the following changes would need to be made to yield a \$1.3 million reduction in the proposal and meet the 1.75% target. This approach also meets the key objective of 2016 - to provide the funding base needed for 25 additional officers:

1. Facility Strategic Plan (FSP) - \$0.3 million reduction to the pay-as-you-go contribution – all projects delayed by 1 year,

2. Project Funds – \$0.8 million reduction impact by providing one-time funding of \$0.8 million from the General Reserve Fund,
3. Information Management /Information Technology (IM/IT) Roadmap - \$0.2 million reduction achieved by smoothing Year 2 and 3 operating costs to reflect a delay in the start of the project.

Final Review – During the finalization of the draft budget, additional pressures of \$1.9 million were identified (See Table 3). Expanding employee wellness programs, supporting project work aimed at efficiencies, employee training and introducing new digital and on-line capability within the OPS were determined to be important priorities for 2016.

To balance this budget pressure three key solutions totalling \$1.9 million have been proposed: budget base reductions in compensation, including the retirement provision; a small amount of one-time project funding; and reductions in the base budget for IM / IT and other cost centres. (See Table 3). With these solutions applied the proposal achieves the 2016 budget target of \$7.2 million.

The one-time funding for the 2016 budget totals \$1.0 million and is solely directed to projects aimed at transformation and efficiency. Old capital projects have been closed out and funds returned to the General Reserve Fund to support this strategy.

Table 3
Final Review Pressures and Solutions⁴
(\$ millions)

| Challenges | Amount |
|--------------------------------|-----------------|
| Real You Program Expansion | \$ 0.5 |
| Wellness Program | 0.5 |
| Project Fund Pressure | 0.2 |
| Training | 0.3 |
| Records Digitization Program | 0.3 |
| Online Background Clearance | 0.1 |
| Sub-total Challenges | \$ 1.9 |
| Solutions | |
| Compensation | \$ (0.5) |
| Retirement funding | (0.5) |
| IM/IT base budget reduction | (0.4) |
| Various budget base reductions | (0.3) |
| One time funding | (0.2) |
| Sub-total Solutions | \$ (1.9) |

Council Direction - On October 14, 2015 the 2016 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 1.75% per year.
- b) That, as part of the annual budget process, the budget allocation for Police, Library and Public Health Boards be based on their individual pro-rated share of a 1.75% 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 here complies with that direction.

2015 Financial Status

The quarterly Financial Status Reports are key information used in preparing the 2016 Draft Budget. The Third Quarter Report concludes that OPS will achieve an overall breakeven position at year end. It points to some areas of surplus funds or alternatively, budget pressures which have been taken into consideration in developing the 2016 budget.

2016 Draft Operating Budget Highlights

The 2016 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 \$7.2 million of new funding in 2016. The 1.75% increase in the Police Tax rate combined with growth in the assessment base of 1.3% will generate the required funding.

Table 4 summarizes both the pressures and solutions underlying the \$7.2 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. Service Initiatives and 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 4
2016 Draft Operating Budget
(\$ millions)

| Category | Incremental Budget Increase |
|--|--|
| 1. Maintain Services | \$5.9 |
| 2. Growth | \$1.3 |
| 3. New Services | \$2.2 |
| 4. Service Initiative and Efficiencies | (\$2.0) |
| 5. User Fees and Revenues | (\$0.2) |
| Incremental Requirement | \$7.2 |
| Police Tax Rate Increase | 1.75% |

Category 1: Maintain Services - \$5.9 million increase

| | |
|------------------------|----------------|
| Net Compensation | \$4.3 M |
| Non-compensation items | 1.6 M |
| Maintain Services | <u>\$5.9 M</u> |

Maintaining existing service levels creates an incremental budget requirement of \$5.9 million for 2016. This category typically comprises the majority (82% in 2016) of the total incremental funding requirement.

Compensation Increases and Increments - \$5.4 million increase

With 83% 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 2016 compensation budget supports the approved OPS staff complement of 1959 full time equivalents (FTEs): 1354 sworn officers and 605 civilian members (including Special Constables and casual employees).

Within the Sworn staffing levels, there is an increase of 25 new Constable positions. This is the first year, since the 2009 budget, in which sworn officers have been added to the budget.

The number of civilians has been reduced by four positions in 2015 and 2016. As was explained in the report to the Ottawa Police Service's Board on 27 July 2015, three full

time equivalent positions (FTEs) were removed from the Court Security Section (two in 2015 and one in 2016) as a means of funding the new security contract at the Provincial Courthouse with a private security company (Federal Force Protection Agency). One additional FTE was removed in 2015 from the Finance Section as a result of the transfer of the payroll function from OPS to the City in October 2015.

A total of \$5.4 million was added to the compensation budget to account for all the expected changes in 2016. 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 2016 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.

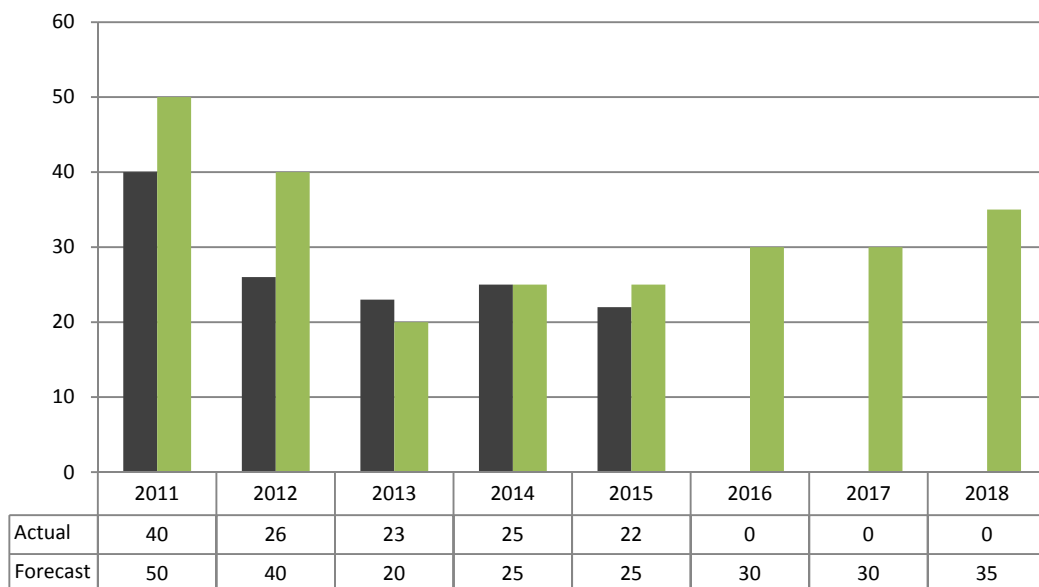
Retirement Costs

The average cost per retiree is declining causing overall retirement costs to drop in 2015. They are expected to remain at this level in 2016 allowing for a \$0.5 million reduction in the \$3.3 million budget, planned around 30 retirees. Based on current information, retirement levels are expected to stay at this level of 30 retirees per year in 2017 and then increase slightly to 35 retirements per year in 2018, as shown in Table 5.

No further budget adjustments are planned for 2017-2018, given that the \$2.8 million annual provision is expected to cover the peak of retirement costs during this period. The corresponding payout per retiree has been decreasing so that over this forecast period it is not expected those retirements will create any additional financial pressure.

The OPS has put in place a strong forecasting and recruitment process and succession planning to deal with the challenges retirements place on policing operations.

**Table 5
Sworn Retirements 2011-2018
(Forecast vs. Actual)**



Reduced Provincially Funded Positions

The Province of Ontario currently provides grants to OPS of just over \$5.4 million annually which help to support the salary costs of 135 OPS positions. As shown in Annex A-11, the programs include:

- Safer Communities 1,000 Officers Partnership Program: \$3.3 million - 95 positions
- Community Policing Partnerships Program: \$1.0 million - 32 positions
- Provincial Anti-Violence Intervention Strategy: \$0.6 million – 5 positions
- Provincial Strategy to protect children from sexual abuse and exploitation on the Internet: \$0.5 million – 3 positions.

The Province has put police services boards on notice that funding for these programs will change in the near future, although the amount and timing is uncertain.

Staff has put forward a proactive strategy in this budget to deal with the likely reduction in provincial funding in 2016. Based on the assumption that the grant base will be reduced by between 10% and 12%, provincial funding has been dropped by just over \$600,000 in the 2016 budget. Accordingly a matching reduction in compensation costs has also been budgeted. This amount translates into a potential loss of 5 positions and is reflected in the staff complement data for 2016. Annex A-11 summarizes the provincial revenue and position assumptions for these grants for 2016.

When the Province announces its grant levels for 2016, staff will report back to the Board on the budget impact and will identify the approach that will be taken to identify the positions to be eliminated, should that become necessary.

Materials, Supplies and Services - \$1.0 million increase

Investing in the health and wellness of our members is a key theme in the 2016 budget and over \$1.2 million has been included in support of this work. A new employee wellness program will be introduced along with enhancements to the Real You Program. Training funds have also been increased to support members gain necessary qualifications and work towards enhanced professional development.

A range of factors are causing pressure in this category of the budget. Facility operating costs are adding significant pressure of almost \$0.4 million. The annualization of the user fees for the new radio system have a \$1.0 million cost. The weak Canadian dollar is having a visible impact on the renewal of software licenses, in the range of \$0.1 million.

The provision for project funds has been increased by \$0.2 million to provide the envelope needed for transformation and innovation in 2016. A total of \$1.7 million has been allocated to support the SI Program and \$1.0 million of funds will be governed by the Project Management Office (PMO) to support back office transformation and other ideas that managers bring forward to improve service, garner efficiencies, reduce costs and enhance partnerships. One time funding of \$1 million will be used to support

project work in 2016. Annex A-5 sets out the 2016 allocation of program funds by program

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

Facilities Strategic Plan - \$0.6 million increase

Facilities Strategic Plan Funding – No 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. 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. For this budget, the \$0.3 million increase was deleted to help achieve the 1.75% tax rate goal. This decision will impact the plan by delaying all projects by one year.

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 is 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 and is expected to increase by that amount each year for 7 years, reaching a level of \$4.3 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 \$3.1 million will be received in 2016. It is expected to continue to increase by \$0.6 million for another 2 years, reaching a peak level of \$4.3 million in 2018. It directly offsets the increase in the PAYG provision for the Facilities Strategic Reserve.

Loss of Grant Revenue - \$0.6 million

As discussed above, based on recent information received from the Province staff is planning for a loss of \$0.6 million of grant revenue for 2016. It will likely occur in a program which helps to fund full time positions. Accordingly, the compensation budget has been offset by \$0.6 million to reflect this change. When the Province announces these grant changes staff will report to the Board on the impact to service delivery and outline options to mitigate risk.

Category 2: Growth: 25 Officers - \$1.3 million increase

Workload and service demand are increasing challenges for OPS. Starting in 2016 the Service is beginning 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.

The 2016 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 2016. 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.

Category 3: New Services - \$2.2 million increase

IM/IT Roadmap - \$2.2 million increase

Over the past eighteen months the OPS has formulated an information management and information technology (IM/IT) roadmap. Budget pressure, service demands, existing and new crime threats, changes in citizen expectations for service and the data deluge which is on the horizon are all drivers pushing OPS to transform. A new and different technology platform and approach to managing information is key to a successful transformation.

The IM/IT Roadmap has been drafted and will soon be presented to the Board for approval. A briefing was held with FAC on September 8th, 2015. Staff are currently working with experts to develop a procurement strategy and finalizing the exact requirements to be compiled in a request for proposals submission.

To be proactive, staff has included a provision of \$1.8 million as a PAYG contribution to support the implementation of the capital projects in the Roadmap and another \$0.4 million to address annual operating budget pressures from the new technology. No funds will be spent until the approval process has been completed.

Category 4: Service Initiative Program and Efficiencies - \$2.0 million increase

The SI Program and other transformation projects are critical to achieving the 1.75% budget target. In total \$2.0 million of efficiencies are identified to be achieved in 2016. They are earmarked to offset the cost of the additional 25 officers to be added to the Service in 2016, to ensure this program has no budget impact.

The primary contributor will be revenues from the Paid Duty Program, expected to increase by \$0.8 million in 2016. The City's comprehensive light rapid transit (LRT) construction program will require a continuous, high level of paid duty beyond 2017. A complete list of the efficiency initiatives to date for 2016 is outlined in Annex A-6.

The 2016 \$2.0 million efficiency target is the continuation of several years of significant bottom line savings. Over the past 4 years OPS has already achieved in excess of \$9.1 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 - \$0.2 million increase

The 2016 draft budget includes increases to user fees and revenues that will add \$0.2 million of revenue to the budget.

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 2016, user fees are increasing on average by 2.0%, corresponding to a revenue increase of \$0.2 million. Annex A-7 lists the fee levels for 2016.

Annex A-8 summarizes all revenues and recoveries captured in the 2016 Draft Budget, with comparisons to the previous year.

2017 – 2019 Draft Operating Budget Forecast

The operating budget forecast for the 2017-2019 period is based on the continuance of the 2016 plan to expand the sworn officer complement by 25 officers each year, an action which has not occurred since the 2009 budget. 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 1.9% and 2.7% each year, or roughly \$10 million, as shown in Table 6.

**Table 6
2017-2019 Draft Operating Forecast
(\$ millions)**

| Incremental Requirement | 2017 | 2018 | 2019 |
|-------------------------------------|--------------|--------------|---------------|
| Maintain Services | \$7.4 | \$7.8 | \$8.6 |
| Growth | \$2.1 | \$2.1 | |
| New Services | \$2.6 | \$2.1 | \$2.0 |
| Service Initiative and Efficiencies | (\$2.0) | (\$2.0) | (\$2.0) |
| User Fees and Revenues | (\$0.2) | (\$0.1) | (\$0.1) |
| Incremental Requirement | \$9.9 | \$9.9 | \$10.6 |
| Police Tax Rate Increase | 2.7% | 2.5% | 1.9% |

2017

The incremental budget requirement for 2017 is \$9.9 million, or a 2.7% tax increase based on the following estimates and assumptions:

- A contingency for salary settlements
- A provision of \$0.6 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
- Provision for \$0.6 million in lost grant revenue and accompanying positions
- A total of \$2.6 million for new services (IT Roadmap)
- A minimum of \$2.0 million of efficiencies achieved through the Service Initiative
- Assessment base growth based of 1.3%

2018

The incremental budget requirement for 2018 is \$9.9 million, or a 2.5% tax increase based on the following estimates and assumptions:

- A contingency for salary settlements
- A provision of \$0.6 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
- Provision for \$0.6 million in lost grant revenue and accompanying positions
- A total of \$2.1 million for new services (IT Roadmap)
- A minimum of \$2.0 million of efficiencies achieved through the Service Initiative
- Assessment base growth based on 1.3%

2019

The incremental budget requirement for 2019 is \$8.5 million, or a 1.9% tax increase based on the following estimates and assumptions:

- A contingency for salary settlements
- A provision of \$0.6 million to maintain services & supplies
- An increase of \$0.3 million to the contribution to the Facilities Strategic Reserve Fund
- Provision for \$0.6 million in lost grant revenue and accompanying positions
- A total of \$2.0 million for new services (IT Roadmap)
- A minimum of \$2.0 million of efficiencies achieved through the Service Initiative
- Assessment base growth based on 1.3%

2016 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 2016, the Board will consider a capital budget request totalling \$16.4 million. Funding for these projects will come primarily from PAYG sources. Table 7 below provides a summary.

The capital budget falls into two categories in 2016: renewal of assets or strategic initiatives. Projects totalling \$7.3 million are for the renewal of OPS assets including:

- Fleet - \$3.6 million
- Facility lifecycle - \$2.2 million.
- Information technology infrastructure - \$1.5 million

The strategic initiative category requires funds of \$9.1 million and is made up primarily of the IM/IT Roadmap project, with a smaller amount set aside for facility related programs. Descriptions of all 2016 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 \$1.9 million from various older projects will be returned to their source, the General Capital Reserve Fund, to aid, primarily, in the funding of the new IM/IT Roadmap project and to support transformation project funds. This direction will be highlighted in the Third Quarter Report to the Ottawa Police Services Board on November 30, 2015.

Table 7
2015 Capital Budget
(\$ millions)

| Capital Project | Total Need | Funding Source | | | |
|-------------------------------|----------------|----------------|---------------|-------------|-------------|
| | | PAYG | Revenue | DC | Debt |
| Renewal of Assets | | | | | |
| Fleet Program | \$ 3.6 | \$ 3.3 | \$ 0.3 | | |
| IT Infrastructure | 0.9 | 0.9 | | | |
| IT Telecommunication | 0.6 | 0.6 | | | |
| Facility Lifecycle | 2.2 | 2.2 | | | |
| Subtotal | \$ 7.3 | \$ 7.0 | \$ 0.3 | \$ - | \$ - |
| Growth | | | | | |
| | \$ - | \$ - | \$ - | \$ - | \$ - |
| Subtotal | \$ - | \$ - | \$ - | \$ - | \$ - |
| Strategic Initiatives | | | | | |
| IM/IT Roadmap | \$ 8.7 | \$ 8.7 | | | |
| Facility Security Initiatives | 0.2 | 0.2 | | | |
| Facility Initiatives | 0.2 | 0.2 | | | |
| Subtotal | \$ 9.1 | \$ 9.1 | \$ - | \$ - | \$ - |
| Total | \$ 16.4 | \$ 16.1 | \$ 0.3 | \$ - | \$ - |

Ten-Year Capital Forecast

The ten-year requirement for OPS capital spending is estimated to be \$266.6 million, and ranges from a high of \$76.2 million in 2020 to a low of \$9.0 million in 2023 and 2024, as shown below in Table 8. Annex B-2 presents the forecast by individual project and by category of need.

Table 8
OPS Ten Year Capital Needs Summary - 2016-2025
(\$ Millions)

| Category | Gross Need | Funding | | | |
|-----------------------|----------------|----------------|---------------|-------------|-----------------|
| | | PAYG | Revenue | DC | Debt |
| Renewal of Assets | \$ 68.0 | \$ 65.1 | \$ 2.9 | | |
| Growth | \$ 69.9 | \$ 26.5 | | | \$ 43.4 |
| Strategic Initiatives | \$128.7 | \$ 72.0 | | | \$ 56.7 |
| Total | \$266.6 | \$163.6 | \$ 2.9 | \$ - | \$ 100.1 |
| % of Total | | 61% | 1% | 0% | 38% |

With the introduction of the IM/IT Roadmap project, Strategic Initiatives account for half of the capital forecast. The largest project within the entire 10 year timeframe relates to the re-building of OPS' Greenbank location which is budgeted to cost \$62.1 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

Growth projects (\$69.9 million) are the second largest capital grouping and include projects that are identified for development charge funding. Two projects account for the lion's share of the funds: the second phase of funding for South Division (\$34.5 million - 2018) and a new Central Division facility (\$26.4 million – 2025). Debt and some lump sum payments from the Facility Reserve Fund will be the primary sources of funding for these projects.

Capital funds required for the renewal of assets, which includes fleet replacement, information technology renewal (including telecommunication) and facility lifecycle, totals \$68.0 million. These projects are financed exclusively from PAYG sources or revenue garnered from the sale of assets.

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 \$3.1 million to \$3.6 million annually. It carries a minimal balance year over year. The annual contribution has increased in 2016 from \$2.7 million to \$2.8 million to cover the purchase of vehicles for the twenty-five new sworn officers. This additional year over year contribution will allow the Service to add eight more vehicles to the Fleet each year for the next 4 years, matching the staffing strategy discussed earlier in this report. 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 2016, the adjustment amount was \$0.6 million. The additional planned contribution of \$0.3 million was deleted as a way of helping to achieve the 1.75% budget target. This change has delayed all Facility Strategic Plan projects by one year as previously discussed in this report.

The Facilities Strategic Reserve Fund will have a balance of \$2.1 million to begin 2016. This is expected to grow to \$23.3 million by the end of 2019 as construction on the re-

building of the Greenbank facility begins in 2020. The continuity is based on the contributions for the 2016–2019 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 proposed 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 \$1.0 million for projects in the operating budget, as specified in Annex A-5, will be financed from this reserve.

A \$3.5 million balance in the General Capital Reserve Fund will be on hand at the end of 2016. 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 2016–2019 periods as outlined in Annex A-1.

CONSULTATION

The 2016 Draft Operating and Capital estimates will be presented and tabled with the Ottawa Police Services Board and City Council on 12 November 2015.

Public consultation will also occur on 30 November 2015 at 5:00 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 2016 Budget will occur.

City Council will review and approve the Draft 2016 Estimates on 9 December 2015.

FINANCIAL IMPLICATIONS

Financial implications are presented within the report.

CONCLUSION

The Ottawa Police Service is tabling a draft 2016 gross operating budget of \$308.1 million which results in a Police Tax Rate increase of 1.75%. The 2016 draft capital budget is tabled at \$16.38 million. Approval of the budget will ensure that the Board and the Service have the funds required to meet the Strategic Plan currently under development and the Chief's Operational Priorities for 2016.

(original signed by)

Charles Bordeleau
Chief of Police

Annexes

| | |
|-------------|--|
| Annex A-1 | OPS 2016 to 2019 Operating Forecast |
| Annex A-2 | OPS 2016 Staff Complement Summary by Section |
| Annex A-3.0 | OPS 2015/2016 Staff Complement Summary by Rank |
| Annex A-3.1 | OPS Summary of Civilian Complement by Pay Group 2011-2016 |
| Annex A-3.2 | OPS Summary of Sworn Complement by Rank and Category 2011-2016 |
| Annex A-4 | OPS 2016 Material, Supplies and Services Summary |
| Annex A-5 | OPS 2016 Project Funds and Business Continuity Initiatives |
| Annex A-6 | OPS 2016 Efficiencies and History of Efficiencies |
| Annex A-7 | OPS 2016 Recommended Fee Schedule (English and French) |
| Annex A-8 | OPS Revenue Comparison 2015 vs. 2016 |
| Annex A-9 | OPS Community Police Centres – 2016 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 2016-2025 10 Year Capital Forecast (English and French) |
| Annex B3 | OPS Capital Project Details |
| Annex B4 | OPS 2016 to 2025 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 : Le 12 novembre 2015

DEST. : Le président et les membres de la Commission de services policiers d'Ottawa

EXP. : Le chef de police, Service de police d'Ottawa

OBJET : **PROJET DE BUDGET DE FONCTIONNEMENT ET D'IMMOBILISATIONS
2016**

RECOMMANDATIONS

Que la Commission de services policiers d'Ottawa reçoive et dépose le Projet de budget de fonctionnement et d'immobilisations 2016 du Service de police d'Ottawa, aux fins d'étude lors de la réunion de la Commission du 30 novembre 2015.

INFORMATION DE BASE

Dans le cadre de la réunion du 20 octobre 2015, la Commission a demandé au personnel de préparer le projet de budget de fonctionnement et d'immobilisations 2016 en visant une hausse de la taxe de 1,75 % et une augmentation de 1,3 % de l'assiette d'évaluation. Ce budget est conforme à l'orientation de la Commission et représente une hausse de la taxe de police de 1,75 %.

DISCUSSION

Le Service de police d'Ottawa (SPO) fournit les services policiers aux résidents, aux entreprises et aux visiteurs de la Ville d'Ottawa comme en fait état la *Loi sur les services policiers* de l'Ontario. La demande pour ces services est motivée par les besoins et les attentes des membres de notre collectivité.

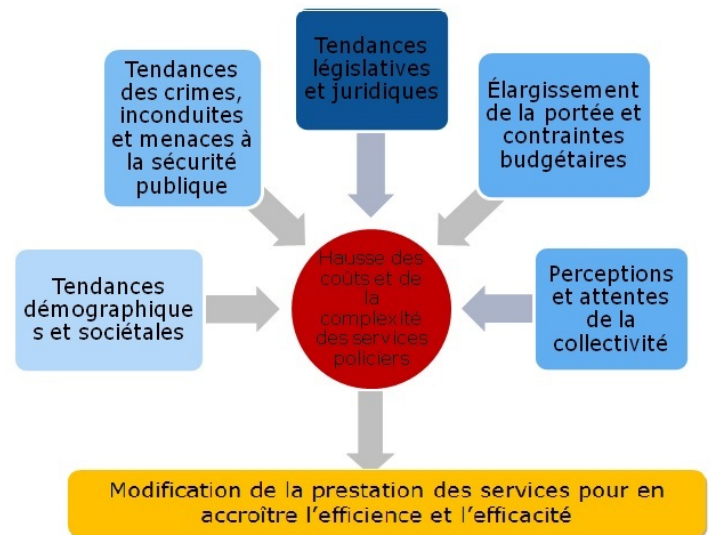
Dans le but d'assurer la disponibilité des fonds permettant de répondre aux demandes de la collectivité, l'article 39 de la *Loi sur les services policiers* exige de la part de la Commission qu'elle approuve une allocation budgétaire annuelle à l'intention du service de police pour que celui-ci dispose des fonds nécessaires au maintien du corps policier et qu'elle lui procure l'équipement et les installations répondant à ses besoins. Conjointement avec le Plan directeur du SPO et les autres documents de planification stratégique, le budget permet à la Commission d'établir ses priorités et apporte une orientation nette au chef, au commandement exécutif et aux gestionnaires. Il appuie les niveaux de service, accorde l'autorité requise pour l'avancement de projets

opérationnels clés, et confirme le financement nécessaire pour mener à bien les plans de fonctionnement prévus pour 2016.

En 2006, le Conseil municipal a mis en œuvre une politique visant à financer les opérations du Service de police d'Ottawa par la voie de sa propre taxe de police municipale, distincte des opérations générales de la ville. Ce modèle de financement offre à la population une certaine transparence quant au coût des services policiers, et accorde au SPO l'avantage direct d'une part proportionnelle des revenus de la croissance de l'évaluation municipale.

Contexte des services policiers

Les services policiers à l'échelle du Canada continuent de devenir une profession très recherchée, forte en ressources et extrêmement complexe dans un environnement dynamique. Les diverses tendances et modifications ont contribué à cet environnement, y compris les collectivités en plein essor, le vieillissement des populations, la mutation des profils démographiques et l'augmentation des demandes de service. Les services policiers sont également confrontés à un changement des types de crimes et des prescriptions législatives et réglementaires auxquelles ces services policiers doivent se conformer au moment d'enquêter sur ces crimes, en plus d'une hausse des interactions avec des personnes ayant des troubles de santé mentale et la menace de terrorisme qui est omniprésente. Cette menace à la sécurité nationale du Canada a récemment été soulignée par les attentats survenus à Montréal et à Ottawa en 2014, ainsi que plusieurs attaques contrecarrées au cours des dernières années.



Ottawa doit également relever des défis uniques qui vont bien au-delà de ceux auxquels sont confrontés les services policiers à l'échelle du pays – plus précisément, sa géographie et son rôle à titre de capitale nationale.

La ville d'Ottawa s'étend sur 2 796 kilomètres carrés et fait 90 kilomètres d'est en ouest. Cette superficie dépasse celles de Toronto, Montréal, Calgary, Edmonton et Vancouver réunies. En outre, la zone est rurale à près de 80 %, et possède plus de terres agricoles que toute autre ville canadienne. Cette diversité crée un besoin de modèles de prestation de services différents, personnalisés pour tenir compte des réalités urbaines, suburbaines et rurales, et appuyées par de l'équipement spécialisé, ce qui entraîne fréquemment des coûts plus élevés liés aux véhicules.

Puisqu'elle est la capitale nationale, le Service de police d'Ottawa est chargé de veiller à la sécurité et à la protection du public aux emplacements d'importance nationale

ainsi qu'aux nombreux événements, comprenant défilés, marches, grèves, démonstrations et événements spéciaux. En 2014 seulement, le SPO a été présent lors de 760 événements d'ordre public. Ces événements nécessitent l'élaboration et la mise en œuvre de plans opérationnels, appuyés par un travail coordonné de collecte de renseignements, d'évaluation des menaces, et de stratégies en matière de sécurité publique.

Un défi particulier que le SPO devra relever dans un avenir prochain en matière d'ordre public sera les prochaines célébrations d'Ottawa 2017 à l'occasion du 150^e anniversaire du Canada. La plupart des années, Ottawa accueille entre 7 et 8 millions de touristes. L'Équipe de préparation d'Ottawa 2017 prévoit 11,25 millions de participants pour les célébrations du 150^e dans la capitale nationale.

Même si le nombre d'infractions au Code criminel signalées au SPO soit en décroissance, ce qui reflète la tendance canadienne, l'organisation continue d'être confrontée à un environnement d'enquêtes et législatif de plus en plus complexe, ainsi qu'à des demandes de service croissantes et à une augmentation du nombre d'événements prévus et imprévus. Il peut être très éprouvant d'aménager un juste équilibre entre cet environnement dynamique caractérisé par tous ces besoins et une enveloppe budgétaire définie. Un financement stable facilite la gestion efficace des opérations policières et les besoins de service associés à la croissance et à la diversification de la population et, surtout, contribue à assurer la sécurité collective.

Processus d'élaboration du budget 2016

Préparation du personnel – Le SPO a lancé le processus du budget 2016 en mai 2015 en diffusant les documents de préparation du budget à tous les gestionnaires du SPO. En juin, une séance d'information conjointe avec le Commandement exécutif et la haute gestion a eu lieu pour examiner les défis qui attendent le SPO en 2016. Faire participer les parties prenantes de la haute direction à l'élaboration du budget a été le point focal de la stratégie cette année, avec l'objectif d'obtenir une compréhension élargie des pressions et solutions budgétaires et des apports du SPO en la matière.

Des représentants de la Section des finances ont rencontré leurs homologues tout au long de la période de mai à août pour appuyer la préparation du budget des dépenses préliminaire. Le personnel a également collaboré avec le trésorier municipal afin de confirmer les estimations de la croissance de l'assiette d'évaluation et des autres catégories de recettes et de dépenses à l'échelle organisationnelle. La croissance de l'assiette d'évaluation est très inférieure aux prévisions de l'an dernier et produit environ 1 millions \$ moins de nouvelles recettes en 2016 que ce qu'on entrevoyait l'an dernier à pareille date.

Apport du CFV – Un aspect clé du processus d'élaboration du budget du SPO est l'étape des consultations auprès du Comité des finances et de la vérification (CFV) de la Commission. Le personnel a rencontré le CFV le 8 septembre 2015 et de nouveau le 20 octobre 2015 pour discuter de l'orientation et de l'opportunité du processus d'approbation du budget 2016. On a présenté divers scénarios directeurs qui ont mené à l'appui par le CFV d'une proposition budgétaire de 1,75 %. En incluant une

augmentation de 1,3 % de l'assiette d'évaluation dans cette cible, on obtient une augmentation de 7,2 millions \$ du budget du SPO pour 2016.

La proposition initiale du personnel se situait à un seuil d'augmentation du budget de 8,5 millions \$. On a avisé le CFV qu'il faudrait apporter les modifications suivantes pour en arriver à une réduction de 1,3 million \$ de l'ampleur de la proposition et atteindre la cible de 1,75 %. Cette stratégie respecte également l'objectif clé de 2016, soit d'offrir l'assiette de financement nécessaire pour permettre l'embauche de 25 officiers supplémentaires :

1. Plan stratégique des installations (PSI) – réduction de 0,3 million \$ à la contribution de type paiement à l'utilisation – tous les projets ont été retardés d'un an;
2. Fonds des projets – réduction de 0,8 million \$ en offrant des sommes uniques de 0,8 million \$ à même le Fonds de réserve général;
3. Carte routière en gestion de l'information/technologie de l'information (GI/TI) – réduction de 0,2 million \$ atteint en atténuant les coûts d'exploitation des Ans 2 et 3 pour tenir compte d'un retard dans le début du projet.

Révision finale – Durant le parachèvement du budget préliminaire, on a identifié des pressions supplémentaires de 1,9 million \$ (voir Tableau 3). L'élargissement des programmes de mieux-être des employés, l'appui des tâches du projet visant à permettre des économies, la formation des employés et l'introduction de nouvelles capacités numériques et en ligne au sein du SPO ont été établis comme des priorités importantes pour 2016.

Pour équilibrer ces pressions budgétaires, on a proposé trois principales solutions totalisant 1,9 million \$: réduire l'assiette budgétaire au chapitre de la rémunération, y compris une prévoyance de retraite; accorder une faible quantité de fonds de projets uniques; et réduire le budget de base pour les coûts de GI / TI et les autres centres de coûts (voir Tableau 3). En appliquant ces solutions, on permet à la proposition d'atteindre la cible budgétaire 2016 de 7,2 millions \$.

Les fonds uniques pour le budget 2016 totalisent 1,0 million \$ et visent exclusivement les projets de transformation et d'économie. Les anciens projets d'immobilisation ont été fermés et les fonds retournés au Fonds de réserve général pour appuyer cette stratégie.

Tableau 3
Pressions et solutions de la Révision finale
(en millions \$)

| Défis | Somme |
|---|-----------------|
| Élargissement du programme Votre vrai soi | 0,5 \$ |
| Programme de mieux-être | 0,5 \$ |
| Pressions sur le Fonds des projets | 0,2 \$ |
| Formation | 0,3 \$ |
| Programme de numérisation des dossiers | 0,3 \$ |
| Vérification d'antécédents en ligne | 0,1 \$ |
| Total partiel des défis | 1,9 \$ |
| Solutions | |
| Rémunération | (0,5 \$) |
| Fonds de retraite | (0,5 \$) |
| Réduction du budget de base en GI/TI | (0,4 \$) |
| Diverses réductions du budget de base | (0,3 \$) |
| Fonds uniques | (0,2 \$) |
| Total partiel des solutions | (1,9 \$) |

Directive du conseil – Le 14 octobre 2015, le Rapport sur le budget et le calendrier 2016 a été approuvé par le Conseil de ville. Il a donné à toutes les entités municipales la directive de préparer le budget selon les hypothèses suivantes :

- a) que le prélèvement panmunicipal, qui comprend les services de police, de bibliothèque et de santé publique, soit rehaussé de 1,75 % par année;
- b) que, dans le cadre du processus de préparation du budget annuel, l'allocation budgétaire accordée aux services de police, de bibliothèque et de santé publique soit fondée sur une part individuelle proportionnelle d'une augmentation fiscale de 1,75 % et d'une augmentation de 1,3 % des taxes découlant d'une croissance de l'évaluation, et que le Conseil demande que ces services élaborent leurs budgets préliminaires en tenant compte de cette allocation annuelle.

La proposition budgétaire préliminaire présentée ici est conforme à cette directive.

Situation financière 2015

Les rapports sur la situation financière trimestrielle sont des renseignements clés utilisés dans la préparation du budget préliminaire 2016. Le rapport du troisième trimestre conclut que le SPO atteindra une position d'équilibre général en fin d'exercice.

Il laisse entrevoir certains postes de fonds excédentaires ou, sinon, des pressions budgétaires dont on a tenu compte dans l'élaboration du budget 2016.

Points saillants du Projet de budget de fonctionnement 2016

Le Projet de budget de fonctionnement 2016 conserve le niveau actuel de services policiers à Ottawa et respecte les lignes directrices établies par la Commission. Le SPO a besoin de 7,2 millions \$ de nouveaux fonds en 2016. L'augmentation de 1,75 % du taux de taxe policière, jumelée à la croissance de l'assiette d'évaluation de 1,3 %, générera les fonds nécessaires.

Le Tableau 4 résume à la fois les pressions et les solutions qui sous-tendent le besoin financier de 7,2 millions \$. Une version plus complète est incluse à l'Annexe A-1. Les changements sont catégorisés selon les rapports budgétaires de la Ville d'Ottawa, tels qu'énoncés ci-dessous et abordés dans les sections qui suivent.

1. Maintien des services – prestation continue de services policiers de qualité;
2. Croissance – élargissement des services policiers à l'appui de la croissance de la population de la Ville ;
3. Nouveaux services – nouveaux besoins opérationnels;
4. Initiative d'amélioration des services et économies connexes – économies réalisées par des améliorations de productivité, des investissements dans la technologie, une rationalisation des actifs et un approvisionnement efficace;
5. Droits et recettes d'utilisation – rajustements aux barèmes des droits perçus auprès des utilisateurs.

Tableau 4
Projet de budget de fonctionnement 2016
(en millions \$)

| Catégorie | Hausse budgétaire différentielle |
|--|---|
| 1. Maintien des services | 5,9 \$ |
| 2. Croissance | 1,3 \$ |
| 3. Nouveaux services | 2,2 \$ |
| 4. Initiative d'amélioration des services et économies connexes | (2,0 \$) |
| 5. Droits et recettes d'utilisation | (0,2 \$) |
| Besoin différentiel | 7,2 \$ |
| Hausse du taux de la taxe policière | 1,75 % |

Catégorie 1 : Maintien des services – hausse de 5,9 M\$

| | |
|--|----------------|
| Rémunération nette | 4,3 M\$ |
| Éléments non liés à la rémunération | 1,6 M\$ |
| Maintien des services | <u>5,9 M\$</u> |

Le maintien des niveaux de service actuels engendre un besoin budgétaire différentiel de 5,9 M\$ pour 2016. Cette catégorie regroupe généralement la majorité (82 % en 2016) du besoin financier différentiel total.

Augmentations et ajouts à la rémunération – hausse de 5,4 M\$

Étant donné que 83 % du budget de fonctionnement brut du Service de police d'Ottawa est consacré aux frais de dotation en personnel, l'élément relatif à la rémunération du budget représente le facteur de coût le plus important chaque année.

Le budget de rémunération pour 2016 appuie l'effectif approuvé du SPO de 1 959 équivalents à temps plein (ÉTP) : 1 354 officiers assermentés et 605 membres civils (y compris des agents spéciaux et des employés occasionnels).

À l'intérieur des niveaux de dotation des assermentés, on note une hausse de 25 nouveaux postes d'agents. C'est la première année, depuis le budget 2009, où on a ajouté des officiers assermentés au budget.

Le nombre d'employés civils a été retranché de quatre postes en 2015 et 2016. Tel qu'on l'a expliqué dans le rapport de la Commission de services policiers d'Ottawa au 27 juillet 2015, trois postes d'ÉTP ont été supprimés de la Section de la protection des tribunaux (deux en 2015 et un en 2016) comme moyen de financer le nouveau contrat de services de protection de la Cour provinciale conclu auprès d'une entreprise de sécurité privée (Federal Force Protection Agency). Un ÉTP supplémentaire a été éliminé en 2015 de la Section des finances par suite de la cession de la fonction de préparation de la paye du SPO vers la Ville en octobre 2015.

Au total, 5,4 millions \$ ont été ajoutés au budget de la rémunération pour tenir compte de toutes les modifications prévues en 2016. En règle générale, ces sommes comprennent les charges liées aux majorations d'échelons, à l'admissibilité à divers niveaux de compensation pour responsabilités accrues et à une provision selon l'issue probable des négociations salariales pour 2016.

Les niveaux de dotation sont énumérés par section et au fil du temps aux Annexes A-2, A-3.0, A-3.1 et A-3.2.

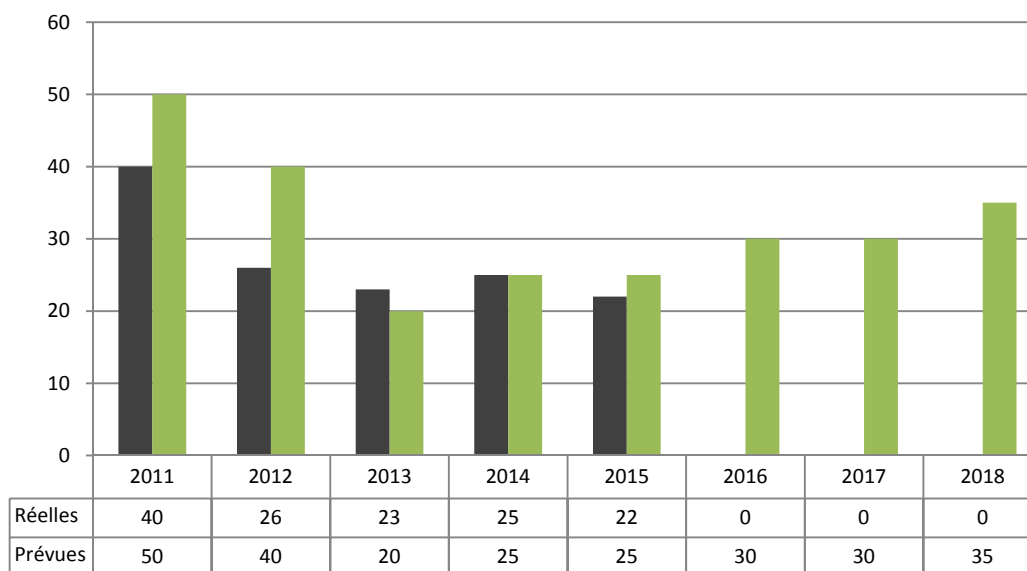
Charges de retraite

Les coûts moyens par retraité sont en baisse en raison des charges de retraite générales qui chuteront en 2015. Elles devraient demeurer à ce niveau en 2016, permettant une réduction de 0,5 million \$ du budget de 3,3 millions \$, qui prévoit environ 30 retraités. À la lumière des renseignements actuels, les niveaux de retraite sont censés demeurer à ce niveau de 30 retraités par année en 2017 puis augmenter légèrement à 35 départs à la retraite par année en 2018, comme en témoigne le Tableau 5.

Aucun rajustement budgétaire supplémentaire n'est prévu pour 2017-2018, compte tenu du fait que la provision annuelle de 2,8 M\$ est censée couvrir la crête en matière de charges de retraite durant cette période. Le versement correspondant par retraité a diminué de sorte que, au cours de cette période prévisionnelle, on ne prévoit pas que ces départs à la retraite exerceront des pressions financières supplémentaires.

Le SPO a instauré un vigoureux processus de prévision et de recrutement ainsi que de planification de la relève pour composer avec les défis que les départs à la retraite imposent aux opérations policières.

Tableau 5
Retraites des assermentés 2011-2018
(prévues c. réelles)



Réduction du nombre de postes subventionnés par la province

La Province de l'Ontario offre actuellement des subventions au SPO à raison d'un peu plus de 5,4 millions \$ annuellement pour l'aider à assumer les charges salariales des 135 postes au sein du SPO. Comme le montre l'Annexe A-11, les programmes comprennent ce qui suit :

- Programme de recrutement de 1 000 agents – partenariat pour des collectivités plus sûres : 3,3 millions \$ (95 postes)
- Programme des partenariats de services policiers communautaires : 1,0 million \$ (32 postes)
- Stratégie provinciale d'intervention de lutte contre la violence : 0,6 million \$ (5 postes)
- Stratégie provinciale pour protéger les enfants contre la violence sexuelle et l'exploitation sur Internet : 0,5 million \$ (3 postes).

La Province a avisé les commissions de services policiers que le financement de ces programmes sera modifié dans un avenir prochain, bien que le montant et le calendrier demeurent incertains.

Le personnel a mis de l'avant une stratégie proactive dans ce budget pour composer avec la réduction probable des subventions provinciales en 2016. À la lumière de l'hypothèse que la base de subventionnement sera réduite de 10 % à 12 %, les subventions provinciales ont régressé d'un peu plus de 600 000 \$ dans le budget 2016. Ainsi, une réduction correspondante des charges de rémunération a également été prévue. Ce montant, qui se traduit par une perte potentielle de 5 postes, est pris en compte dans les données sur l'effectif pour 2016. L'Annexe A-11 résume les hypothèses de recettes et de postes provinciales concernant ces subventions pour 2016.

Lorsque la Province annoncera ses niveaux de subventionnement pour 2016, le personnel présentera de nouveau un rapport à la Commission sur les incidences du budget et déterminera la stratégie qu'on adoptera pour déterminer les postes à supprimer, le cas échéant.

Matériel, fournitures et services – hausse de 1,0 M\$

Investir dans la santé et le mieux-être de nos membres est un thème clé du budget 2016 et au-delà de 1,2 M\$ a été inclus pour appuyer ces travaux. On introduira un nouveau programme de mieux-être des employés, ainsi que des améliorations au programme *Votre vrai soi*. On a également augmenté les fonds de formation pour aider les membres à obtenir les qualifications nécessaires et chercher à rehausser leur perfectionnement professionnel.

Divers facteurs exercent des pressions sur cette catégorie du budget. Les charges d'exploitation des installations ajoutent d'importantes pressions de près de 0,4 M\$.

L'annualisation des droits d'utilisation du nouveau système de transmission radio comporte une charge de 1,0 M\$. La faiblesse du dollar canadien a une nette incidence sur le renouvellement des licences de logiciels, à hauteur de 0,1 M\$.

On a augmenté la provision des fonds de projets de 0,2 M\$ afin de prévoir l'enveloppe nécessaire pour la transformation et l'innovation en 2016. Au total, 1,7 M\$ a été alloué pour appuyer l'IAS et 1,0 M\$ de fonds seront régis par le Bureau de gestion des projets (BGP), ce qui appuiera la transformation de l'arrière-boutique et les autres idées que les gestionnaires mettent de l'avant pour améliorer les services, réaliser des économies, réduire les charges et retoucher les partenariats. Un financement unique de 1 M\$ sera utilisé pour appuyer les travaux des projets en 2016. L'Annexe A-5 stipule l'allocation des fonds des programmes, par programme, pour 2016.

La liste intégrale des pressions et compensations dans cette catégorie du budget se trouve à l'Annexe A-4.

Planification stratégique des installations – hausse de 0,6 M\$

Financement du Plan stratégique des installations – aucune hausse

Le Plan stratégique des installations approuvé par la Commission en juin 2013 demande une hausse du budget annuel de 0,3 M\$ pendant 15 ans afin que le SPO puisse financer ce plan à long terme. Avec l'apport de 0,6 M\$ abordé ci-dessous, cette hausse annuelle planifiée fait en sorte que l'enveloppe budgétaire requise pour appuyer le Plan stratégique des installations augmente de près de 1,0 M\$ annuellement. Dans ce budget-ci, on a éliminé la hausse de 0,3 M\$ pour aider à atteindre l'objectif d'un taux de taxe de 1,75 %. Cette décision aura une incidence sur le plan, en ce sens qu'elle retardera tous les projets d'une année.

Apports au Fonds de réserve pour la planification stratégique des installations – hausse de 0,6 M\$

À compter de 2012, l'apport de type « paiement à l'utilisation » (PAU) au Fonds de réserve pour la planification stratégique des installations a été lancé. L'objectif de cet apport est de constituer un fonds de réserve qui aidera le Service à financer le Plan stratégique des installations. Il s'agit d'une initiative proactive et financièrement responsable qui assurera la disponibilité de fonds pour aider à compenser le coût des projets énoncé dans le Plan stratégique des installations à long terme.

L'apport a débuté à hauteur de 0,6 M\$ et doit augmenter de ce montant chaque année pendant sept ans, pour atteindre 4,3 M\$ en 2018. Afin de s'assurer que cette mesure n'ait aucune incidence sur le budget, le montant de l'apport est établi à un niveau qui sera compensé par les revenus provenant de la province chaque année en vertu de l'entente liée aux frais de reprise en charge de la sécurité dans les palais de justice provinciaux.

Revenu – Frais liés à la reprise en charge de la sécurité dans les palais de justice – hausse de 0,6 M\$

Conformément à l'entente sur les frais liés à la reprise en charge de la sécurité dans les palais de justice conclue avec la province, le SPO a commencé à recevoir un revenu de l'Ontario en 2012 pour aider à compenser les frais en question. Le montant de 3,1 M\$ sera reçu en 2016. Ce montant continuera d'augmenter de 0,6 M\$ pendant deux autres années, pour atteindre une crête de 4,3 M\$ en 2018. Tel que susmentionné, ces fonds compensent directement la hausse des apports PAU au Fonds de réserve pour la planification stratégique des installations.

Perte de revenus de subventionnement – 0,6 M\$

Tel qu'abordé ci-dessus, selon les renseignements récents obtenus de la Province, le personnel prévoit une perte de 0,6 M\$ de revenus de subventionnement pour 2016. Cette perte touchera vraisemblablement un programme qui appuie le financement des postes à temps plein. Ainsi, on a compensé le budget de la rémunération de 0,6 M\$ pour tenir compte de cette modification. Lorsque la Province annoncera ces changements par rapport aux subventions, le personnel rendra compte à la Commission de l'incidence sur la prestation des services et résumera les scénarios visant à atténuer les risques.

Catégorie 2 : Croissance : 25 agents – hausse de 1,3 M\$

La charge de travail et la demande de services sont des défis de plus en plus importants pour le SPO. Dès 2016, le Service enclenchera un plan triennal pour accroître l'effectif d'agents assermentés de 25 postes par année pour un total de 75. Afin de compléter le plan, 25 postes d'agents assermentés seront également trouvés au sein du Service par des initiatives d'économies et une réallocation à des sections à forte demande, ce qui signifie un plan de dotation s'élevant à 100 postes.

Les agents de 2016 seront ajoutés graduellement, avec 12 agents qui seront embauchés en avril et 13 qui le seront en septembre. Cette augmentation de l'effectif coûtera 1,3 M\$ en 2016. La somme se compose de charges de rémunération à hauteur de 0,8 M\$ et de charges autres que de rémunération à hauteur de 0,5 M\$ permettant d'absorber les coûts d'équipement, de formation, d'exploitation des véhicules et un apport en capital pour les achats de véhicules.

Catégorie 3 : Nouveaux services – hausse de 2,2 M\$

Carte routière de la GI/TI – hausse de 2,2 M\$

Au cours des dix-huit derniers mois, le SPO a dressé une carte routière de la gestion de l'information/technologie de l'information (GI/TI). Les pressions budgétaires, les demandes de service, les menaces criminelles actuelles et nouvelles, les modifications

des attentes des citoyens à propos des services et le déluge de données qui s'annonce à l'horizon incitent tous le SPO à effectuer une transformation. Une plateforme technologique et une stratégie de gestion de l'information nouvelles et différentes en seront les gages de réussite.

La Carte routière de la GI/TI a été ébauchée et sera bientôt présentée à la Commission pour fins d'approbation. Une séance d'information a eu lieu avec le CVF le 8 septembre 2015. Le personnel collabore actuellement avec les experts afin d'élaborer une stratégie d'approvisionnement et de préciser les besoins exacts pour la présentation d'une demande de propositions.

Pour être proactif, le personnel a inclus une provision de 1,8 M\$ comme apport PAU visant à appuyer la mise en œuvre de projets d'immobilisations dans la Carte routière et une autre tranche de 0,4 M\$ pour tenir compte des pressions sur le budget de fonctionnement annuel attribuables à la nouvelle technologie. Aucuns fonds ne seront dépensés jusqu'à ce que le processus d'approbation ait été achevé.

Catégorie 4 : Initiative d'amélioration des services et économies – hausse de 2,0 M\$

L'IAS et les autres projets de transformation sont essentiels à l'atteinte de la cible budgétaire de 1,75 %. Au total, 2,0 M\$ d'économies doivent être réalisées en 2016. Elles ont été réservées pour compenser le coût des 25 agents supplémentaires qu'on ajoutera au Service en 2016, pour s'assurer que ce programme n'ait aucune incidence sur le budget.

Le principal facteur contributif sera les redevances du Programme des fonctions salariées, qui doit augmenter de 0,8 M\$ en 2016. Le vaste programme de construction d'un train rapide léger (TRL) exigera un niveau continu et élevé de fonctions salariées au-delà de 2017. Une liste complète des initiatives d'économies à ce jour pour 2016 est résumée à l'Annexe A-6.

La cible d'économies de 2,0 M\$ pour 2016 est la suite de plusieurs années d'importantes économies nettes. Au cours des quatre dernières années, le SPO a déjà réalisé au-delà de 9,1 M\$ d'économies annuelles par suite de réductions budgétaires et de nouvelles possibilités de revenus. Un sommaire des économies au cours de cette période est fourni à l'Annexe A-6.

Catégorie 5 : Droits d'utilisation et redevances – hausse de 0,2 M\$

Le Projet de budget 2016 comprend des hausses des droits d'utilisation et des redevances qui ajouteront 0,2 M\$ de recettes au budget.

L'objectif de la Politique sur les droits d'utilisation 2007 de la Commission est de s'assurer que le bassin de revenus découlant des droits d'utilisation augmente au

même rythme que les charges. Cette politique exige une révision et une analyse annuelles des droits d'utilisation. Pour 2016, les droits d'utilisation augmenteront en moyenne de 2,0 %, ce qui correspond à une hausse des redevances de 0,2 M\$. L'Annexe A-7 énumère les niveaux de droits pour 2016.

L'Annexe A-8 résume tous les revenus et recouvrements saisis dans le Projet de budget pour 2016, avec des comparatifs par rapport à l'année précédente.

Prévisions du Projet de budget de fonctionnement 2017–2019

Le Projet de budget de fonctionnement pour la période de 2017 à 2019 repose sur la continuité du projet de 2016 d'élargir l'effectif assermenté de 25 agents chaque année, du jamais vu depuis le budget de 2009. Une cible d'économies minimums de 2 M\$ annuellement fait également partie des prévisions. Une fois tous les facteurs pris en compte, le taux de taxe prévu pour cette période se situe entre 1,9 % et 2,7 % chaque année, ou à environ 10 M\$, comme le montre le Tableau 6.

Tableau 6
Prévision du budget de fonctionnement 2017-2019
(en millions de dollars)

| Besoin différentiel | 2017 | 2018 | 2019 |
|---|---------------|---------------|----------------|
| Maintien des services | 7,4 \$ | 7,8 \$ | 8,6 \$ |
| Croissance | 2,1 \$ | 2,1 \$ | |
| Nouveaux services | 2,6 \$ | 2,1 \$ | 2,0 \$ |
| Initiative d'amélioration des services et économies | (2,0 \$) | (2,0 \$) | (2,0 \$) |
| Droits d'utilisation et redevances | (0,2 \$) | (0,1 \$) | (0,1 \$) |
| Besoin différentiel | 9,9 \$ | 9,9 \$ | 10,6 \$ |
| | | | |
| Majoration du taux de la taxe de police | 2,7 % | 2,5 % | 1,9 % |

2017

Le besoin budgétaire différentiel pour 2017 correspond à 9,9 millions \$, ou à une augmentation de 2,7 % de la taxe, d'après les estimations et hypothèses suivantes :

- Une prévoyance pour les règlements salariaux.
- Une provision de 0,6 million \$ pour le maintien des services et des fournitures.
- Une augmentation de 0,9 million \$ pour l'apport au Fonds de réserve pour la planification stratégique des installations.
- Un revenu additionnel de 0,6 million \$ provenant de la Province pour les frais liés à la reprise en charge de la sécurité dans les palais de justice.
- Une croissance prévue de 25 ÉTP assermentés embauchés en avril et septembre.
- Une provision de 0,6 million \$ en revenus de subventionnement et postes connexes perdus.
- Un total de 2,6 millions \$ pour les nouveaux services (Carte routière de la TI).
- Au moins 2,0 millions \$ d'économies réalisées par l'intermédiaire de l'Initiative d'amélioration des services.
- Une croissance de l'assiette d'évaluation de 1,3 %.

2018

Le besoin budgétaire différentiel pour 2018 correspond à 9,9 millions \$, ou à une augmentation de 2,5 % de la taxe, d'après les estimations et hypothèses suivantes :

- Une prévoyance pour les règlements salariaux.
- Une provision de 0,6 million \$ pour le maintien des services et des fournitures.
- Une augmentation de 0,9 million \$ pour l'apport au Fonds de réserve pour la planification stratégique des installations.
- Un revenu additionnel de 0,6 million \$ provenant de la Province pour les frais liés à la reprise en charge de la sécurité dans les palais de justice.
- Une croissance prévue de 25 ÉTP assermentés embauchés en avril et septembre.
- Une provision de 0,6 million \$ en revenus de subventionnement et postes connexes perdus.
- Un total de 2,1 millions \$ pour les nouveaux services (Carte routière de la TI).
- Au moins 2,0 millions \$ d'économies réalisées par l'intermédiaire de l'Initiative d'amélioration des services.
- Une croissance de l'assiette d'évaluation de 1,3 %.

2019

Le besoin budgétaire différentiel pour 2019 correspond à 8,5 millions \$, ou à une augmentation de 1,9 % de la taxe, d'après les estimations et hypothèses suivantes :

- Une prévoyance pour les règlements salariaux.
- Une provision de 0,6 million \$ pour le maintien des services et des fournitures.
- Une augmentation de 0,3 million \$ pour l'apport au Fonds de réserve pour la planification stratégique des installations.
- Une provision de 0,6 million \$ en revenus de subventionnement et postes connexes perdus.
- Un total de 2,0 millions \$ pour les nouveaux services (Carte routière de la TI).
- Au moins 2,0 millions \$ d'économies réalisées par l'intermédiaire de l'Initiative d'amélioration des services.
- Une croissance de l'assiette d'évaluation de 1,3 %.

Projet de budget d'immobilisations pour 2016

La Commission de services policiers d'Ottawa vise à fournir une enveloppe de capitaux adéquate pour faire en sorte que les actifs tels que le parc automobile, les installations et les technologies de l'information puissent être remplacés, au besoin. Pour 2016, la Commission envisagera une demande de budget d'immobilisations totalisant 16,4 millions \$. Le financement de ces projets proviendra principalement de sources PAU (c'est-à-dire payables à l'utilisation). Le tableau 7 ci-dessous fournit un sommaire.

Le budget d'immobilisations relève de deux catégories en 2016 : le renouvellement des actifs ou les initiatives stratégiques. Les projets totalisant 7,3 millions \$ visent à renouveler les actifs du SPO, notamment :

- le parc automobile – 3,6 millions \$;
- le cycle de vie des installations – 2,2 millions \$;
- l'infrastructure des technologies de l'information (TI) – 1,5 million \$.

La catégorie des Initiatives stratégiques nécessite des fonds de 9,1 millions \$ et les sommes proviennent principalement du projet de Carte routière de la GI/TI, avec une somme réduite réservée aux programmes liés aux installations. Des descriptions de tous les projets d'immobilisations 2016 sont fournies à l'Annexe B-3.

Un rapport sur les travaux d'immobilisations en cours est également présenté à l'Annexe B-1 pour résumer l'état de tous les projets d'immobilisations du SPO actuels. On a révisé ces projets durant l'élaboration du budget d'immobilisations pour s'assurer que leurs objectifs soient en voie d'être réalisés. On prévoit que 1,9 million \$ de divers anciens projets seront renvoyés à leur source, le Fonds de réserve pour le capital général, pour faciliter, principalement, le financement du nouveau projet de Carte routière de la GI/TI et pour appuyer les fonds du projet de transformation. Cette

orientation sera soulignée dans le rapport du troisième trimestre à la Commission de services policiers d'Ottawa le 30 novembre 2015.

Tableau 7
Budget de fonctionnement pour 2015
(en millions de dollars)

| Projet d'immobilisations | Besoin total | Source de financement | | | |
|---|----------------|-----------------------|---------------|-------------|-------------|
| | | PAU | Revenus | RA | Emprunt |
| Renouvellement des actifs | | | | | |
| Programme du parc automobile | 3,6 \$ | 3,3 \$ | 0,3 \$ | | |
| Infrastructure de la TI | 0,9 \$ | 0,9 \$ | | | |
| Télécommunications des TI | 0,6 \$ | 0,6 \$ | | | |
| Cycle de vie des installations | 2,2 \$ | 2,2 \$ | | | |
| Total partiel | 7,3 \$ | 7,0 \$ | 0,3 \$ | - \$ | - \$ |
| Croissance | | | | | |
| | - \$ | - \$ | - \$ | - \$ | - \$ |
| Total partiel | - \$ | - \$ | - \$ | - \$ | - \$ |
| Initiatives stratégiques | | | | | |
| Carte routière de la GI/TI | 8,7 \$ | 8,7 \$ | | | |
| Initiative de protection des Installations | 0,2 \$ | 0,2 \$ | | | |
| Initiatives de construction des Installations | 0,2 \$ | 0,2 \$ | | | |
| Total partiel | 9,1 \$ | 9,1 \$ | - \$ | - \$ | - \$ |
| Total | 16,4 \$ | 16,1 \$ | 0,3 \$ | - \$ | - \$ |

Prévisions d'immobilisations décennales

Le besoin décennal en dépenses d'immobilisations du SPO est évalué à 266,6 millions \$, et varie d'une crête de 76,2 millions \$ en 2020 à un creux de 9,0 millions \$ en 2023 et 2024, comme le montre le tableau 8 ci-dessous. L'Annexe B-2 présente les prévisions par projet individuel et par catégorie de besoin.

Tableau 8
Sommaire des besoins en capital décennaux du SPO – 2016 à 2025
(en millions de dollars)

| Catégorie | Besoin brut | Financement | | | |
|---------------------------|-----------------|-----------------|---------------|-------------|-----------------|
| | | PAU | Revenus | RA | Emprunt |
| Renouvellement des actifs | 68,0 \$ | 65,1 \$ | 2,9 \$ | | |
| Croissance | 69,9 \$ | 26,5 \$ | | | 43,4 \$ |
| Initiatives stratégiques | 128,7 \$ | 72,0 \$ | | | 56,7 \$ |
| Total | 266,6 \$ | 163,6 \$ | 2,9 \$ | - \$ | 100,1 \$ |
| % du total | | 61 % | 1 % | 0 % | 38 % |

Avec l'introduction du projet de Carte routière de la GI/TI, les Initiatives stratégiques comptent maintenant pour la moitié des prévisions d'immobilisations. Le projet le plus important du calendrier décennal a trait à la reconstruction de l'emplacement de Greenbank du SPO, qui devrait coûter 62,1 millions \$. Le financement des projets liés aux installations dans cette dernière catégorie proviendra principalement de l'emprunt et du Fonds de réserve pour la planification stratégique des installations. Le financement de la Carte routière de la GI/TI proviendra, quant à lui, de la Réserve de capital général.

Les projets du volet Croissance (69,9 millions \$) constituent la deuxième plus importante catégorie d'immobilisations et comprennent les projets établis pour le financement des charges de développement. Deux projets occupent la majorité des fonds prévus : la phase 2 du financement de la division Sud (34,5 millions \$ – en 2018) et une nouvelle installation de la division Centre (26,4 millions \$ – en 2025). L'emprunt et certains versements uniques provenant du Fonds de réserve pour les installations seront les sources primaires du financement pour ces projets.

Les fonds d'immobilisations nécessaires au renouvellement des actifs, qui comprend le remplacement du parc automobile, le renouvellement des technologies de l'information (y compris les télécommunications) et le cycle de vie des installations, totalisent 68,0 millions \$. Ces projets sont financés exclusivement à partir des sources PAU ou des recettes générées par la vente d'actifs.

État des fonds de réserve du SPO

Le SPO dispose actuellement de trois fonds de réserve qui jouent des rôles clés dans le financement des immobilisations. L'Annexe B-4 fournit un calendrier de la continuité pour chacun des fonds de réserve. Voici l'état des fonds de réserve actuels :

Fonds de réserve pour le remplacement du parc automobile

Ce fonds de réserve sert à financer le programme de remplacement des véhicules à hauteur d'environ 3,1 millions \$ à 3,6 millions \$ annuellement. Il reporte un solde minimum année après année. L'apport annuel au Fonds de réserve pour le remplacement du parc automobile a augmenté en 2016 de 2,7 millions \$ à 2,8 millions \$ pour permettre l'achat des véhicules des vingt-cinq nouveaux agents assermentés. Cet apport supplémentaire année après année permettra au Service d'ajouter huit véhicules au parc automobile chaque année au cours des quatre prochaines années, appliquant ainsi de nouveau la stratégie de dotation abordée précédemment dans le présent rapport. L'apport supplémentaire permettra également le remplacement ordinaire de ces nouveaux véhicules à l'avenir.

Fonds de réserve pour la planification stratégique des installations

Ce fonds a été établi en 2012. Son rôle consiste à appuyer les initiatives énoncées dans le Plan stratégique des installations du SPO. Chaque année, le niveau des apports est rajusté selon un montant équivalant au financement supplémentaire obtenu de la Province pour les frais liés à la reprise en charge de la sécurité dans les palais de justice. Pour 2016, le montant du rajustement était de 0,6 million \$. On a supprimé l'apport supplémentaire prévu de 0,3 million \$ pour faciliter l'atteinte de la cible budgétaire de 1,75 %. Ce changement a retardé tous les projets du plan stratégique des installations, tel qu'on l'a mentionné précédemment dans le présent rapport.

Un solde de 2,1 millions \$ dans le Fonds de réserve pour la planification stratégique des installations sera disponible pour débiter l'année 2016. Ce solde est censé augmenter à 23,3 millions \$ dès la fin de 2019, vu que les travaux de reconstruction des installations de Greenbank débutent en 2020. La continuité repose sur l'apport pour les périodes allant de 2016 à 2019, tel qu'énoncé à l'Annexe A-1.

Fonds de réserve pour le capital général du SPO

Ce fonds de réserve sert à financer le reste du plan de travail des investissements du SPO, y compris la Carte routière de la GI/TI proposée. Le calendrier de continuité du Fonds de réserve, illustrant les apports, les dépenses et le solde final, figure à l'Annexe B-4. Ce calendrier montre que tous les projets prévus peuvent être financés. De plus, un financement unique de 1,0 million \$ pour les projets compris dans le budget de fonctionnement, tel que précisé à l'Annexe A-5, proviendra de ce fonds de réserve.

Un solde de 3,5 millions \$ du Fonds de réserve pour le capital général sera disponible à la fin de 2016. La croissance du solde accumulé à ce jour découle principalement de la stratégie de formation de capital adoptée par la Commission au cours du cadre financier 2008—2010. La continuité est fondée sur les rajustements de l'apport de

formation de capital pour les périodes allant de 2016 à 2019, tel que présenté à l'Annexe A-1.

CONSULTATION

Les estimations du Projet de budget de fonctionnement et d'immobilisations pour 2016 seront présentées et déposées auprès de la Commission de services policiers d'Ottawa et du Conseil municipal le 12 novembre 2015.

Une consultation publique aura également lieu le 30 novembre 2015, à 17 h, lors des réunions ordinaires de la Commission de services policiers, à la Salle Champlain de l'Hôtel de ville. L'étude, l'examen et l'approbation formelles du Budget de 2016 auront lieu à cette date.

Le Conseil municipal révisera et approuvera les estimations du Projet de budget pour 2016 le 9 décembre 2015.

RAMIFICATIONS FINANCIÈRES

Les ramifications financières sont présentées dans le cadre du présent rapport.

CONCLUSION

Le Service de police d'Ottawa présente un projet de budget de fonctionnement brut pour 2016 de 308,1 millions \$, lequel réalise une hausse de la taxe de police de 1,75 %. Le projet de budget d'immobilisations pour 2016 est présenté à hauteur de 16,38 millions \$. L'adoption du budget assurera que la Commission et le Service de police possèdent les fonds nécessaires pour répondre au Plan stratégique actuellement en préparation et aux priorités opérationnelles du chef pour 2016.

(original signé par)

Charles Bordeleau
Chef de police

Annexes

- Annexe A-1 Prévisions opérationnelles du SPO pour 2016 à 2019
- Annexe A-2 Résumé de l'effectif du SPO pour 2016, par section
- Annexe A-3.0 Résumé de l'effectif du SPO pour 2015–2016, par rang
- Annexe A-3.1 Résumé de l'effectif civil du SPO pour 2011 à 2016, par groupe salarial
- Annexe A-3.2 Résumé de l'effectif assermenté du SPO pour 2011 à 2016, par rang et par catégorie
- Annexe A-4 Résumé du matériel, des fournitures et des services du SPO pour 2016
- Annexe A-5 Fonds de projets du SPO pour 2016
- Annexe A-6 Économies 2016 et historiques du SPO
- Annexe A-7 Barème de droits recommandé du SPO pour 2016
- Annexe A-8 Comparaison de revenus du SPO (2015 c. 2016)
- Annexe A-9 Centres de police communautaire du SPO – Budget net par centre pour 2016
- Annexe A-10 Historique des dépenses brutes et nettes du SPO
- Annexe A-11 Postes appuyés par les subventions du SPO

- Annexe B1 Travaux en cours du budget d'immobilisations du SPO
- Annexe B2 Prévisions d'immobilisations décennales 2016–2025
- Annexe B3 Détails du Projet de budget de fonctionnement et d'immobilisations du SPO
- Annexe B4 Calendriers de continuité du SPO de 2016 à 2025

Annexes A-1 to A-11

**OTTAWA POLICE SERVICE
2016 TO 2019 OPERATING FORECAST
(\$000)**

| Category | Draft | Forecast | | |
|--|----------------|----------------|----------------|----------------|
| | 2016 | 2017 | 2018 | 2019 |
| Maintain Services | | | | |
| Compensation Increase & Increments | 5,395 | 5,850 | 6,010 | 6,180 |
| Step Progression of Additional Sworn Staff | | 640 | 900 | 1,550 |
| Retirements | (500) | | | |
| Reduced Provincially Funded Positions | (600) | (600) | (600) | (600) |
| Net Compensation | 4,295 | 5,890 | 6,310 | 7,130 |
| Material, Supplies & Services | 973 | 600 | 600 | 600 |
| Facilities Strategic Plan | | | | |
| Facilities Strategic Plan Funding | | 300 | 300 | 300 |
| Facility Strategic Reserve Fund Contribution | 617 | 617 | 617 | |
| Provincial Revenue - Upload of Court Costs | (617) | (617) | (617) | |
| Provincial Revenue - Loss of Grant Revenue | 600 | 600 | 600 | 600 |
| Net Other | 1,573 | 1,500 | 1,500 | 1,500 |
| Subtotal Maintain Services | 5,868 | 7,390 | 7,810 | 8,630 |
| Growth | | | | |
| Compensation (25 Sworn hired 12 in Apr & 13 in Sept) | 760 | 1,560 | 1,596 | |
| Contribution to Capital for vehicles | 100 | 100 | 100 | |
| Training & Equipment | 400 | 400 | 400 | |
| Subtotal Growth | 1,260 | 2,060 | 2,096 | 0 |
| New Services | | | | |
| IM/IT Roadmap | | | | |
| Operating | 400 | 800 | 300 | 200 |
| Contribution to Capital | 1,800 | 1,800 | 1,800 | 1,800 |
| Subtotal New Services | 2,200 | 2,600 | 2,100 | 2,000 |
| Service Initiatives and Efficiencies | | | | |
| SI Efficiencies and Other Reductions | (2,000) | (2,000) | (2,000) | (2,000) |
| Subtotal Service Initiatives and Efficiencies | (2,000) | (2,000) | (2,000) | (2,000) |
| User Fees & Revenues | | | | |
| User Fee Policy | (150) | (150) | (150) | (150) |
| Subtotal User Fees & Revenues | (150) | (150) | (150) | (150) |
| Operating Requirement | \$7,178 | \$9,900 | \$9,856 | \$8,480 |
| Full Time Equivalents (FTEs) | 1,958.6 | 1,983.6 | 2,008.6 | 2,008.6 |
| Police Tax Rate Increase | 1.75% | 2.70% | 2.46% | 1.90% |

**OTTAWA POLICE SERVICE
2016 STAFF COMPLEMENT SUMMARY BY SECTION**

| 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 Directorate | | | | | | | |
| Executive Command | 3 | 5 | 8 | - | - | - | 8.0 |
| Executive Officer | 1 | 1 | 2 | - | - | - | 2.0 |
| Legal Services | - | 4 | 4 | - | 1 | - | 5.0 |
| 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 | 52 | 74 | - | 1 | - | 75.0 |
| 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 | - | 14 | 14 | - | - | - | 14.0 |
| Quartermaster (QM) Stores | - | 3 | 3 | - | - | - | 3.0 |
| Fleet Services | 1 | 12 | 13 | - | - | 0.7 | 13.7 |
| Technical Services | - | 4 | 4 | - | - | - | 4.0 |
| Police Facilities | - | 9 | 9 | - | - | 1.0 | 10.0 |
| Security Operations | - | 3 | 3 | - | - | - | 3.0 |
| Parking Administration | - | - | - | - | - | 1.0 | 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 | - | - | - | 20 | - | - | 20.0 |
| Staffing for Growth | 25 | - | 25 | - | - | - | 25.0 |
| Provincial Grant Position Reduction | (5) | - | (5) | - | - | - | (5.0) |
| Service Initiative Pooled Positions | 2 | - | 2 | - | - | - | 2.0 |
| Subtotal | 24 | 185 | 209 | 20 | - | 4.5 | 233.5 |

**OTTAWA POLICE SERVICE
2016 STAFF COMPLEMENT SUMMARY BY SECTION**

| 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 |
| Respectful Workplace | - | 1 | 1 | - | - | - | 1.0 |
| 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 | 27 | 91 | - | - | 2.0 | 93.0 |
| 5. Operations Support - Emergency Operations Directorate (EOD) | | | | | | | |
| 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 Directorate | | | | | | | |
| 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 | 10 | 33 | 43 | - | - | - | 43.0 |
| Provincial Offences Act (POA) Telesat Court | - | 2 | 2 | - | - | - | 2.0 |
| Court Liaison | 4 | 47 | 51 | - | - | 0.7 | 51.7 |
| Temporary Custody - Central Cellblock | 7 | 20 | 27 | - | - | - | 27.0 |
| Victim Crisis Unit | - | 7 | 7 | - | - | 0.9 | 7.9 |
| Inspector Communications | 2 | 3 | 5 | - | - | - | 5.0 |
| Communications / 911 | - | 114 | 114 | 11 | - | 0.7 | 125.7 |
| Switchboard | - | 4 | 4 | - | - | 1.4 | 5.4 |
| Call Center | - | 32 | 32 | - | - | - | 32.0 |
| Subtotal | 26 | 263 | 289 | 11 | - | 3.7 | 303.7 |

**OTTAWA POLICE SERVICE
2016 STAFF COMPLEMENT SUMMARY BY SECTION**

| Section | Sworn | Civilian | Sub Total | Operational Backfill | Full Time Terms | Casual | Total |
|---|------------|-----------|------------|----------------------|-----------------|------------|--------------|
| 7. Operations Support - Criminal Investigative Directorate (CID) | | | | | | | |
| 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 | 5 | - | - | 6.0 |
| 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 | 2 | 3 | - | - | - | 3.0 |
| Forensic Identification | 25 | 3 | 28 | - | - | - | 28.0 |
| Imaging Unit | - | 4 | 4 | - | - | - | 4.0 |
| Computer Forensics Unit | 4 | - | 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 | 242 | 28 | 270 | 5 | - | 6.6 | 281.6 |

**OTTAWA POLICE SERVICE
2016 STAFF COMPLEMENT SUMMARY BY SECTION**

| Section | Sworn | Civilian | Sub Total | Operational Backfill | Full Time Terms | Casual | Total |
|---|--------------|------------|--------------|----------------------|-----------------|-------------|----------------|
| 8. Operations - District Directorate | | | | | | | |
| 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 | 34 | - | 34 | - | - | - | 34.0 |
| School Resource Officers (SROs) | 27 | - | 27 | - | - | - | 27.0 |
| Youth Investigators/Initiatives | 4 | 2 | 6 | - | - | - | 6.0 |
| Subtotal | 293 | 8 | 301 | - | - | - | 301.0 |
| 9. Operations - Patrol Directorate | | | | | | | |
| 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 | 1,329 | 575 | 1,904 | 36 | 1.0 | 17.6 | 1,958.6 |

**OTTAWA POLICE SERVICE
2015 STAFF COMPLEMENT SUMMARY BY RANK**

| Rank | 2015 | Revised 2015 | | | | | | Total |
|---------------------------------------|--------------------|------------------------|-----------|-----------------------------------|----------------------|--------------------------|----------|----------------|
| | Original Reporting | Service Delivery Model | Airport | Operational Backfill ² | 100% Active Staffing | Just-in-Time Replacement | Growth | |
| Sworn | | | | | | | | |
| <u>Executive</u> | | | | | | | | |
| Chief | 1 | 1 | | | | | | 1 |
| Deputy Chief | 2 | 2 | | | | | | 2 |
| Subtotal Executive | 3 | 3 | 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 | 31 |
| <u>Officers</u> | | | | | | | | |
| Staff Sergeant | 62 | 60 | 1 | 1 | | | | 62 |
| Sergeant | 206 | 193 | 2 | 6 | 5 | | | 206 |
| Constable | 1,032 | 936 | 18 | 18 | 30 | 30 | | 1,032 |
| Subtotal Officers | 1,300 | 1,189 | 21 | 25 | 35 | 30 | 0 | 1,300 |
| Subtotal Sworn¹ | 1,334 | 1,223 | 21 | 25 | 35 | 30 | 0 | 1,334 |
| Civilians | | | | | | | | |
| Director General | 1 | 1 | | | | | | 1 |
| General Counsel | 1 | 1 | | | | | | 1 |
| Director ³ | 8 | 8 | | | | | | 8 |
| Civilians ³ | 580 | 553 | 1 | 11 | | 12 | | 577 |
| Full-Time Term Positions ⁴ | 1 | 1 | | | | | | 1 |
| Subtotal Civilians | 591 | 564 | 1 | 11 | 0 | 12 | 0 | 588 |
| Total - Sworn & Civilian | 1,925 | 1,787 | 22 | 36 | 35 | 42 | 0 | 1,922 |
| Term/Casual FTEs ⁵ | 17.6 | 17.6 | | | | | | 17.6 |
| TOTAL FTEs | 1,942.6 | 1,804.6 | 22 | 36 | 35 | 42 | 0 | 1,939.6 |

Notes:

1. Sworn - Revised 2015 - No change in total
2. Operational Backfill: 25 Sworn Positions - Funded by Revenue (secondments)
 - 1 - UN Peacekeeping; 1 - Chief Firearms Office; 1 - Sensitive & International Investigations (SII);
 - 2 - Computer Forensics Unit; 2 - RCMP Integrated National Security Enforcement Team (A-INSET);
 - 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; 2 - Ottawa Police Association (OPA)
 - 2 - Canadian Police College (CPC); 1 Ontario Police College (OPC); 1 International Policing ;
 - 5 - Direct Action Response Team (DART); 1 - Emergency Management with City of Ottawa; 1 unallocatced
 - 11 Civilian Positions in the Communications Centre - Funded by Gapping
3. Civilians - Revised 2015 - 2 removed from Court Security per July 27 2015 Courthouse Screening Report to the Board; 1 removed from Financial Services as a result of payroll functions transferred to the City
4. Full-Time Term Positions - Revised 2015 - No change - 1 - Articling Student
5. 2015 Term/Casual FTEs - 17.6 positions

**OTTAWA POLICE SERVICE
2016 STAFF COMPLEMENT SUMMARY BY RANK**

| Rank | 2016 | | | | | | | Total |
|---------------------------------------|------------------------|-----------|-----------------------------------|----------------------|--------------------------|-----------|----------------------------|----------------|
| | Service Delivery Model | Airport | Operational Backfill ² | 100% Active Staffing | Just-in-Time Replacement | Growth | Provincial Grant Reduction | |
| Sworn | | | | | | | | |
| <u>Executive</u> | | | | | | | | |
| Chief | 1 | | | | | | | 1 |
| Deputy Chief | 2 | | | | | | | 2 |
| Subtotal Executive | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 3 |
| <u>Senior Officers</u> | | | | | | | | |
| Superintendent | 7 | | | | | | | 7 |
| Inspector | 24 | | | | | | | 24 |
| Subtotal Senior Officers | 31 | 0 | 0 | 0 | 0 | 0 | 0 | 31 |
| <u>Officers</u> | | | | | | | | |
| Staff Sergeant | 60 | 1 | 1 | | | | | 62 |
| Sergeant | 193 | 2 | 6 | 5 | | | | 206 |
| Constable | 936 | 18 | 18 | 30 | 30 | 25 | (5) | 1,052 |
| Subtotal Officers | 1,189 | 21 | 25 | 35 | 30 | 25 | (5) | 1,320 |
| Subtotal Sworn ¹ | 1,223 | 21 | 25 | 35 | 30 | 25 | (5) | 1,354 |
| Civilians | | | | | | | | |
| Director General | 1 | | | | | | | 1 |
| General Counsel | 1 | | | | | | | 1 |
| Director | 8 | | | | | | | 8 |
| Civilians ³ | 552 | 1 | 11 | | 12 | | | 576 |
| Full-Time Term Positions ⁴ | 1 | | | | | | | 1 |
| Subtotal Civilians | 563 | 1 | 11 | 0 | 12 | 0 | 0 | 587 |
| Total - Sworn & Civilian | 1,786 | 22 | 36 | 35 | 42 | 25 | (5) | 1,941 |
| Term/Casual FTEs ⁵ | 17.6 | | | | | | | 17.6 |
| TOTAL FTEs | 1,803.6 | 22 | 36 | 35 | 42 | 25 | (5) | 1,958.6 |

Notes:

1. 2016 Sworn - 25 new sworn positions; reduce 5 provincially funded positions due to reduction in corresponding grant
2. Operational Backfill: 25 Sworn Positions - Funded by Revenue (secondments)
 - 1 - UN Peacekeeping; 1 - Chief Firearms Office; 1 - Sensitive & International Investigations (SII);
 - 2 - Computer Forensics Unit; 2 - RCMP Integrated National Security Enforcement Team (A-INSET);
 - 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; 2 - Ottawa Police Association (OPA)
 - 2 - Canadian Police College (CPC); 1 Ontario Police College (OPC); 1 International Policing ;
 - 5 - Direct Action Response Team (DART); 1 unallocated
 - 11 Civilian Positions in the Communications Centre - Funded by Gapping
3. 2016 Civilians - 1 removed from Court Security per July 27 2015 Courthouse Screening Report to the Board;
4. 2016 Full-Time Term Positions - No change, 1 - Articling Student
5. 2015 Term/Casual FTEs - 17.6 positions

**OTTAWA POLICE SERVICE
SUMMARY OF CIVILIAN COMPLEMENT BY PAY GROUP
2011-2016**

| Rank | 2011 | 2012 | 2013 | 2014 | 2015³ | 2016 |
|--|-------------|-------------|-------------|-------------|-------------------------|-------------|
| Board ¹ | 2 | 2 | 2 | 2 | 2 | 2 |
| Director General ¹ | 1 | 1 | 1 | 1 | 1 | 1 |
| General Counsel ² | 1 | 0 | 0 | 0 | 0 | 0 |
| Senior Officers Association (SOA) | | | | | | |
| Executive Director ¹ | 1 | 0 | 0 | 0 | 0 | 0 |
| General Counsel ² | 0 | 1 | 1 | 1 | 1 | 1 |
| Legal ² | 1 | 1 | 1 | 1 | 1 | 1 |
| Director ¹ | 7 | 8 | 8 | 8 | 8 | 8 |
| Manager ² | 3 | 3 | 4 | 4 | 4 | 4 |
| Subtotal SOA | 11 | 13 | 14 | 14 | 14 | 14 |
| Ottawa Police Association (OPA) | | | | | | |
| Group 11 | 6 | 6 | 7 | 8 | 10 | 9 |
| Group 10 | 18 | 18 | 18 | 23 | 23 | 26 |
| Group 9 | 30 | 30 | 38 | 34 | 30 | 29 |
| Group 8 | 17 | 18 | 19 | 21 | 20 | 21 |
| Group 7 | 27 | 26 | 29 | 24 | 39 | 39 |
| Group 6 | 146 | 147 | 145 | 158 | 152 | 152 |
| Group 5 | 109 | 108 | 109 | 110 | 106 | 105 |
| Group 4 ² | 66 | 67 | 67 | 67 | 122 | 120 |
| Group 3 | 82 | 81 | 81 | 80 | 57 | 55 |
| Group 2 | 44 | 44 | 44 | 43 | 9 | 9 |
| Group 1 | 5 | 5 | 5 | 5 | 5 | 4 |
| Full-Time Term Positions ¹ | 1 | 1 | 1 | 1 | 1 | 1 |
| Subtotal OPA | 551 | 551 | 563 | 574 | 574 | 570 |
| Total Civilian¹ | 566 | 567 | 580 | 591 | 591 | 587 |

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 Evaluation Review completed in 2015; the distribution of jobs by group reflects this result

OTTAWA POLICE SERVICE
SUMMARY OF SWORN COMPLEMENT BY RANK AND CATEGORY¹
2011-2016

| Rank | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|--|--------------|--------------|--------------|--------------|--------------|--------------|
| <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 | 25 | 24 | 24 | 24 | 24 |
| Subtotal SOA | 32 | 32 | 31 | 31 | 31 | 31 |
| <u>Ottawa Police Association (OPA)</u> | | | | | | |
| Staff Sergeant | 62 | 64 | 61 | 62 | 62 | 62 |
| Sergeant | 210 | 207 | 202 | 199 | 206 | 206 |
| Constables | 1,056 | 1,057 | 1,042 | 1,039 | 1,032 | 1,052 |
| Subtotal OPA | 1,328 | 1,328 | 1,305 | 1,300 | 1,300 | 1,320 |
| | | | | | | |
| Total Sworn | 1,363 | 1,363 | 1,339 | 1,334 | 1,334 | 1,354 |

| Category | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 |
|--------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Service Delivery Model | 1,217 | 1,223 | 1,223 | 1,223 | 1,223 | 1,223 |
| Airport | 21 | 21 | 21 | 21 | 21 | 21 |
| Operational Backfill | 40 | 35 | 30 | 25 | 25 | 25 |
| 100 % Active Staffing | 35 | 35 | 35 | 35 | 35 | 35 |
| Just-in-Time Replacement | 50 | 49 | 30 | 30 | 30 | 30 |
| Growth | 0 | 0 | 0 | 0 | 0 | 25 |
| Total Sworn | 1,363 | 1,363 | 1,339 | 1,334 | 1,334 | 1,359 |

Notes:

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

**OTTAWA POLICE SERVICE
2016 MATERIAL, SUPPLIES & SERVICES SUMMARY**

| Category | Section Name | Description | Amount |
|---|--|--|---------------------|
| Maintain | | | |
| <i>Resourcing & Development (RDD)</i> | <i>Health Safety & Lifestyle</i> | Real You program enhancements | \$ 544,000 |
| | <i>Health Safety & Lifestyle</i> | Wellness program | 500,000 |
| | <i>Professional Development Centre</i> | Training | 188,200 |
| | <i>Professional Development Centre</i> | Ammunition * | 144,100 |
| | | Total RDD | \$ 1,376,300 |
| <i>Business Information Solutions (BIS)</i> | <i>Business Solutions</i> | New software applications and increased licenses * | \$ 119,600 |
| | <i>Service Centre</i> | New software applications and increased licenses | 45,500 |
| | <i>Infrastructure Support</i> | Hardware and software maintenance costs | 18,000 |
| | <i>Infrastructure Support</i> | Internet data charges | 15,500 |
| | <i>Telecomms</i> | Phone system maintenance & technician costs | 7,200 |
| | <i>Records</i> | Base budget reduction for digitization program (costs in compensation) | (250,000) |
| | | Total BIS | \$ (44,200) |
| <i>Other Services & Supplies</i> | <i>Facilities</i> | Annual facility operating costs | \$ 367,600 |
| | <i>Court Security</i> | Court house security services | 298,800 |
| | <i>Project Funding</i> | Net increase in project funds | 213,000 |
| | <i>Radio System</i> | Increase in operating IMCMS fees | 125,000 |
| | <i>Various</i> | Training | 62,600 |
| | <i>911</i> | Next Generation 911 | 31,100 |
| | <i>Various</i> | Other services and supplies | 13,100 |
| | <i>Various</i> | Revenue/Recoveries | (183,700) |
| | <i>Court Security</i> | Reduction in FTE's | (286,400) |
| | <i>Revenue</i> | One time funding for projects | (1,000,000) |
| | | Total Other Services & Supplies | \$ (358,900) |
| Total Maintain | | | \$ 973,200 |

* Significant increase due to US dollar exchange

OTTAWA POLICE SERVICE PROJECT FUNDS AND BUSINESS CONTINUITY INITIATIVES

| Section Name | Description | Amount |
|---|---|---------------------|
| <i>Service Initiative</i> | | |
| | Service Initiative Program Team | \$ 656,300 |
| | Service Initiative Projects | 1,082,000 |
| | Total Service Initiative | \$ 1,738,300 |
| <i>Project Management Office Projects</i> | Ongoing & New Organizational Projects | 1,000,000 |
| | Total Project Management Office Projects | \$ 1,000,000 |
| | Total | \$ 2,738,300 |

| Section Name | Description | Amount |
|----------------------------|---|-------------------|
| <i>Business Continuity</i> | | |
| | Structured Query Language Server Cluster | \$ 100,000 |
| | Network High Availability Phase 2 | 50,000 |
| | Business Continuity Implementation | 50,000 |
| | Accessibility for Ontarians with Disability Act - Service wide compliance | 100,000 |
| | Total Business Continuity | \$ 300,000 |
| <i>Emergency Plan</i> | Emergency Plan | \$ 100,000 |
| | Total Emergency Plan | \$ 100,000 |
| | Grand Total of Items | \$ 400,000 |

**OTTAWA POLICE SERVICE
2016 EFFICIENCIES - \$2.0 MILLION**

| Item | Description | Amount |
|---------------------|---|---------------------|
| | | |
| <i>General</i> | Paid Duty revenue increase | \$ 820,000 |
| <i>Efficiencies</i> | Office supplies | 150,000 |
| | Elgin Street energy efficiencies | 61,100 |
| | Civilian shift premium fine tuned | 60,000 |
| | Queensview property leases | 60,000 |
| | Crime Free Multi-Housing records check revenue increase | 50,000 |
| | Integrated Security Management System monitoring | 45,000 |
| | Air card bandwidth reduction | 25,000 |
| | eParade software support | 19,000 |
| | Clothing allowances fine tuned in various section | 18,600 |
| | Sub-total General Efficiencies | \$ 1,308,700 |
| | | |
| | Additional efficiency target for 2016 | \$ 691,300 |
| | | |
| | Grand Total of Efficiencies | \$ 2,000,000 |

SUMMARY OF EFFICIENCIES 2012-2015

| Year | Main Items | Amount |
|-------------|---|---------------------|
| | | |
| <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 | \$ 9,157,800 |

Ottawa Police Service
2016 Recommended Fee Schedule

| | 2014 Rate \$ | 2015 Rate \$ | 2016 Rate \$ | % Change Over 2015 | % Change Over 2014 | Effective Date | 2016 Revenue (\$000) |
|--|--------------------|--------------------|--------------------|-----------------------|-----------------------|-------------------|----------------------------|
| Police Records Check | | | | | | | |
| Police Records Check - Vulnerable Sector Employment | 15.00 | 15.00 | 15.00 | 0.0% | 0.0% | 1-Jan-16 | |
| Police Records Check - Non-resident | 53.00 | 54.00 | 55.00 | 1.9% | 3.8% | 1-Jan-16 | |
| Police Records Check - Vulnerable Sector Volunteer | No Charge | No Charge | No Charge | N/A | N/A | | |
| Police Records Check - Vulnerable Sector Employment Express | 53.00 | 54.00 | 55.00 | 1.9% | 3.8% | 1-Jan-16 | |
| Police Records Check - Vulnerable Sector Volunteer Express | 38.00 | 39.00 | 40.00 | 2.6% | 5.3% | 1-Jan-16 | |
| Police Records Check - Adoption (records check & list of occurrences) | 61.00 | 62.00 | 63.00 | 1.6% | 3.3% | 1-Jan-16 | |
| Police Records Check - Pardon Applicants | 57.00 | 58.00 | 59.00 | 1.7% | 3.5% | 1-Jan-16 | |
| Police Records Check - Out of Country | 53.00 | 54.00 | - | | | 1-Jan-16 | |
| Fingerprinting Services | 45.00 | 45.00 | 45.00 | 0.0% | N/A | 1-Jan-16 | |
| Criminal Records Check | 46.00 | 47.00 | 48.00 | 2.1% | 4.3% | 1-Jan-16 | |
| Criminal Records Check - Non-resident | 84.00 | 86.00 | 88.00 | 2.3% | 4.8% | 1-Jan-16 | |
| Crime Free Multi-Housing Records Check | 33.00 | 34.00 | 35.00 | 2.9% | 6.1% | 1-Jan-16 | |
| Motor Vehicle Collision Reports * | | | | | | | |
| MVC Report - Single Report Purchases | 160.18 | 174.34 | 178.76 | 2.5% | 11.6% | 1-Jan-16 | |
| MVC Report - Automated Purchase Program | 46.38 | 57.79 | 59.22 | 2.5% | 27.7% | 1-Jan-16 | |
| Collision Reconstruction Report | N/A | 2,000.00 | 2,000.00 | 0.0% | | 1-Jan-16 | |
| Collision Reconstruction Summary | N/A | 1,592.92 | 1,592.92 | 0.0% | | 1-Jan-16 | |
| Scale Diagram and Measurements | N/A | 1,000.00 | 1,000.00 | 0.0% | | 1-Jan-16 | |
| Scene Measurements | N/A | 442.48 | 442.48 | 0.0% | | 1-Jan-16 | |
| Field Sketch and Field Notes | N/A | 243.36 | 243.36 | 0.0% | | 1-Jan-16 | |
| Vehicle Examination | N/A | 243.36 | 243.36 | 0.0% | | 1-Jan-16 | |
| Mechanical Examination | N/A | 176.99 | 176.99 | 0.0% | | 1-Jan-16 | |
| Crash Data Retrieval Download | N/A | 442.48 | 442.48 | 0.0% | | 1-Jan-16 | |
| Other Reports | | | | | | | |
| Occurrence Report | 51.00 | 52.00 | 53.00 | 1.9% | 3.9% | 1-Jan-16 | |
| 911 Call Transcripts | N/A | 25.00 | 25.00 | 0.0% | | 1-Jan-16 | |
| False Alarm Fee | 135.00 | 140.00 | 145.00 | 3.6% | 7.4% | 1-Jun-16 | |
| Off Duty Policing Assignments - Hourly Rates including Admin Fee ** | | | | | | | |
| Constable | 78.21 | 79.78 | 81.77 | 2.5% | 4.6% | 1-Jan-16 | |
| Sergeant | 88.68 | 90.46 | 92.72 | 2.5% | 4.6% | 1-Jan-16 | |
| Staff Sergeant | 96.98 | 98.93 | 101.40 | 2.5% | 4.6% | 1-Jan-16 | |
| Snow Removal | 62.62 | 63.88 | 65.47 | 2.5% | 4.6% | 1-Jan-16 | |
| Fleet | | 67.59 | 69.28 | 2.5% | | 1-Jan-16 | |
| Special Constable | 71.25 | 72.68 | 74.49 | 2.5% | 4.5% | 1-Jan-16 | |
| Communication Dispatch | 75.59 | 77.11 | 79.03 | 2.5% | 4.6% | 1-Jan-16 | |
| Vehicle | 45.00 | 45.00 | 45.00 | 0.0% | 0.0% | 1-Jan-16 | |
| Vessels/ATV | 24.00 | 24.00 | 24.00 | 0.0% | 0.0% | 1-Jan-16 | |
| Canine per assignment | 50.00 | 50.00 | 50.00 | 0.0% | 0.0% | 1-Jan-16 | |
| Total Departmental | | | | | | | (150) |

*These reports are HST applicable, and the 2014 rates have been restated to reflect that fact for comparison purposes.

** 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 \$ 2014 | Tarif en \$ 2015 | Tarif en \$ 2016 | Variation en % par rapport à 2015 | Variation en % par rapport à 2014 | Date d'entrée en vigueur | Recettes en milliers (000 \$) 2016 |
|--|------------------|------------------|------------------|-----------------------------------|-----------------------------------|--------------------------|------------------------------------|
| 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 janv. 2016 | |
| Vérification du dossier de police — Non-résident | 53.00 | 54.00 | 55.00 | 1.9 % | 3.8 % | 1 janv. 2016 | |
| Vérification du dossier de police — Bénévolat auprès de personnes vulnérables | Aucuns frais | Aucuns frais | Aucuns frais | S.o. | S.o. | | |
| Vérification du dossier de police — Travail auprès de personnes vulnérables, rapide | 53.00 | 54.00 | 55.00 | 1.9 % | 3.8 % | 1 janv. 2016 | |
| Vérification du dossier de police — Bénévolat auprès de personnes vulnérables, rapide | 38.00 | 39.00 | 40.00 | 2.6 % | 5.3 % | 1 janv. 2016 | |
| Vérification du dossier de police — Adoption (Vérification du dossier et liste d'occurrence) | 61.00 | 62.00 | 63.00 | 1.6 % | 3.3 % | 1 janv. 2016 | |
| Vérification du dossier de police — Candidat à la réhabilitation | 57.00 | 58.00 | 59.00 | 1.7 % | 3.5 % | 1 janv. 2016 | |
| Vérification du dossier de police — Personne hors du pays | 53.00 | 54.00 | S.o. | | | 1 janv. 2016 | |
| Prise d'empreintes digitales | 45.00 | 45.00 | 45.00 | 0.0 % | 0.0 % | 1 janv. 2016 | |
| Vérification du casier judiciaire | 46.00 | 47.00 | 48.00 | 2.1 % | 4.3 % | 1 janv. 2016 | |
| Vérification du casier judiciaire — Non-résident | 84.00 | 86.00 | 88.00 | 2.3 % | 4.8 % | 1 janv. 2016 | |
| Vérification du dossier de police — Programme de logements multiples sans criminalité | 33.00 | 34.00 | 35.00 | 2.9 % | 6.1 % | 1 janv. 2016 | |
| Rapports sur les collisions d'automobiles* | | | | | | | |
| Rapport de collision entre véhicules à moteur — Achat d'un rapport unique* | 160.18 | 174.34 | 178.76 | 2.5 % | 11.6 % | 1 janv. 2016 | |
| Rapport de collision entre véhicules à moteur — Programme d'achat automatisé* | 46.38 | 57.79 | 59.22 | 2.5 % | 27.7 % | 1 janv. 2016 | |
| Rapports sur les reconstitutions de collisions | S.o. | 2,000.00 | 2,000.00 | 0.0 % | | 1 janv. 2016 | |
| Sommaire de la reconstitution de la collision | S.o. | 1,592.92 | 1,592.92 | 0.0 % | | 1 janv. 2016 | |
| Mesures et diagramme à l'échelle | S.o. | 1,000.00 | 1,000.00 | 0.0 % | | 1 janv. 2016 | |
| Mesures de la scène | S.o. | 442.48 | 442.48 | 0.0 % | | 1 janv. 2016 | |
| Croquis et notes sur le terrain | S.o. | 243.36 | 243.36 | 0.0 % | | 1 janv. 2016 | |
| Examen du véhicule | S.o. | 243.36 | 243.36 | 0.0 % | | 1 janv. 2016 | |
| Examen mécanique | S.o. | 176.99 | 176.99 | 0.0 % | | 1 janv. 2016 | |
| Téléchargement des données sur les collisions | S.o. | 442.48 | 442.48 | 0.0 % | | 1 janv. 2016 | |
| Autres rapports | | | | | | | |
| Rapport d'incidents | 51.00 | 52.00 | 53.00 | 1.9 % | 3.9 % | 1 janv. 2016 | |
| Transcription de l'appel au 9-1-1 | S.o. | 25.00 | 25.00 | 0.0 % | | 1 janv. 2016 | |
| Frais pour fausse alerte | 135.00 | 140.00 | 145.00 | 3.6 % | 7.4 % | 1 juin 2016 | |
| Affectation de policiers hors service — Taux horaires, frais d'administration compris** | | | | | | | |
| Agent | 78.21 | 79.78 | 81.77 | 2.5 % | 4.6 % | 1 janv. 2016 | |
| Sergent | 88.68 | 90.46 | 92.72 | 2.5 % | 4.6 % | 1 janv. 2016 | |
| Sergent d'état-major | 96.98 | 98.93 | 101.40 | 2.5 % | 4.6 % | 1 janv. 2016 | |
| Déneigement | 62.62 | 63.88 | 65.47 | 2.5 % | 4.6 % | 1 janv. 2016 | |
| Parc de véhicules | | 67.59 | 69.28 | 2.5 % | | 1 janv. 2016 | |
| Agent spécial | 71.25 | 72.68 | 74.49 | 2.5 % | 4.5 % | 1 janv. 2016 | |
| Répartition des communications | 75.59 | 77.11 | 79.03 | 2.5 % | 4.6 % | 1 janv. 2016 | |
| Véhicule | 45.00 | 45.00 | 45.00 | 0.0 % | 0.0 % | 1 janv. 2016 | |
| Bateau/VTT | 24.00 | 24.00 | 24.00 | 0.0 % | 0.0 % | 1 janv. 2016 | |
| Unité canine par affectation | 50.00 | 50.00 | 50.00 | 0.0 % | 0.0 % | 1 janv. 2016 | |
| Total du Service | | | | | | | -150 |

Notes :

* 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
2015 VS 2016
(\$000)**

| | 2015 Budget | 2016 Budget | Increase/ (Decrease) |
|---|------------------|------------------|-------------------------|
| Revenues | | | |
| Secondment & Operational Backfill Revenue | \$ 2,819 | \$ 2,819 | \$ - |
| Off-Duty Policing | 3,032 | 3,852 | 820 |
| Airport Contract and Other | 3,644 | 3,711 | 67 |
| Development Charge Revenue | 1,629 | 1,629 | - |
| False Alarm Fees | 1,290 | 1,290 | - |
| Records Clearance Checks & Fingerprints | 2,072 | 2,279 | 207 |
| Occurrence/Accident Reports | 1,658 | 1,658 | - |
| Provincial Conditional Transfers | 7,558 | 7,575 | 17 |
| Federal Grant for Policing | 2,000 | 2,000 | - |
| One Time Funding | 0 | 1,000 | 1,000 |
| Subtotal | \$ 25,702 | \$ 27,813 | \$ 2,111 |
| Recoveries | | | |
| 9-1-1 from City | \$1,765 | \$1,809 | \$44 |
| Fire CAD | 475 | 475 | - |
| Off-Duty Policing (City) | 75 | 75 | - |
| Expenditure Recoveries | 739 | 811 | 72 |
| Subtotal | \$3,054 | \$3,170 | \$116 |
| Total Revenues and Recoveries | \$28,756 | \$30,983 | \$2,227 |

**OTTAWA POLICE SERVICE
COMMUNITY POLICE CENTRES (CPC)
2016 NET BUDGET BY CENTRE**

| Centre | 2016 Budget | | | |
|--------------------------------|------------------|--------------------|------------------|------------------|
| | Compensation | Program Operations | Facilities Costs | Total Budget |
| Centretown CPC - Central West | 114,500 | 2,300 | 5,000 | 121,800 |
| Hintonburg CPC - Central West | 115,800 | 2,300 | 15,000 | 133,100 |
| Vanier CPC - Central East | 114,400 | 2,300 | 23,500 | 140,200 |
| Rockcliffe CPC - Central East | 116,000 | 2,300 | 12,000 | 130,300 |
| Manotick CPC - West Rural | 115,500 | 2,400 | 10,900 | 128,800 |
| West Carleton CPC - West Rural | 4,500 | 2,400 | 25,000 | 31,900 |
| Kanata/Stittsville CPC - West | 118,700 | 2,500 | - | 121,200 |
| Parkwood Hills CPC - West | 118,500 | 2,300 | 2,000 | 122,800 |
| Greenbank CPC - West | 114,400 | 2,300 | - | 116,700 |
| Barrhaven CPC - West | 118,600 | 2,300 | 2,000 | 122,900 |
| Bayshore CPC - West | 118,900 | 2,300 | 4,200 | 125,400 |
| Rural South CPC - East Rural | 114,700 | 2,300 | 4,500 | 121,500 |
| Cyrville CPC - East | 115,700 | 2,300 | 16,600 | 134,600 |
| Cedarwood CPC - East | 227,900 | 4,600 | - | 232,500 |
| Cumberland/Orleans CPC - East | 117,000 | 2,300 | - | 119,300 |
| TOTAL NET EXPENDITURES | 1,745,100 | 37,200 | 120,700 | 1,903,000 |

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

| Budget Year | Gross Expenditures | Revenue / Recoveries | Net Expenditures |
|--------------------|---------------------------|-----------------------------|-------------------------|
| 2016 | 308,011 | (30,934) | 277,077 |
| 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 | Number of Positions | 2015 Actual Amount | Number of Positions | 2016 Budget Amount |
|--|----------------------------|---------------------------|----------------------------|---------------------------|
| <i>Provincial Safer Communities 1,000 Officer Partnership*</i> | 95 | \$ 3,325,000 | 95 | \$ 3,325,000 |
| - A cost sharing agreement to create and retain new frontline sworn officer positions | | | | |
| <i>Provincial Community Policing Partnership*</i> | 32 | 960,000 | 32 | 960,000 |
| - Funding to enhance police visibility through community patrol, traffic & other enforcement | | | | |
| <i>Provincial Anti-Violence Intervention Strategy*</i> | 5 | 620,848 | 0 | - |
| - Funding for targeted enforcement of street gangs through crime prevention initiatives | | | | |
| <i>Provincial Strategy to protect children from sexual abuse and exploitation on the Internet</i> | 3 | 445,720 | 3 | 445,720 |
| - Funding for specialized investigative teams to investigate cases of online child luring | | | | |
| <i>*These grants are for partial funding of the positions they support</i> | 135 | \$ 5,351,568 | 130 | \$ 4,730,720 |

Draft Operating Estimates

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

| | 2014 | | 2015 | | 2016 | | \$ Change over 2015 Budget |
|--------------------------------------|----------------|----------------|-----------------|-----------------|---------------|--|-------------------------------|
| | Actual | Forecast | Budget | Estimate | | | |
| Expenditures by Program | | | | | | | |
| Police Service Board | 1,003 | 738 | 738 | 743 | 5 | | |
| Executive Services | 10,553 | 10,489 | 10,489 | 10,484 | -5 | | |
| Corporate Support Directorate | 40,833 | 43,887 | 43,987 | 45,867 | 1,880 | | |
| Resourcing & Development Directorate | 10,923 | 12,288 | 12,288 | 13,736 | 1,448 | | |
| Support Services Directorate | 30,688 | 30,762 | 31,262 | 31,258 | -4 | | |
| Emergency Operations Directorate | 25,974 | 23,026 | 22,426 | 22,612 | 186 | | |
| Criminal Investigative Directorate | 38,956 | 37,796 | 37,296 | 36,792 | -504 | | |
| District Directorate | 40,202 | 37,707 | 37,607 | 37,598 | -9 | | |
| Patrol Directorate | 62,834 | 64,979 | 64,279 | 64,269 | -10 | | |
| Corporate Accounts | 14,453 | 25,558 | 26,158 | 33,194 | 7,036 | | |
| Financial Accounts | 12,874 | 11,425 | 12,125 | 11,508 | -617 | | |
| Gross Expenditure | 289,293 | 298,655 | 298,655 | 308,061 | 9,406 | | |
| Recoveries & Allocations | -4,146 | -3,054 | -3,054 | -3,171 | -117 | | |
| Revenue | -23,998 | -25,702 | -25,702 | -27,813 | -2,111 | | |
| Net Requirement | 261,149 | 269,899 | 269,899 | 277,077 | 7,178 | | |
| Expenditures by Type | | | | | | | |
| Salaries, Wages & Benefits | 231,905 | 239,332 | 240,132 | 244,469 | 4,337 | | |
| Overtime | 9,006 | 8,062 | 6,862 | 6,582 | -280 | | |
| Material & Services | 20,678 | 20,847 | 21,447 | 23,651 | 2,204 | | |
| Transfers/Grants/Financial Charges | 16,945 | 19,651 | 19,651 | 22,568 | 2,917 | | |
| Fleet Costs | 1,938 | 2,018 | 2,118 | 2,118 | 0 | | |
| Program Facility Costs | 5,971 | 6,237 | 6,237 | 6,450 | 213 | | |
| Other Internal Costs | 2,850 | 2,508 | 2,208 | 2,223 | 15 | | |
| Gross Expenditures | 289,293 | 298,655 | 298,655 | 308,061 | 9,406 | | |
| Recoveries & Allocations | -4,146 | -3,054 | -3,054 | -3,171 | -117 | | |
| Net Expenditure | 285,147 | 295,601 | 295,601 | 304,890 | 9,289 | | |
| Revenues By Type | | | | | | | |
| Federal | 0 | -2,000 | -2,000 | -2,000 | 0 | | |
| Provincial | -7,291 | -7,558 | -7,558 | -7,574 | -16 | | |
| Municipal | 0 | 0 | 0 | 0 | 0 | | |
| Own Funds | -1,612 | -1,629 | -1,629 | -2,629 | -1,000 | | |
| Fees and Services | -8,829 | -8,052 | -8,052 | -9,079 | -1,027 | | |
| Fines | 0 | 0 | 0 | 0 | 0 | | |
| Other | -6,266 | -6,463 | -6,463 | -6,531 | -68 | | |
| Total Revenue | -23,998 | -25,702 | -25,702 | -27,813 | -2,111 | | |
| Net Requirement | 261,149 | 269,899 | 269,899 | 277,077 | 7,178 | | |
| Full Time Equivalents | | | 1,939.55 | 1,958.55 | 19.00 | | |

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

| | 2015 Baseline | | | 2016 Adjustments | | | | | 2016 | \$ Change over 2015 Budget |
|---|----------------|----------------|---------------------|-------------------|--------------|--------------|-----------------------------|----------------------|-----------------|----------------------------|
| | Forecast | Budget | Adj. to Base Budget | Maintain Services | Growth | New Services | Service Initiatives/Savings | User Fees & Revenues | Estimate | |
| Expenditures by Program | | | | | | | | | | |
| Police Service Board | 738 | 738 | 0 | 5 | 0 | 0 | 0 | 0 | 743 | 5 |
| Executive Services | 10,489 | 10,489 | 0 | 17 | 0 | 0 | -22 | 0 | 10,484 | -5 |
| Corporate Support Directorate | 43,887 | 43,987 | 0 | 1,755 | 372 | 0 | -247 | 0 | 45,867 | 1,880 |
| Resourcing & Development Directorate | 12,288 | 12,288 | 0 | 1,333 | 128 | 0 | -13 | 0 | 13,736 | 1,448 |
| Support Services Directorate | 30,762 | 31,262 | 0 | 6 | 0 | 0 | -10 | 0 | 31,258 | -4 |
| Emergency Operations Directorate | 23,026 | 22,426 | 0 | 199 | 0 | 0 | -13 | 0 | 22,612 | 186 |
| Criminal Investigative Directorate | 37,796 | 37,296 | 0 | -468 | 0 | 0 | -36 | 0 | 36,792 | -504 |
| District Directorate | 37,707 | 37,607 | 0 | 25 | 0 | 0 | -34 | 0 | 37,598 | -9 |
| Patrol Directorate | 64,979 | 64,279 | 0 | 0 | 0 | 0 | -10 | 0 | 64,269 | -10 |
| Corporate Accounts | 25,558 | 26,158 | 0 | 4,821 | 760 | 2,200 | -745 | 0 | 33,194 | 7,036 |
| Financial Accounts | 11,425 | 12,125 | 0 | -617 | 0 | 0 | 0 | 0 | 11,508 | -617 |
| Gross Expenditure | 298,655 | 298,655 | 0 | 7,076 | 1,260 | 2,200 | -1,130 | 0 | 308,061 | 9,406 |
| Recoveries & Allocations | -3,054 | -3,054 | 0 | -117 | 0 | 0 | 0 | 0 | -3,171 | -117 |
| Revenue | -25,702 | -25,702 | 0 | -1,091 | 0 | 0 | -870 | -150 | -27,813 | -2,111 |
| Net Requirement | 269,899 | 269,899 | 0 | 5,868 | 1,260 | 2,200 | -2,000 | -150 | 277,077 | 7,178 |
| Expenditures by Type | | | | | | | | | | |
| Salaries, Wages & Benefits | 239,332 | 240,132 | 0 | 4,396 | 760 | 0 | -819 | 0 | 244,469 | 4,337 |
| Overtime | 8,062 | 6,862 | 0 | -280 | 0 | 0 | 0 | 0 | 6,582 | -280 |
| Material & Services | 20,847 | 21,447 | 0 | 2,009 | 400 | 0 | -205 | 0 | 23,651 | 2,204 |
| Transfers/Grants/Financial Charges | 19,651 | 19,651 | 0 | 617 | 100 | 2,200 | 0 | 0 | 22,568 | 2,917 |
| Fleet Costs | 2,018 | 2,118 | 0 | 0 | 0 | 0 | 0 | 0 | 2,118 | 0 |
| Program Facility Costs | 6,237 | 6,237 | 0 | 319 | 0 | 0 | -106 | 0 | 6,450 | 213 |
| Other Internal Costs | 2,508 | 2,208 | 0 | 15 | 0 | 0 | 0 | 0 | 2,223 | 15 |
| Gross Expenditures | 298,655 | 298,655 | 0 | 7,076 | 1,260 | 2,200 | -1,130 | 0 | 308,061 | 9,406 |
| Recoveries & Allocations | -3,054 | -3,054 | 0 | -117 | 0 | 0 | 0 | 0 | -3,171 | -117 |
| Net Expenditure | 295,601 | 295,601 | 0 | 6,959 | 1,260 | 2,200 | -1,130 | 0 | 304,890 | 9,289 |
| Percent of 2015 Net Expenditure Budget | | | 0.0% | 2.4% | 0.4% | 0.7% | -0.4% | 0.0% | 3.1% | |
| Revenues By Type | | | | | | | | | | |
| Federal | -2,000 | -2,000 | 0 | 0 | 0 | 0 | 0 | 0 | -2,000 | 0 |
| Provincial | -7,558 | -7,558 | 0 | -16 | 0 | 0 | 0 | 0 | -7,574 | -16 |
| Municipal | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Own Funds | -1,629 | -1,629 | 0 | -1,000 | 0 | 0 | 0 | 0 | -2,629 | -1,000 |
| Fees and Services | -8,052 | -8,052 | 0 | -7 | 0 | 0 | -870 | -150 | -9,079 | -1,027 |
| Fines | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Other | -6,463 | -6,463 | 0 | -68 | 0 | 0 | 0 | 0 | -6,531 | -68 |
| Total Revenue | -25,702 | -25,702 | 0 | -1,091 | 0 | 0 | -870 | -150 | -27,813 | -2,111 |
| Percent of 2015 Revenue Budget | | | 0.0% | 4.2% | 0.0% | 0.0% | 3.4% | 0.6% | 8.2% | |
| Net Requirement | 269,899 | 269,899 | 0 | 5,868 | 1,260 | 2,200 | -2,000 | -150 | 277,077 | 7,178 |
| Percent of 2015 Net Requirement Budget | | | 0.0% | 2.2% | 0.5% | 0.8% | -0.7% | -0.1% | 2.7% | |
| Full Time Equivalents (FTE's) | | 1,939.55 | 0.00 | -6.00 | 25.00 | 0.00 | 0.00 | 0.00 | 1,958.55 | 19.00 |
| Percent of 2015 FTE's | | | 0.0% | -0.3% | 1.3% | 0.0% | 0.0% | 0.0% | 1.0% | |

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

| 2015 Forecast vs. Budget Variance Explanation | Surplus / (Deficit) | | | |
|--|------------------------------|----------|------------------|-------------|
| | Expense | Revenue | Net | |
| | 0 | 0 | 0 | |
| | 0 | 0 | 0 | |
| Projecting a breakeven financial position for the 2015 fiscal year | 0 | 0 | 0 | |
| Explanations are provided in the 2015 Third Quarter Report to be | 0 | 0 | 0 | |
| presented to the Ottawa Police Services Board November 30, 2015 | 0 | 0 | 0 | |
| | 0 | 0 | 0 | |
| | 0 | 0 | 0 | |
| | 0 | 0 | 0 | |
| | 0 | 0 | 0 | |
| | 0 | 0 | 0 | |
| | 0 | 0 | 0 | |
| Total Surplus / (Deficit) | 0 | 0 | 0 | |
| | Increase / (Decrease) | | | |
| 2015 Baseline Adjustment / Explanation | Expense | Revenue | Net 2015 Changes | FTE Impact |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| Total Adjustments to Base Budget | 0 | 0 | 0 | 0.00 |

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

| 2016 Pressure Category / Explanation | | Increase / (Decrease) | | | FTE Impact |
|---|--------------|-----------------------|------------------|--------------|------------|
| | Expense | Revenue | Net 2016 Changes | | |
| Maintain Services | | | | | |
| Adjustment for potential 2016 cost of living, increments and benefit adjustments. | 5,395 | 0 | 5,395 | 0.00 | |
| Retirements | -500 | 0 | -500 | 0.00 | |
| Anticipated reduction in Provincially Funded Positions | -600 | 600 | 0 | -5.00 | |
| Maintain (See Annex A-4) | 2,040 | -1,067 | 973 | -1.00 | |
| Facility Strategic Plan Funding | 617 | 0 | 617 | 0.00 | |
| Provincial Revenue - upload for Court Security | 0 | -617 | -617 | 0.00 | |
| Other | 7 | -7 | 0 | 0.00 | |
| Total Maintain Services | 6,959 | -1,091 | 5,868 | -6.00 | |

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

| 2016 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
|--|-----------------------|------------------|------------------|--------------|
| | Expense | Revenue | Net 2016 Changes | |
| Growth | | | | |
| | 0 | 0 | 0 | 0.00 |
| Compensation for 25 Sworn (12 to be hired in April; 13 in September) | 760 | 0 | 760 | 25.00 |
| Contribution to Capital to purchase vehicles | 100 | 0 | 100 | 0.00 |
| Training and Equipment costs | 400 | 0 | 400 | 0.00 |
| Total Growth | 1,260 | 0 | 1,260 | 25.00 |
| New Services | | | | |
| | 0 | 0 | 0 | 0.00 |
| IM/IT Roadmap - increase to Contribution to Capital | 2,200 | 0 | 2,200 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| Total New Services | 2,200 | 0 | 2,200 | 0.00 |
| | | | | |
| | | | | |
| 2016 Pressure Category / Explanation | Increase / (Decrease) | | | FTE Impact |
| Expense | Revenue | Net 2016 Changes | FTE Impact | |
| Service Initiatives/Efficiencies | | | | |
| | 0 | 0 | 0 | 0.00 |
| See Annex A-6 for Details | 0 | 0 | 0 | 0.00 |
| Paid Duty Revenue increase | 0 | -820 | -820 | 0.00 |
| Crime Free Multi-Housing records check revenue increase | 0 | -50 | -50 | 0.00 |
| Efficiency target | -691 | 0 | -691 | 0.00 |
| Facility related efficiencies | -166 | 0 | -166 | 0.00 |
| Office Supplies | -150 | 0 | -150 | 0.00 |
| Other | -123 | 0 | -123 | 0.00 |
| Total Service Initiatives/Efficiencies | -1,130 | -870 | -2,000 | 0.00 |
| User Fees & Revenues | | | | |
| | 0 | 0 | 0 | 0.00 |
| See user fee schedule (Annex A-7) for details on specific rates | 0 | -150 | -150 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| | 0 | 0 | 0 | 0.00 |
| Total User Fees & Revenues | 0 | -150 | -150 | 0.00 |
| Total Budget Changes | 9,289 | -2,111 | 7,178 | 19.00 |

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

| | 2014 | | 2015 | | 2016 | Variations en \$ par rapport au Budget 2015 |
|---|----------------|----------------|-----------------|-----------------|---------------|---|
| | Réels | Prévisions | Budget | Estimations | | |
| Dépenses par programme | | | | | | |
| Commission des services policiers | 1,003 | 738 | 738 | 743 | 5 | |
| Services de direction | 10,553 | 10,489 | 10,489 | 10,484 | -5 | |
| Direction du soutien organisationnel | 40,833 | 43,887 | 43,987 | 45,867 | 1,880 | |
| Direction de l'affectation des ressources et perfectionnement | 10,923 | 12,288 | 12,288 | 13,736 | 1,448 | |
| Direction des services de soutien | 30,688 | 30,762 | 31,262 | 31,258 | -4 | |
| Direction des opérations d'urgence | 25,974 | 23,026 | 22,426 | 22,612 | 186 | |
| Direction des enquêtes criminelles | 38,956 | 37,796 | 37,296 | 36,792 | -504 | |
| Direction des districts | 40,202 | 37,707 | 37,607 | 37,598 | -9 | |
| Direction de la patrouille | 62,834 | 64,979 | 64,279 | 64,269 | -10 | |
| Comptes municipaux | 14,453 | 25,558 | 26,158 | 33,194 | 7,036 | |
| Services financiers | 12,874 | 11,425 | 12,125 | 11,508 | -617 | |
| Dépenses brutes | 289,293 | 298,655 | 298,655 | 308,061 | 9,406 | |
| Récupération des coûts et affectations | -4,146 | -3,054 | -3,054 | -3,171 | -117 | |
| Revenus | -23,998 | -25,703 | -25,703 | -27,814 | -2,111 | |
| Besoins nets | 261,149 | 269,898 | 269,898 | 277,076 | 7,178 | |
| Dépenses par catégorie | | | | | | |
| Salaires et avantages sociaux | 231,905 | 239,332 | 240,132 | 244,469 | 4,337 | |
| Heures supplémentaires | 9,006 | 8,062 | 6,862 | 6,582 | -280 | |
| Matériaux et services | 20,678 | 20,847 | 21,447 | 23,651 | 2,204 | |
| Transferts/subventions/charges financières | 16,945 | 19,651 | 19,651 | 22,568 | 2,917 | |
| Coûts du parc automobile | 1,938 | 2,018 | 2,118 | 2,118 | 0 | |
| Coûts des installations de programme | 5,971 | 6,237 | 6,237 | 6,450 | 213 | |
| Autres coûts internes | 2,850 | 2,508 | 2,208 | 2,223 | 15 | |
| Dépenses brutes | 289,293 | 298,655 | 298,655 | 308,061 | 9,406 | |
| Récupération des coûts et affectations | -4,146 | -3,054 | -3,054 | -3,171 | -117 | |
| Dépenses nettes | 285,147 | 295,601 | 295,601 | 304,890 | 9,289 | |
| Revenus par catégorie | | | | | | |
| Fédéraux | 0 | -2,000 | -2,000 | -2,000 | 0 | |
| Provinciaux | -7,291 | -7,558 | -7,558 | -7,574 | -16 | |
| Municipaux | 0 | 0 | 0 | 0 | 0 | |
| Fonds propres | -1,612 | -1,629 | -1,629 | -2,629 | -1,000 | |
| Frais et services | -15,095 | -8,052 | -8,052 | -9,079 | -1,027 | |
| Amendes | 0 | 0 | 0 | 0 | 0 | |
| Autres | 0 | -6,464 | -6,464 | -6,532 | -68 | |
| Total des revenus | -23,998 | -25,703 | -25,703 | -27,814 | -2,111 | |
| Besoins nets | 261,149 | 269,898 | 269,898 | 277,076 | 7,178 | |
| Équivalents temps plein | | | 1,939.55 | 1,958.55 | 19.00 | |

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

| | Budget de référence 2015 | | | Rajustements en 2016 | | | | 2016 | | Variations en \$ en comp. au budget 2015 |
|---|--------------------------|----------------|---------------------------------|--------------------------|--------------|----------------------|---|--------------------------------------|----------------|--|
| | Prévisions | Budget | Raj.- budget de réf. 2015 | Maintien des services | Croissance | Nouveaux services | Économies et initiatives des services | Frais d'utilisation et revenus | Estimations | |
| Dépenses par programme | | | | | | | | | | |
| Commission des services policiers | 738 | 738 | 0 | 5 | 0 | 0 | 0 | 0 | 743 | 5 |
| Services de direction | 10,489 | 10,489 | 0 | 17 | 0 | 0 | -22 | 0 | 10,484 | -5 |
| Direction du soutien organisationnel | 43,887 | 43,987 | 0 | 1,755 | 372 | 0 | -247 | 0 | 45,867 | 1,880 |
| Direction de l'affectation des ressources et p | 12,288 | 12,288 | 0 | 1,333 | 128 | 0 | -13 | 0 | 13,736 | 1,448 |
| Direction des services de soutien | 30,762 | 31,262 | 0 | 6 | 0 | 0 | -10 | 0 | 31,258 | -4 |
| Direction des opérations d'urgence | 23,026 | 22,426 | 0 | 199 | 0 | 0 | -13 | 0 | 22,612 | 186 |
| Direction des enquêtes criminelles | 37,796 | 37,296 | 0 | -468 | 0 | 0 | -36 | 0 | 36,792 | -504 |
| Direction des districts | 37,707 | 37,607 | 0 | 25 | 0 | 0 | -34 | 0 | 37,598 | -9 |
| Direction de la patrouille | 64,979 | 64,279 | 0 | 0 | 0 | 0 | -10 | 0 | 64,269 | -10 |
| Comptes municipaux | 25,558 | 26,158 | 0 | 4,821 | 760 | 2,200 | -745 | 0 | 33,194 | 7,036 |
| Services financiers | 11,425 | 12,125 | 0 | -617 | 0 | 0 | 0 | 0 | 11,508 | -617 |
| Dépenses brutes | 298,655 | 298,655 | 0 | 7,076 | 1,260 | 2,200 | -1,130 | 0 | 308,061 | 9,406 |
| Récupération des coûts et affectations | -3,054 | -3,054 | 0 | -117 | 0 | 0 | 0 | 0 | -3,171 | -117 |
| Revenus | -25,703 | -25,703 | 0 | -1,091 | 0 | 0 | -870 | -150 | -27,814 | -2,111 |
| Besoins nets | 269,898 | 269,898 | 0 | 5,868 | 1,260 | 2,200 | -2,000 | -150 | 277,076 | 7,178 |
| Dépenses par catégorie | | | | | | | | | | |
| Salaires et avantages sociaux | 239,332 | 240,132 | 0 | 4,396 | 760 | 0 | -819 | 0 | 244,469 | 4,337 |
| Heures supplémentaires | 8,062 | 6,862 | 0 | -280 | 0 | 0 | 0 | 0 | 6,582 | -280 |
| Matériaux et services | 20,847 | 21,447 | 0 | 2,009 | 400 | 0 | -205 | 0 | 23,651 | 2,204 |
| Transferts/subventions/charges financières | 19,651 | 19,651 | 0 | 617 | 100 | 2,200 | 0 | 0 | 22,568 | 2,917 |
| Coûts du parc automobile | 2,018 | 2,118 | 0 | 0 | 0 | 0 | 0 | 0 | 2,118 | 0 |
| Coûts des installations de programme | 6,237 | 6,237 | 0 | 319 | 0 | 0 | -106 | 0 | 6,450 | 213 |
| Autres coûts internes | 2,508 | 2,208 | 0 | 15 | 0 | 0 | 0 | 0 | 2,223 | 15 |
| Dépenses brutes | 298,655 | 298,655 | 0 | 7,076 | 1,260 | 2,200 | -1,130 | 0 | 308,061 | 9,406 |
| Récupération des coûts et affectations | -3,054 | -3,054 | 0 | -117 | 0 | 0 | 0 | 0 | -3,171 | -117 |
| Dépenses nettes | 295,601 | 295,601 | 0 | 6,959 | 1,260 | 2,200 | -1,130 | 0 | 304,890 | 9,289 |
| Pourcentage du budget des dépenses nettes 2015 | | | 0.0 % | 2.4 % | 0.4 % | 0.7 % | -0.4 % | 0.0 % | 3.1 % | |
| Revenus par catégorie | | | | | | | | | | |
| Fédéraux | -2,000 | -2,000 | 0 | 0 | 0 | 0 | 0 | 0 | -2,000 | 0 |
| Provinciaux | -7,558 | -7,558 | 0 | -16 | 0 | 0 | 0 | 0 | -7,574 | -16 |
| Municipaux | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fonds propres | -1,629 | -1,629 | 0 | -1,000 | 0 | 0 | 0 | 0 | -2,629 | -1,000 |
| Frais et services | -8,052 | -8,052 | 0 | -7 | 0 | 0 | -870 | -150 | -9,079 | -1,027 |
| Amendes | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Autres | -6,464 | -6,464 | 0 | -68 | 0 | 0 | 0 | 0 | -6,532 | -68 |
| Total des revenus | -25,703 | -25,703 | 0 | -1,091 | 0 | 0 | -870 | -150 | -27,814 | -2,111 |
| Pourcentage des recettes prévues 2015 | | | 0.0 % | 4.2 % | 0.0 % | 0.0 % | 3.4 % | 0.6 % | 8.2 % | |
| Besoins nets | 269,898 | 269,898 | 0 | 5,868 | 1,260 | 2,200 | -2,000 | -150 | 277,076 | 7,178 |
| Pourcentage du budget des besoins nets 2015 | | | 0.0 % | 2.2 % | 0.5 % | 0.8 % | -0.7 % | -0.1 % | 2.7 % | |
| Équivalents temps plein (ETP) | 1,939.55 | 1,939.55 | 0.00 | -6.00 | 25.00 | 0.00 | 0.00 | 0.00 | 1,958.55 | 19.00 |
| Pourcentage des ETP en 2015 | | | 0.0 % | -0.3 % | 1.3 % | 0.0 % | 0.0 % | 0.0 % | 1.0 % | |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|-------------|--|-------------|--|-------------|--|-------------|-------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Police Services Board | 736 | | 738 | | 743 | | 5 | 7 |
| Gross Expenditure | 736 | | 738 | | 743 | | 5 | 7 |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 736 | | 738 | | 743 | | 5 | 7 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 278 | | 281 | | 286 | | 5 | 8 |
| Overtime | | | - | | - | | - | - |
| Material & Services | 97 | | 96 | | 96 | | - | (1) |
| Transfers/Grants/Financial Charges | 27 | | 27 | | 27 | | - | - |
| Fleet Costs | - | | - | | - | | - | - |
| Program Facility Costs | - | | - | | - | | - | - |
| Other Internal Costs | 334 | | 334 | | 334 | | - | - |
| Gross Expenditures | 736 | | 738 | | 743 | | 5 | 7 |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 736 | | 738 | | 743 | | 5 | 7 |
| Revenues By Type | | | | | | | | |
| Federal | - | | - | | - | | - | - |
| Provincial | - | | - | | - | | - | - |
| Municipal | - | | - | | - | | - | - |
| Own Funds | - | | - | | - | | - | - |
| Fees and Services | - | | - | | - | | - | - |
| Fines | - | | - | | - | | - | - |
| Other | - | | - | | - | | - | - |
| Total Revenue | - | | - | | - | | - | - |
| Net Requirement | 736 | | 738 | | 743 | | 5 | 7 |
| Full Time Equivalents | 2.00 | | 2.00 | | 2.00 | | - | - |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|--------------|---------------|---------------|-------------|-------------|-------------|-------------|-------------|
| | Budget | Budget | Budget | Estimate | 2015 Budget | 2014 Budget | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Executive Command | 1,433 | 1,599 | 1,600 | 1 | 167 | | | |
| Legal Services | 629 | 645 | 644 | (1) | 15 | | | |
| Executive Support | | | | | | | | |
| Annual Awards Ceremony | 20 | 33 | 33 | - | 13 | | | |
| Executive Officer | 292 | 297 | 297 | - | 5 | | | |
| Planning, Performance & Research | | | | | | | | |
| Planning, Performance & Analytics | 569 | 538 | 536 | (2) | (33) | | | |
| Problem/Crime Analysis Unit | 1,657 | 1,865 | 1,865 | - | 208 | | | |
| Business Performance | 577 | 605 | 605 | - | 28 | | | |
| Project Management Office | 132 | 139 | 139 | - | 7 | | | |
| Planning & Research | 369 | 388 | 388 | - | 19 | | | |
| Professional Standards | 1,533 | 1,582 | 1,578 | (4) | 45 | | | |
| Community Development | | | | | | | | |
| Community Development | 545 | 560 | 558 | (2) | 13 | | | |
| Diversity and Race Relations | 435 | 455 | 453 | (2) | 18 | | | |
| Crime Prevention | - | 159 | 161 | 2 | 161 | | | |
| Crime Free Multi-Housing | 372 | 235 | 237 | 2 | (135) | | | |
| Crime Stoppers | 201 | 212 | 212 | - | 11 | | | |
| Corporate Communications | | | | | | | | |
| Corporate Communications | 686 | 677 | 678 | 1 | (8) | | | |
| Media Relations | 478 | 500 | 500 | - | 22 | | | |
| Gross Expenditure | 9,928 | 10,489 | 10,484 | (5) | 556 | | | |
| Recoveries & Allocations | - | (2) | (2) | - | (2) | | | |
| Net Expenditure | 9,928 | 10,487 | 10,482 | (5) | 554 | | | |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 8,874 | 9,358 | 9,354 | (4) | 480 | | | |
| Overtime | 35 | 43 | 43 | - | 8 | | | |
| Material & Services | 1,019 | 1,088 | 1,087 | (1) | 68 | | | |
| Transfers/Grants/Financial Charges | - | - | - | - | - | | | |
| Fleet Costs | - | - | - | - | - | | | |
| Program Facility Costs | - | - | - | - | - | | | |
| Other Internal Costs | - | - | - | - | - | | | |
| Gross Expenditures | 9,928 | 10,489 | 10,484 | (5) | 556 | | | |
| Recoveries & Allocations | - | (2) | (2) | - | (2) | | | |
| Net Expenditure | 9,928 | 10,487 | 10,482 | (5) | 554 | | | |
| Revenues By Type | | | | | | | | |
| Federal | - | - | - | - | - | | | |
| Provincial | - | - | - | - | - | | | |
| Municipal | - | - | - | - | - | | | |
| Own Funds | - | - | - | - | - | | | |
| Fees and Services | (210) | (228) | (285) | (57) | (75) | | | |
| Fines | - | - | - | - | - | | | |
| Other | - | - | - | - | - | | | |
| Total Revenue | (210) | (228) | (285) | (57) | (75) | | | |
| Net Requirement | 9,718 | 10,259 | 10,197 | (62) | 479 | | | |
| Full Time Equivalents | 75.00 | 75.00 | 75.00 | - | - | | | |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|---|----------------|----------------|----------------|----------------|----------------|--------------|--------------|--------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Divisional Support - Corporate Support | 86 | - | - | - | - | - | - | (86) |
| Financial Services | 2,507 | 2,566 | 2,566 | 2,472 | 2,472 | (94) | (94) | (35) |
| Material Management and Evidence | 12,786 | 11,931 | 11,931 | 12,255 | 12,255 | 324 | 324 | (531) |
| Police Facilities | 9,781 | 11,984 | 11,984 | 13,163 | 13,163 | 1,179 | 1,179 | 3,382 |
| Information Technology/Records/Telecomm | 16,099 | 17,506 | 17,506 | 17,977 | 17,977 | 471 | 471 | 1,878 |
| Gross Expenditure | 41,259 | 43,987 | 43,987 | 45,867 | 45,867 | 1,880 | 1,880 | 4,608 |
| Recoveries & Allocations | (510) | (990) | (990) | (1,042) | (1,042) | (52) | (52) | (532) |
| Net Expenditure | 40,749 | 42,997 | 42,997 | 44,825 | 44,825 | 1,828 | 1,828 | 4,076 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 18,020 | 19,411 | 19,411 | 19,927 | 19,927 | 516 | 516 | 1,907 |
| Overtime | 209 | 216 | 216 | 216 | 216 | - | - | 7 |
| Material & Services | 9,773 | 9,680 | 9,680 | 10,104 | 10,104 | 424 | 424 | 331 |
| Transfers/Grants/Financial Charges | 4,779 | 6,290 | 6,290 | 7,007 | 7,007 | 717 | 717 | 2,228 |
| Fleet Costs | 2,118 | 2,118 | 2,118 | 2,118 | 2,118 | - | - | - |
| Program Facility Costs | 6,325 | 6,237 | 6,237 | 6,450 | 6,450 | 213 | 213 | 125 |
| Other Internal Costs | 35 | 35 | 35 | 45 | 45 | 10 | 10 | 10 |
| Gross Expenditures | 41,259 | 43,987 | 43,987 | 45,867 | 45,867 | 1,880 | 1,880 | 4,608 |
| Recoveries & Allocations | (510) | (990) | (990) | (1,042) | (1,042) | (52) | (52) | (532) |
| Net Expenditure | 40,749 | 42,997 | 42,997 | 44,825 | 44,825 | 1,828 | 1,828 | 4,076 |
| Revenues By Type | | | | | | | | |
| Federal | - | - | - | - | - | - | - | - |
| Provincial | - | - | - | - | - | - | - | - |
| Municipal | - | - | - | - | - | - | - | - |
| Own Funds | - | - | - | - | - | - | - | - |
| Fees and Services | (1,190) | (1,290) | (1,290) | (1,290) | (1,290) | - | - | (100) |
| Fines | - | - | - | - | - | - | - | - |
| Other | (2) | (2) | (2) | (2) | (2) | - | - | - |
| Total Revenue | (1,192) | (1,292) | (1,292) | (1,292) | (1,292) | - | - | (100) |
| Net Requirement | 39,557 | 41,705 | 41,705 | 43,533 | 43,533 | 1,828 | 1,828 | 3,976 |
| Full Time Equivalents | 188.50 | 191.50 | 191.50 | 191.50 | 191.50 | - | - | 3.00 |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|--|---------------|--|---------------|--|---------------|--|--------------|--------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Divisional Support - Resourcing & Develop. | 318 | | 323 | | 316 | | (7) | (2) |
| Human Resources | 1,898 | | 2,074 | | 3,134 | | 1,060 | 1,236 |
| Labour Relations | 440 | | 483 | | 483 | | - | 43 |
| Outreach and Development | 9,024 | | 9,408 | | 9,803 | | 395 | 779 |
| Gross Expenditure | 11,680 | | 12,288 | | 13,736 | | 1,448 | 2,056 |
| Recoveries & Allocations | (10) | | (10) | | (30) | | (20) | (20) |
| Net Expenditure | 11,670 | | 12,278 | | 13,706 | | 1,428 | 2,036 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 9,443 | | 9,881 | | 9,921 | | 40 | 478 |
| Overtime | 83 | | 85 | | 85 | | - | 2 |
| Material & Services | 2,105 | | 2,273 | | 3,681 | | 1,408 | 1,576 |
| Transfers/Grants/Financial Charges | - | | - | | - | | - | - |
| Fleet Costs | - | | - | | - | | - | - |
| Program Facility Costs | - | | - | | - | | - | - |
| Other Internal Costs | 49 | | 49 | | 49 | | - | - |
| Gross Expenditures | 11,680 | | 12,288 | | 13,736 | | 1,448 | 2,056 |
| Recoveries & Allocations | (10) | | (10) | | (30) | | (20) | (20) |
| Net Expenditure | 11,670 | | 12,278 | | 13,706 | | 1,428 | 2,036 |
| Revenues By Type | | | | | | | | |
| Federal | - | | - | | - | | - | - |
| Provincial | - | | - | | - | | - | - |
| Municipal | - | | - | | - | | - | - |
| Own Funds | - | | - | | - | | - | - |
| Fees and Services | - | | - | | - | | - | - |
| Fines | - | | - | | - | | - | - |
| Other | - | | - | | - | | - | - |
| Total Revenue | - | | - | | - | | - | - |
| Net Requirement | 11,670 | | 12,278 | | 13,706 | | 1,428 | 2,036 |
| Full Time Equivalents | 93.00 | | 93.00 | | 93.00 | | - | - |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|--|----------------|--|----------------|--|----------------|--|---------------|----------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Divisional Support - Support Services | 529 | | 544 | | 534 | | (10) | 5 |
| Inspector - Courts/Temp.Custody/Victim | 176 | | 176 | | 176 | | - | - |
| Court Security | 7,327 | | 7,710 | | 7,728 | | 18 | 401 |
| Court Liaison | 4,535 | | 4,919 | | 4,751 | | (168) | 216 |
| Victim Crisis Unit | 939 | | 987 | | 987 | | - | 48 |
| Inspector - Communications | 621 | | 669 | | 669 | | - | 48 |
| Communications / 911 / Switchboard | 11,502 | | 12,134 | | 12,165 | | 31 | 663 |
| Radio System | 515 | | 1,285 | | 1,410 | | 125 | 895 |
| Call Centre | 2,574 | | 2,838 | | 2,838 | | - | 264 |
| Gross Expenditure | 28,718 | | 31,262 | | 31,258 | | (4) | 2,540 |
| Recoveries & Allocations | (1,722) | | (1,765) | | (1,810) | | (45) | (88) |
| Net Expenditure | 26,996 | | 29,497 | | 29,448 | | (49) | 2,452 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 27,736 | | 29,546 | | 29,091 | | (455) | 1,355 |
| Overtime | 187 | | 227 | | 227 | | - | 40 |
| Material & Services | 343 | | 1,037 | | 1,488 | | 451 | 1,145 |
| Transfers/Grants/Financial Charges | - | | - | | - | | - | - |
| Fleet Costs | - | | - | | - | | - | - |
| Program Facility Costs | - | | - | | - | | - | - |
| Other Internal Costs | 452 | | 452 | | 452 | | - | - |
| Gross Expenditures | 28,718 | | 31,262 | | 31,258 | | (4) | 2,540 |
| Recoveries & Allocations | (1,722) | | (1,765) | | (1,810) | | (45) | (88) |
| Net Expenditure | 26,996 | | 29,497 | | 29,448 | | (49) | 2,452 |
| Revenues By Type | | | | | | | | |
| Federal | - | | - | | - | | - | - |
| Provincial | (1,931) | | (2,487) | | (3,103) | | (616) | (1,172) |
| Municipal | - | | - | | - | | - | - |
| Own Funds | - | | - | | - | | - | - |
| Fees and Services | - | | - | | - | | - | - |
| Fines | - | | - | | - | | - | - |
| Other | - | | - | | - | | - | - |
| Total Revenue | (1,931) | | (2,487) | | (3,103) | | (616) | (1,172) |
| Net Requirement | 25,065 | | 27,010 | | 26,345 | | (665) | 1,280 |
| Full Time Equivalents | 308.70 | | 304.70 | | 303.70 | | (1.00) | (5.00) |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|----------------|--|----------------|--|----------------|--|--------------|----------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Emergency & Operational Support | 1,052 | | 1,079 | | 1,068 | | (11) | 16 |
| Emergency Management and Support | | | | | | | | |
| Business Continuity | 480 | | 424 | | 423 | | (1) | (57) |
| Airport Policing | 2,845 | | 2,980 | | 2,980 | | - | 135 |
| Support | 6,118 | | 6,327 | | 6,425 | | 98 | 307 |
| Duty Inspector Program | 1,109 | | 1,110 | | 1,110 | | - | 1 |
| Public Safety | | | | | | | | |
| Support | 2,217 | | 2,318 | | 2,358 | | 40 | 141 |
| Event Planning | 4,723 | | 5,044 | | 5,104 | | 60 | 381 |
| Traffic Services | 3,015 | | 3,144 | | 3,144 | | - | 129 |
| Gross Expenditure | 21,559 | | 22,426 | | 22,612 | | 186 | 1,053 |
| Recoveries & Allocations | (75) | | (221) | | (221) | | - | (146) |
| Net Expenditure | 21,484 | | 22,205 | | 22,391 | | 186 | 907 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 17,179 | | 17,997 | | 18,157 | | 160 | 978 |
| Overtime | 2,743 | | 2,897 | | 2,897 | | - | 154 |
| Material & Services | 1,626 | | 1,521 | | 1,547 | | 26 | (79) |
| Transfers/Grants/Financial Charges | 11 | | 11 | | 11 | | - | - |
| Fleet Costs | - | | - | | - | | - | - |
| Program Facility Costs | - | | - | | - | | - | - |
| Other Internal Costs | - | | - | | - | | - | - |
| Gross Expenditures | 21,559 | | 22,426 | | 22,612 | | 186 | 1,053 |
| Recoveries & Allocations | (75) | | (221) | | (221) | | - | (146) |
| Net Expenditure | 21,484 | | 22,205 | | 22,391 | | 186 | 907 |
| Revenues By Type | | | | | | | | |
| Federal | - | | - | | - | | - | - |
| Provincial | (45) | | (45) | | (45) | | - | - |
| Municipal | - | | - | | - | | - | - |
| Own Funds | - | | - | | - | | - | - |
| Fees and Services | (2,931) | | (3,032) | | (3,852) | | (820) | (921) |
| Fines | - | | - | | - | | - | - |
| Other | (3,279) | | (3,530) | | (3,597) | | (67) | (318) |
| Total Revenue | (6,255) | | (6,607) | | (7,494) | | (887) | (1,239) |
| Net Requirement | 15,229 | | 15,598 | | 14,897 | | (701) | (332) |
| Full Time Equivalents | 141.50 | | 141.80 | | 141.80 | | - | 0.30 |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|----------------|--|----------------|--|---------------|--|--------------|--------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Divisional Support - CID | 1,897 | | 1,957 | | 1,922 | | (35) | 25 |
| Special Events/Investigations | 717 | | 732 | | 736 | | 4 | 19 |
| Special Operations | 9,250 | | 9,564 | | 8,968 | | (596) | (282) |
| Major Case Investigation | 10,326 | | 10,843 | | 10,939 | | 96 | 613 |
| Investigative Support | 13,354 | | 14,200 | | 14,227 | | 27 | 873 |
| Gross Expenditure | 35,544 | | 37,296 | | 36,792 | | (504) | 1,248 |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 35,544 | | 37,296 | | 36,792 | | (504) | 1,248 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 32,757 | | 34,426 | | 33,920 | | (506) | 1,163 |
| Overtime | 1,553 | | 1,621 | | 1,621 | | - | 68 |
| Material & Services | 1,234 | | 1,249 | | 1,251 | | 2 | 17 |
| Transfers/Grants/Financial Charges | - | | - | | - | | - | - |
| Fleet Costs | - | | - | | - | | - | - |
| Program Facility Costs | - | | - | | - | | - | - |
| Other Internal Costs | - | | - | | - | | - | - |
| Gross Expenditures | 35,544 | | 37,296 | | 36,792 | | (504) | 1,248 |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 35,544 | | 37,296 | | 36,792 | | (504) | 1,248 |
| Revenues By Type | | | | | | | | |
| Federal | - | | - | | - | | - | - |
| Provincial | (714) | | (714) | | (114) | | 600 | 600 |
| Municipal | - | | - | | - | | - | - |
| Own Funds | - | | - | | - | | - | - |
| Fees and Services | - | | - | | - | | - | - |
| Fines | - | | - | | - | | - | - |
| Other | (298) | | (298) | | (298) | | - | - |
| Total Revenue | (1,012) | | (1,012) | | (412) | | 600 | 600 |
| Net Requirement | 34,532 | | 36,284 | | 36,380 | | 96 | 1,848 |
| Full Time Equivalents | 281.60 | | 281.60 | | 281.60 | | - | - |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|---------------|---------------|---------------|------------|--------------|-------------|-------------|-------------|
| | Budget | Budget | Budget | Estimate | 2015 Budget | 2014 Budget | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Divisional Support - District | 1,789 | 1,875 | 1,859 | (16) | 70 | | | |
| District - East | 6,279 | 6,590 | 6,588 | (2) | 309 | | | |
| District - West | 6,689 | 7,013 | 7,010 | (3) | 321 | | | |
| District - Central Community | 6,541 | 6,862 | 6,859 | (3) | 318 | | | |
| District - Investigations | 6,374 | 6,693 | 6,708 | 15 | 334 | | | |
| District Support | 8,173 | 8,574 | 8,574 | - | 401 | | | |
| Gross Expenditure | 35,845 | 37,607 | 37,598 | (9) | 1,753 | | | |
| Recoveries & Allocations | - | - | - | - | - | | | |
| Net Expenditure | 35,845 | 37,607 | 37,598 | (9) | 1,753 | | | |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 35,177 | 36,900 | 36,911 | 11 | - | | | |
| Overtime | 423 | 460 | 460 | - | - | | | |
| Material & Services | 243 | 245 | 225 | (20) | - | | | |
| Transfers/Grants/Financial Charges | - | - | - | - | - | | | |
| Fleet Costs | - | - | - | - | - | | | |
| Program Facility Costs | - | - | - | - | - | | | |
| Other Internal Costs | 2 | 2 | 2 | - | - | | | |
| Gross Expenditures | 35,845 | 37,607 | 37,598 | (9) | 1,753 | | | |
| Recoveries & Allocations | - | - | - | - | - | | | |
| Net Expenditure | 35,845 | 37,607 | 37,598 | (9) | 1,753 | | | |
| Revenues By Type | | | | | | | | |
| Federal | - | - | - | - | - | | | |
| Provincial | - | - | - | - | - | | | |
| Municipal | - | - | - | - | - | | | |
| Own Funds | - | - | - | - | - | | | |
| Fees and Services | - | - | - | - | - | | | |
| Fines | - | - | - | - | - | | | |
| Other | - | - | - | - | - | | | |
| Total Revenue | - | - | - | - | - | | | |
| Net Requirement | 35,845 | 37,607 | 37,598 | (9) | 1,753 | | | |
| Full Time Equivalents | 301.00 | 301.00 | 301.00 | - | - | | | |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|---------------|--|---------------|--|---------------|--|-------------|--------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Divisional Support - Patrol | 2,978 | | 3,161 | | 3,151 | | (10) | 173 |
| Central | 19,110 | | 20,086 | | 20,086 | | - | 976 |
| East | 18,517 | | 19,484 | | 19,484 | | - | 967 |
| West | 20,483 | | 21,548 | | 21,548 | | - | 1,065 |
| Gross Expenditure | 61,088 | | 64,279 | | 64,269 | | (10) | 3,181 |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 61,088 | | 64,279 | | 64,269 | | (10) | 3,181 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 60,127 | | 63,285 | | 63,284 | | (1) | - |
| Overtime | 858 | | 891 | | 891 | | - | - |
| Material & Services | 103 | | 103 | | 94 | | (9) | - |
| Transfers/Grants/Financial Charges | | | - | | - | | - | - |
| Fleet Costs | | | - | | - | | - | - |
| Program Facility Costs | | | - | | - | | - | - |
| Other Internal Costs | | | - | | - | | - | - |
| Gross Expenditures | 61,088 | | 64,279 | | 64,269 | | (10) | 3,181 |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 61,088 | | 64,279 | | 64,269 | | (10) | 3,181 |
| Revenues By Type | | | | | | | | |
| Federal | - | | - | | - | | - | - |
| Provincial | - | | - | | - | | - | - |
| Municipal | - | | - | | - | | - | - |
| Own Funds | - | | - | | - | | - | - |
| Fees and Services | - | | - | | - | | - | - |
| Fines | - | | - | | - | | - | - |
| Other | - | | - | | - | | - | - |
| Total Revenue | - | | - | | - | | - | - |
| Net Requirement | 61,088 | | 64,279 | | 64,269 | | (10) | 3,181 |
| Full Time Equivalents | 527.00 | | 527.00 | | 527.00 | | - | - |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|-----------------|--|-----------------|--|-----------------|--|----------------|----------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Operational Backfill | 2,409 | | 2,521 | | 2,521 | | - | 112 |
| New Hires | - | | - | | 760 | | 760 | 760 |
| Corporate Accounts | 25,155 | | 23,637 | | 29,913 | | 6,276 | 4,758 |
| Gross Expenditure | 27,564 | | 26,158 | | 33,194 | | 7,036 | 5,630 |
| Recoveries & Allocations | (66) | | (66) | | (66) | | - | - |
| Net Expenditure | 27,498 | | 26,092 | | 33,128 | | 7,036 | 5,630 |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 16,689 | | 13,009 | | 18,201 | | 5,192 | 1,512 |
| Overtime | 3 | | 423 | | 143 | | (280) | 140 |
| Material & Services | 3,744 | | 4,155 | | 4,079 | | (76) | 335 |
| Transfers/Grants/Financial Charges | 6,908 | | 8,381 | | 10,581 | | 2,200 | 3,673 |
| Fleet Costs | - | | - | | - | | - | - |
| Program Facility Costs | - | | - | | - | | - | - |
| Other Internal Costs | 220 | | 190 | | 190 | | - | (30) |
| Gross Expenditures | 27,564 | | 26,158 | | 33,194 | | 7,036 | 5,630 |
| Recoveries & Allocations | (66) | | (66) | | (66) | | - | - |
| Net Expenditure | 27,498 | | 26,092 | | 33,128 | | 7,036 | 5,630 |
| Revenues By Type | | | | | | | | |
| Federal | - | | (2,000) | | (2,000) | | - | (2,000) |
| Provincial | (4,312) | | (4,312) | | (4,312) | | - | - |
| Municipal | - | | - | | - | | - | - |
| Own Funds | - | | - | | (1,000) | | (1,000) | (1,000) |
| Fees and Services | (3,308) | | (3,502) | | (3,652) | | (150) | (344) |
| Fines | - | | - | | - | | - | - |
| Other | (2,521) | | (2,634) | | (2,633) | | 1 | (112) |
| Total Revenue | (10,141) | | (12,448) | | (13,597) | | (1,149) | (3,456) |
| Net Requirement | 17,357 | | 13,644 | | 19,531 | | 5,887 | 2,174 |
| Full Time Equivalents | 23.00 | | 22.00 | | 42.00 | | 20.00 | 19.00 |

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

| Operating Resource Requirement | 2014 | | 2015 | | 2016 | | Change Over | |
|------------------------------------|----------------|--|----------------|--|----------------|--|--------------|----------------|
| | Budget | | Budget | | Estimate | | 2015 Budget | 2014 Budget |
| Expenditures by Program | | | | | | | | |
| Insurance | 1,126 | | 1,146 | | 1,151 | | 5 | 25 |
| Retirement Costs | 5,746 | | 6,037 | | 5,415 | | (622) | (331) |
| Police Debt Charges | 5,825 | | 4,942 | | 4,942 | | - | (883) |
| Gross Expenditure | 12,697 | | 12,125 | | 11,508 | | (617) | (1,189) |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 12,697 | | 12,125 | | 11,508 | | (617) | (1,189) |
| Expenditures by Type | | | | | | | | |
| Salaries, Wages & Benefits | 5,744 | | 6,035 | | 5,413 | | (622) | (331) |
| Overtime | 2 | | 2 | | 2 | | - | - |
| Material & Services | - | | - | | - | | - | - |
| Transfers/Grants/Financial Charges | 5,825 | | 4,942 | | 4,942 | | - | (883) |
| Fleet Costs | - | | - | | - | | - | - |
| Program Facility Costs | - | | - | | - | | - | - |
| Other Internal Costs | 1,126 | | 1,146 | | 1,151 | | 5 | 25 |
| Gross Expenditures | 12,697 | | 12,125 | | 11,508 | | (617) | (1,189) |
| Recoveries & Allocations | - | | - | | - | | - | - |
| Net Expenditure | 12,697 | | 12,125 | | 11,508 | | (617) | (1,189) |
| Revenues By Type | | | | | | | | |
| Federal | - | | - | | - | | - | - |
| Provincial | - | | - | | - | | - | - |
| Municipal | - | | - | | - | | - | - |
| Own Funds | (1,612) | | (1,629) | | (1,629) | | - | (17) |
| Fees and Services | - | | - | | - | | - | - |
| Fines | - | | - | | - | | - | - |
| Other | - | | - | | - | | - | - |
| Total Revenue | (1,612) | | (1,629) | | (1,629) | | - | (17) |
| Net Requirement | 11,085 | | 10,496 | | 9,879 | | (617) | (1,206) |
| Full Time Equivalents | - | | - | | - | | - | - |

Summary By Expenditure Type

Department: Police Services

| By Expenditure Type | | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|--|----------------------|----------------|----------------|--------------------------|
| 501059 Statutory Holiday Overtime Expense | | 1,181,600 | 1,181,600 | 0 |
| 501093 WSIB Admin Charges | | 320,000 | 304,000 | (16,000) |
| 501094 WSIB Permanent Awards | | 865,000 | 795,000 | (70,000) |
| 501110 Compensation | | 190,035,300 | 195,157,700 | 5,122,400 |
| 501113 Clothing Allowance | | 384,100 | 365,500 | (18,600) |
| 501114 Dry Cleaning | | 508,900 | 516,700 | 7,800 |
| 501117 Meal Allowance | | 10,000 | 10,000 | 0 |
| 501123 Unused Annual | | 845,700 | 845,700 | 0 |
| 501132 Pay in Lieu of Benefits | | 49,200 | 68,100 | 18,900 |
| 501143 Survivor Benefit | | 63,000 | 41,000 | (22,000) |
| 501144 Court Overtime - Police | | 1,802,800 | 1,522,800 | (280,000) |
| 501149 Special Overtime - Off-Duty | | 2,227,900 | 2,227,900 | 0 |
| 501150 Overtime | | 2,831,200 | 2,831,200 | 0 |
| 501151 Shift Premium | | 754,600 | 694,600 | (60,000) |
| 501190 On Call | | 380,400 | 660,400 | 280,000 |
| 501191 Longevity Pay | | 182,000 | 182,000 | 0 |
| 501192 Terminal Allowance | | 3,262,600 | 2,762,600 | (500,000) |
| 501193 Vacation Pay | | 37,700 | 50,400 | 12,700 |
| 501194 WSIB Payments | | 1,000,000 | 936,000 | (64,000) |
| 501195 EI Rebates - Police | | 66,800 | 66,800 | 0 |
| 501197 Supplemental EI Benefits | | 248,600 | 248,600 | 0 |
| 501320 Non-Taxable Allowance | | 1,500 | 1,500 | 0 |
| 501401 Salary Benefits | | 44,895,500 | 44,943,800 | 48,300 |
| 501422 Benefits For Retirees | | 1,397,300 | 1,297,300 | (100,000) |
| 501511 Taxable Car Allowance | | 26,000 | 26,000 | 0 |
| 501590 Tuition Fees | | 30,000 | 30,000 | 0 |
| 501998 Provision For Gapping | | (6,413,600) | (6,716,700) | (303,100) |
| Salaries & Benefits - Subtotals | Note 1, 3, 9, 11, 12 | 246,994,100 | 251,050,500 | 4,056,400 |
| 502112 Employee Development & Travel | Note 3, 9 | 2,101,000 | 2,420,200 | 319,200 |
| 502113 Local Transportation | | 1,900 | 3,900 | 2,000 |
| 502114 Employee Recognition/Commendations | | 15,000 | 15,000 | 0 |
| 502115 Non-Taxable Car Mileage | | 67,800 | 68,600 | 800 |
| 502121 Postage | | 50,000 | 50,000 | 0 |
| 502122 Freight/Courier/Service | | 30,500 | 30,200 | (300) |
| 502123 Brokerage Services | | 500 | 500 | 0 |
| 502131 Cablevision & Communications | | 20,500 | 22,000 | 1,500 |
| 502132 Telephone Network Charge | Note 3, 6, 9 | 812,700 | 885,400 | 72,700 |
| 502134 Data/Communication Devices - Air Time | | 659,400 | 659,400 | 0 |
| 502139 Pagers | | 20,300 | 17,000 | (3,300) |
| 502209 Major Newspaper Ads | | 5,500 | 5,500 | 0 |
| 502210 Advertising, Promotion & Publication | | 52,700 | 52,700 | 0 |
| 502211 Public Notices/Info | | 1,000 | 1,000 | 0 |
| 502215 Career Advertising | | 3,000 | 5,000 | 2,000 |
| 502311 Translation Fees | | 89,600 | 89,700 | 100 |
| 502320 Legal - Fees | | 106,800 | 104,800 | (2,000) |
| 502330 Professional Services | Note 3, 9 | 1,335,600 | 1,843,200 | 507,600 |
| 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 | | 72,900 | 84,400 | 11,500 |
| 502395 Memberships | | 68,200 | 76,200 | 8,000 |
| 502396 Outside Printing | | 58,700 | 58,700 | 0 |
| 502442 R & M - Buildings | Note 9 | 266,000 | 434,000 | 168,000 |
| 502443 R & M - Equipment | Note 9 | 123,000 | 375,600 | 252,600 |
| 502444 R & M - Vehicles | Note 9, 12 | (73,400) | 101,600 | 175,000 |
| 502445 R & M - Systems | Note 3, 6, 9 | 2,372,500 | 2,653,700 | 281,200 |

Department: Police Services

| By Expenditure Type | | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|---|--------------|-------------------|-------------------|--------------------------|
| 502478 R & M - Miscellaneous | | 221,800 | 214,400 | (7,400) |
| 502610 Property Leases | Note 9 | 147,500 | 77,800 | (69,700) |
| 502619 Building/Facilities Rentals | | 2,000 | 2,000 | 0 |
| 502620 Rentals - Vehicles & Equipment | | 110,300 | 112,200 | 1,900 |
| 502650 Rentals - Miscellaneous | | 63,800 | 63,800 | 0 |
| 502660 Rentals - Equipment | | 8,500 | 7,000 | (1,500) |
| 502671 Inspections - Audit-Related Travel | | 10,000 | 10,000 | 0 |
| 502692 Parking | | 543,700 | 571,900 | 28,200 |
| 502694 Rentals - Photocopy Equipment | | 87,400 | 115,400 | 28,000 |
| 502899 Police Related Services | Note 3, 5, 9 | 2,620,500 | 3,498,500 | 878,000 |
| 502912 Licenses & Permits | Note 2, 6, 9 | 1,053,100 | 1,073,600 | 20,500 |
| 502913 Public Consultation | | 68,500 | 68,500 | 0 |
| 502928 Community Events | | 68,000 | 68,000 | 0 |
| Purchased Services - Subtotals | | 13,447,100 | 16,121,700 | 2,674,600 |
| 505100 Food & Beverages | | 65,700 | 66,700 | 1,000 |
| 505343 Fuels & Lubricants | Note 9 | 2,175,200 | 2,125,200 | (50,000) |
| 505478 Personal/Safety Supplies/Clothing | Note 9, 12 | 1,442,700 | 1,559,800 | 117,100 |
| 505758 Parts | | 7,500 | 7,500 | 0 |
| 505770 Laboratory Supplies | | 29,600 | 24,400 | (5,200) |
| 505775 Small Tools & Parts | | 57,500 | 60,000 | 2,500 |
| 505776 Investigative Supplies | | 137,800 | 135,300 | (2,500) |
| 505981 Police Related Supplies | | 705,100 | 720,600 | 15,500 |
| 505984 Program Supplies | | 287,000 | 294,300 | 7,300 |
| 505989 Publications | | 61,600 | 65,100 | 3,500 |
| 505990 Office Supplies | Note 6, 9 | 294,100 | 145,000 | (149,100) |
| 505992 Ammunition and Explosives | Note 3 | 464,300 | 616,700 | 152,400 |
| 505996 Promotional Items | | 8,200 | 8,200 | 0 |
| Materials & Supplies - Subtotals | | 5,736,300 | 5,828,800 | 92,500 |
| 506173 Office Furniture & Equipment | Note 9 | 377,200 | 74,200 | (303,000) |
| 506175 Computers/Peripherals/Software | Note 9 | 367,900 | 292,900 | (75,000) |
| 506178 Miscellaneous Equipment | Note 9, 12 | 1,518,900 | 1,333,100 | (185,800) |
| Fixed Assets - Subtotals | | 2,264,000 | 1,700,200 | (563,800) |
| 507212 Grants - Municipal Programs | | 27,000 | 27,000 | 0 |
| 507320 Reserve Fund Capital Projects | Note 4, 12 | 10,459,400 | 12,759,400 | 2,300,000 |
| 507320 Reserve Fund-Facilities Strategic Plan | Note 10 | 3,591,700 | 4,208,700 | 617,000 |
| 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 |
| 508998 Financial Charges | | 600,000 | 600,000 | 0 |
| Financial Charges - Subtotals | | 19,651,400 | 22,568,400 | 2,917,000 |
| 604001 External Printing | | 200 | 200 | 0 |
| 604002 Reproduction & Printing | | 94,500 | 94,500 | 0 |
| 604004 Labour/Salary | | 35,000 | 45,000 | 10,000 |
| 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 | | 452,000 | 452,000 | 0 |
| 604161 Fleet Outside Repair | Note 9 | 1,954,000 | 1,904,000 | (50,000) |
| 604163 Fleet Outside Fuel | Note 9 | 164,000 | 214,000 | 50,000 |
| 604167 Insurance | | 725,700 | 725,700 | 0 |
| 604168 Insurance Premiums | | 420,200 | 425,200 | 5,000 |
| 604182 Supply Management | | 100,000 | 100,000 | 0 |

Department: Police Services

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|--|---------------------------|----------------|--------------------------|
| 604277 First Aid/CPR Training | 25,500 | 25,500 | 0 |
| 604301 Photocopy | 1,000 | 1,000 | 0 |
| 660201 Program Facility Costs | Note 3 6,236,800 | 6,450,300 | 213,500 |
| Secondary Costs - Subtotals | 10,562,400 | 10,790,900 | 228,500 |
| Expenditure - Totals | 298,655,300 | 308,060,500 | 9,405,200 |
| 401005 Federal Other Revenue | (2,000,000) | (2,000,000) | 0 |
| 402007 Provincial Conditional Transfers | Note 8, 11 (7,557,700) | (7,574,400) | (16,700) |
| 406021 Development Charge Revenue | (1,629,100) | (1,629,100) | 0 |
| 406027 One-Time Funding Reserve Funds | Note 5 (1,000,000) | (1,000,000) | (1,000,000) |
| 407005 Sundry | Note 3 (3,642,400) | (3,709,800) | (67,400) |
| 407073 Off-Duty Policing | Note 6 (3,032,400) | (3,852,400) | (820,000) |
| 407074 F.O.I. Requests | (2,000) | (2,000) | 0 |
| 407075 Records Clearance Checks | Note 6, 7 (2,022,300) | (2,228,800) | (206,500) |
| 407076 Fingerprints | (50,000) | (50,000) | 0 |
| 407078 Occurrence/Accident Reports | (1,658,000) | (1,658,000) | 0 |
| 407079 Alarm Compliance | (1,290,000) | (1,290,000) | 0 |
| 407081 Secondment Revenue | (2,818,800) | (2,818,800) | 0 |
| 509711 Expenditure Recoveries | Note 3 (738,800) | (811,000) | (72,200) |
| 604078 Infra Maint-Operating | (475,000) | (475,000) | 0 |
| 604101 Police Services - Off-Duty Policing | (75,000) | (75,000) | 0 |
| 604172 911 System | Note 1 (1,765,400) | (1,809,500) | (44,100) |
| Revenues / Recoveries - Totals | (28,756,900) | (30,983,800) | (2,226,900) |
| Totals | 269,898,400 | 277,076,700 | 7,178,300 |

Notes:

1. 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.
2. Implementation of IMCMS Radio System \$125K included in Annex A-4.
3. Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.
4. Information Management/Information Technology Roadmap, \$2,200K.
5. Service Initiative & PMO Projects \$(787K), Annex A-5.
6. Efficiencies, \$2,000K, Annex A-6.
7. User fee policy & base adjustments, \$150K, Annex A-7.
8. Revenue - Provincial Upload of Court Costs, \$(617)K year 5 of 7.
9. Budget re-alignment.
10. Facilities Strategic Reserve fund contribution \$617K.
11. Loss of Pavis Grant Revenue, \$600K, offset by reduced grant funded positions \$(600)K.
12. 25 new sworn hires. Compensation, \$760K, contribution to capital for vehicles, \$100K and training & equipment, \$400K.

Branch: Police Services Board

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|--|----------------|----------------|--------------------------|
| 501110 Compensation | 223,900 | 227,100 | 3,200 |
| 501401 Salary Benefits | 57,500 | 58,400 | 900 |
| Salaries & Benefits - Subtotals | Note 1 281,400 | 285,500 | 4,100 |
| 502112 Employee Development & Travel | 26,500 | 26,500 | 0 |
| 502115 Non-Taxable Car Mileage | 1,000 | 1,000 | 0 |
| 502122 Freight/Courier/Service | 1,500 | 1,200 | (300) |
| 502134 Data/Communication Devices - Air Time | 1,000 | 1,000 | 0 |
| 502209 Major Newspaper Ads | 5,500 | 5,500 | 0 |
| 502210 Advertising, Promotion & Publication | 4,700 | 4,700 | 0 |
| 502311 Translation Fees | 5,000 | 3,000 | (2,000) |
| 502330 Professional Services | 25,000 | 25,000 | 0 |
| 502395 Memberships | 11,200 | 11,500 | 300 |
| 502692 Parking | 5,000 | 5,000 | 0 |
| 502899 Police Related Services | 3,000 | 5,000 | 2,000 |
| 502928 Community Events | 3,000 | 3,000 | 0 |
| Purchased Services - Subtotals | 92,400 | 92,400 | 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 | 27,000 | 27,000 | 0 |
| Financial Charges - Subtotals | 27,000 | 27,000 | 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 | 738,500 | 742,600 | 4,100 |
| Totals | 738,500 | 742,600 | 4,100 |

Notes:

1. Salary increments for staff moving through their salary grid and other compensation costs.

Branch: Executive Services Directorate

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / Decrease |
|---|------------------------|-------------------|------------------------|
| 501059 Statutory Holiday Overtime Expense | 3,200 | 3,200 | 0 |
| 501110 Compensation | 7,430,700 | 7,430,700 | 0 |
| 501113 Clothing Allowance | Note 6 12,500 | 8,200 | (4,300) |
| 501114 Dry Cleaning | 7,000 | 7,000 | 0 |
| 501132 Pay in Lieu of Benefits | 3,700 | 3,700 | 0 |
| 501144 Court Overtime - Police | 1,000 | 1,000 | 0 |
| 501150 Overtime | 41,600 | 41,600 | 0 |
| 501191 Shift Premium | 2,100 | 2,100 | 0 |
| 501193 Vacation Pay | 2,400 | 2,400 | 0 |
| 501320 Non-Taxable Allowance | 1,500 | 1,500 | 0 |
| 501401 Salary Benefits | 1,895,200 | 1,895,200 | 0 |
| Salaries & Benefits - Subtotals | 9,400,900 | 9,396,600 | (4,300) |
| 502112 Employee Development & Travel | Note 3, 9 154,600 | 161,400 | 6,800 |
| 502113 Local Transportation | 1,400 | 3,400 | 2,000 |
| 502115 Non-Taxable Car Mileage | 10,300 | 8,000 | (2,300) |
| 502210 Advertising, Promotion & Publication | 40,800 | 40,800 | 0 |
| 502311 Translation Fees | 84,600 | 86,700 | 2,100 |
| 502312 Off. Lang. Interpretation | 0 | 0 | 0 |
| 502320 Legal - Fees | 106,800 | 104,800 | (2,000) |
| 502330 Professional Services | 120,800 | 121,300 | 500 |
| 502394 Receptions & Luncheons | 15,400 | 15,600 | 200 |
| 502395 Memberships | 9,700 | 12,700 | 3,000 |
| 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 | 204,000 | 200,200 | (3,800) |
| 502913 Public Consultation | 68,500 | 68,500 | 0 |
| 502928 Community Events | 15,000 | 15,000 | 0 |
| Purchased Services - Subtotals | 910,600 | 917,100 | 6,500 |
| 505981 Police Related Supplies | 49,500 | 49,500 | 0 |
| 505984 Program Supplies | Note 3 35,000 | 43,800 | 8,800 |
| 505989 Publications | 38,200 | 42,000 | 3,800 |
| 505990 Office Supplies | Note 6 32,000 | 11,900 | (20,100) |
| 505996 Promotional Items | 8,200 | 8,200 | 0 |
| Materials & Supplies - Subtotals | 162,900 | 155,400 | (7,500) |
| 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 | 10,488,900 | 10,483,600 | (5,300) |
| 406027 One-Time Funding Reserve Funds | 0 | 0 | 0 |
| 407075 Records Clearance Checks | Note 6, 9 (228,400) | (284,900) | (56,500) |
| 509711 Expenditure Recoveries | (2,000) | (2,000) | 0 |
| Revenues / Recoveries - Totals | (230,400) | (286,900) | (56,500) |
| Totals | 10,258,500 | 10,196,700 | (61,800) |

Notes:

3. Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.
6. Efficiencies, \$2,000K, Annex A-6.
9. Budget re-alignment.

Branch: Corporate Support Directorate

| By Expenditure Type | | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|---|---------------|-------------------|-------------------|--------------------------|
| 501059 Statutory Holiday Overtime Expense | | 25,300 | 25,300 | 0 |
| 501110 Compensation | Note 9 | 15,367,500 | 15,827,800 | 460,300 |
| 501113 Clothing Allowance | | 1,100 | 1,100 | 0 |
| 501114 Dry Cleaning | | 13,800 | 13,800 | 0 |
| 501132 Pay in Lieu of Benefits | | 9,600 | 8,800 | (800) |
| 501150 Overtime | | 215,700 | 215,700 | 0 |
| 501151 Shift Premium | | 33,300 | 33,300 | 0 |
| 501190 On Call | | 108,000 | 108,000 | 0 |
| 501193 Vacation Pay | | 6,400 | 5,900 | (500) |
| 501401 Salary Benefits | Note 9 | 3,846,900 | 3,903,000 | 56,100 |
| Salaries & Benefits - Subtotals | | 19,627,600 | 20,142,700 | 515,100 |
| 502112 Employee Development & Travel | Note 3 | 325,000 | 335,000 | 10,000 |
| 502115 Non-Taxable Car Mileage | | 9,300 | 13,600 | 4,300 |
| 502121 Postage | | 50,000 | 50,000 | 0 |
| 502122 Freight/Courier/Service | | 29,000 | 29,000 | 0 |
| 502123 Brokerage Services | | 500 | 500 | 0 |
| 502131 Cablevision & Communications | | 20,500 | 22,000 | 1,500 |
| 502132 Telephone Network Charge | Note 9 | 689,500 | 759,500 | 70,000 |
| 502134 Data/Communication Devices - Air Time | | 653,600 | 653,600 | 0 |
| 502139 Pagers | | 20,000 | 16,700 | (3,300) |
| 502210 Advertising, Promotion & Publication | | 500 | 500 | 0 |
| 502211 Public Notices/Information | | 1,000 | 1,000 | 0 |
| 502330 Professional Services | Note 9 | 297,300 | 309,600 | 12,300 |
| 502379 Security Services | | 7,300 | 7,300 | 0 |
| 502394 Receptions & Luncheons | | 3,000 | 3,000 | 0 |
| 502395 Memberships | | 7,500 | 9,900 | 2,400 |
| 502441 R & M - Grounds | | 0 | 0 | 0 |
| 502442 R & M - Buildings | | 75,000 | 75,000 | 0 |
| 502443 R & M - Equipment | Note 9 | 98,000 | 84,600 | (13,400) |
| 502444 R & M - Vehicles | Note 9, 12 | (136,400) | 38,600 | 175,000 |
| 502445 R & M - Systems | Note 3, 6, 9 | 2,266,000 | 2,511,100 | 245,100 |
| 502478 R & M - Miscellaneous | | 77,500 | 72,500 | (5,000) |
| 502610 Property Leases | Note 6 | 127,000 | 57,300 | (69,700) |
| 502620 Rentals - Vehicles & Equipment | | 25,000 | 25,000 | 0 |
| 502650 Rentals - Miscellaneous | | 63,800 | 63,800 | 0 |
| 502692 Parking | Note 3 | 334,900 | 381,000 | 46,100 |
| 502694 Rentals - Photocopy Equipment | Note 9 | 85,000 | 113,000 | 28,000 |
| 502899 Police Related Services | Note 3, 9 | 389,900 | 408,600 | 18,700 |
| 502912 Licenses & Permits | Note 6, 9, 12 | 349,100 | 244,600 | (104,500) |
| Purchased Services - Subtotals | | 5,868,800 | 6,286,300 | 417,500 |
| 505343 Fuels & Lubricants | Note 9 | 2,106,800 | 2,056,800 | (50,000) |
| 505478 Personal/Safety Supplies/Clothing | Note 9, 12 | 1,163,100 | 1,276,700 | 113,600 |
| 505758 Automotive Parts | | 7,500 | 7,500 | 0 |
| 505775 Small Tools & Parts | | 18,900 | 18,900 | 0 |
| 505981 Police Related Supplies | | 134,800 | 133,800 | (1,000) |
| 505989 Publications | | 1,900 | 2,100 | 200 |
| 505990 Office Supplies | Note 6, 9 | 76,500 | 25,300 | (51,200) |
| Materials & Supplies - Subtotals | | 3,509,500 | 3,521,100 | 11,600 |
| 506173 Office Furniture & Equipment | | 2,000 | 2,000 | 0 |
| 506175 Computers/Peripherals/Software | | 192,900 | 192,900 | 0 |
| 506178 Miscellaneous Equipment | | 106,500 | 101,500 | (5,000) |
| Fixed Assets - Subtotals | | 301,400 | 296,400 | (5,000) |
| 507320 Reserve Fund Capital Projects | Note 12 | 2,698,200 | 2,798,200 | 100,000 |
| 507320 Reserve Fund-Facilities Strategic Plan | Note 10 | 3,591,700 | 4,208,700 | 617,000 |
| Financial Charges - Subtotals | | 6,289,900 | 7,006,900 | 717,000 |

Branch: Corporate Support Directorate

| By Expenditure Type | | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|--------------------------------|--------------------------------|----------------|----------------|--------------------------|
| 604004 | Labour/Salary Note 3 | 35,000 | 45,000 | 10,000 |
| 604161 | Fleet Outside Repair Note 9 | 1,954,000 | 1,904,000 | (50,000) |
| 604163 | Fleet Outside Fuel Note 9 | 164,000 | 214,000 | 50,000 |
| 660201 | Program Facility Costs Note 3 | 6,236,800 | 6,450,300 | 213,500 |
| Secondary Costs - Subtotals | | 8,389,800 | 8,613,300 | 223,500 |
| Expenditure - Totals | | 43,987,000 | 45,866,700 | 1,879,700 |
| 406027 | One-Time Funding Reserve Funds | 0 | 0 | 0 |
| 407005 | Sundry | (2,000) | (2,000) | 0 |
| 407079 | Alarm Compliance | (1,290,000) | (1,290,000) | 0 |
| 509711 | Expenditure Recoveries Note 3 | (514,800) | (567,000) | (52,200) |
| 604078 | Infra Maint-Operating | (475,000) | (475,000) | 0 |
| Revenues / Recoveries - Totals | | (2,281,800) | (2,334,000) | (52,200) |
| Totals | | 41,705,200 | 43,532,700 | 1,827,500 |

Notes:

3. Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.
6. Efficiencies, \$2,000K, Annex A-6.
9. Budget re-alignment.
10. Facilities Strategic Reserve fund contribution
12. 25 new sworn hires. Compensation, \$760K, contribution to capital for vehicles, \$100K and training & equipment, \$400K.

Branch: Resourcing and Development Directorate

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|---|-------------------|-------------------|--------------------------|
| 501059 Statutory Holiday Overtime Expense | 14,800 | 14,800 | 0 |
| 501110 Compensation | 7,830,300 | 7,866,600 | 36,300 |
| 501114 Dry Cleaning | 22,600 | 22,600 | 0 |
| 501132 Pay in Lieu of Benefits | 7,600 | 9,700 | 2,100 |
| 501144 Court Overtime - Police | 2,000 | 2,000 | 0 |
| 501150 Overtime | 82,800 | 82,800 | 0 |
| 501151 Shift Premium | 200 | 200 | 0 |
| 501193 Vacation Pay | 5,000 | 6,500 | 1,500 |
| 501401 Salary Benefits | 1,970,900 | 1,970,900 | 0 |
| 501590 Tuition Fees | 30,000 | 30,000 | 0 |
| Salaries & Benefits - Subtotals | 9,966,200 | 10,006,100 | 39,900 |
| 502112 Employee Development & Travel | 731,000 | 981,700 | 250,700 |
| 502114 Employee Recognition/Commendations | 15,000 | 15,000 | 0 |
| 502115 Non-Taxable Car Mileage | 29,700 | 33,900 | 4,200 |
| 502210 Advertising, Promotion & Publication | 1,300 | 1,300 | 0 |
| 502215 Career Advertising | 3,000 | 5,000 | 2,000 |
| 502330 Professional Services | 492,100 | 1,057,400 | 565,300 |
| 502350 Medical Services | 18,000 | 18,000 | 0 |
| 502394 Receptions & Luncheons | 12,100 | 12,100 | 0 |
| 502395 Memberships | 10,300 | 12,400 | 2,100 |
| 502443 R & M - Office Equipment | 15,000 | 15,000 | 0 |
| 502478 R & M - Miscellaneous | 62,400 | 65,000 | 2,600 |
| 502660 Rentals - Equipment | 8,500 | 7,000 | (1,500) |
| 502692 Parking | 75,200 | 57,300 | (17,900) |
| 502899 Police Related Services | 34,500 | 534,500 | 500,000 |
| Purchased Services - Subtotals | 1,508,100 | 2,815,600 | 1,307,500 |
| 505478 Personal/Safety Supplies/Clothing | 12,600 | 14,000 | 1,400 |
| 505775 Small Tools & Parts | 36,100 | 38,600 | 2,500 |
| 505981 Police Related Supplies | 7,000 | 7,000 | 0 |
| 505984 Program Supplies | 33,500 | 32,000 | (1,500) |
| 505989 Publications | 2,700 | 2,700 | 0 |
| 505990 Office Supplies | 25,500 | 12,300 | (13,200) |
| 505992 Ammunition and Explosives | 333,000 | 477,100 | 144,100 |
| Materials & Supplies - Subtotals | 450,400 | 583,700 | 133,300 |
| 506173 Office Furniture & Equipment | 10,000 | 20,000 | 10,000 |
| 506178 Miscellaneous Equipment | 304,600 | 261,600 | (43,000) |
| Fixed Assets - Subtotals | 314,600 | 281,600 | (33,000) |
| 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 | 12,288,100 | 13,735,800 | 1,447,700 |
| 406027 One-Time Funding Reserve Funds | 0 | 0 | 0 |
| 509711 Expenditure Recoveries | (10,000) | (30,000) | (20,000) |
| Revenues / Recoveries - Totals | (10,000) | (30,000) | (20,000) |
| Totals | 12,278,100 | 13,705,800 | 1,427,700 |

Notes:

3. Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.

6. Efficiencies, \$2,000K, Annex A-6.

12. 25 new sworn hires. Compensation, \$760K, contribution to capital for vehicles, \$100K and training & equipment, \$400K.

Branch: Support Services Directorate

| By Expenditure Type | | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|---|-----------|----------------|----------------|--------------------------|
| 501059 Statutory Holiday Overtime Expense | | 130,800 | 130,800 | 0 |
| 501110 Compensation | | 23,948,300 | 23,587,400 | (360,900) |
| 501114 Dry Cleaning | | 32,100 | 31,100 | (1,000) |
| 501132 Pay In Lieu of Benefits | | 14,100 | 14,100 | 0 |
| 501144 Court Overtime - Police | | 21,500 | 21,500 | 0 |
| 501150 Overtime | | 205,000 | 205,000 | 0 |
| 501151 Shift Premium | | 262,400 | 262,400 | 0 |
| 501192 Terminal Allowance | | 6,600 | 6,600 | 0 |
| 501193 Vacation Pay | | 9,400 | 9,400 | 0 |
| 501197 Supplemental EI Benefits | | 20,000 | 20,000 | 0 |
| 501401 Salary Benefits | | 6,056,600 | 5,963,900 | (92,700) |
| 501998 Provision for Gapping | | (933,600) | (933,600) | 0 |
| Salaries & Benefits - Subtotals | Note 3, 9 | 29,773,200 | 29,318,600 | (454,600) |
| 502112 Employee Development & Travel | Note 3, 9 | 37,300 | 42,700 | 5,400 |
| 502115 Non-Taxable Car Mileage | | 1,500 | 1,500 | 0 |
| 502132 Telephone Network Charge | | 4,400 | 4,400 | 0 |
| 502394 Receptions & Luncheons | | 3,700 | 4,300 | 600 |
| 502395 Memberships | | 1,000 | 1,000 | 0 |
| 502445 R & M - Systems | Note 3 | 82,400 | 113,500 | 31,100 |
| 502478 R & M - Miscellaneous | Note 9 | 9,000 | 4,000 | (5,000) |
| 502899 Police Related Services | Note 3 | 33,700 | 331,900 | 298,200 |
| 502912 Licences & Permits | Note 2 | 700,000 | 825,000 | 125,000 |
| Purchased Services - Subtotals | | 873,000 | 1,328,300 | 455,300 |
| 505100 Food & Beverages | | 63,200 | 64,200 | 1,000 |
| 505478 Personal/Safety Supplies/Clothing | | 2,500 | 2,500 | 0 |
| 505981 Police Related Supplies | | 56,600 | 60,600 | 4,000 |
| 505989 Publications | | 2,200 | 2,200 | 0 |
| 505990 Office Supplies | Note 6 | 27,600 | 17,700 | (9,900) |
| Materials & Supplies - Subtotals | | 152,100 | 147,200 | (4,900) |
| 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 | | 452,000 | 452,000 | 0 |
| Secondary Costs - Subtotals | | 452,000 | 452,000 | 0 |
| Expenditure - Totals | | 31,262,300 | 31,258,100 | (4,200) |
| 402007 Provincial Conditional Transfers | Note 8 | (2,486,700) | (3,103,400) | (616,700) |
| 406027 One-Time Funding Reserve Funds | | 0 | 0 | 0 |
| 604172 911 System | Note 3 | (1,765,400) | (1,809,500) | (44,100) |
| Revenues / Recoveries - Totals | | (4,252,100) | (4,912,900) | (660,800) |
| Totals | | 27,010,200 | 26,345,200 | (665,000) |

Notes:

2. Implementation of IMCMS Radio System \$125K included in Annex A-4.
3. Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.
6. Efficiencies, \$2,000K, Annex A-6.
8. Revenue - Provincial Upload of Court Costs, \$(617)K year 5 of 7.
9. Budget re-alignment.

Branch: Emergency Operations Directorate

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|--|--------------------|--------------------|--------------------------|
| 501059 Statutory Holiday Overtime Expense | 99,000 | 99,000 | 0 |
| 501110 Compensation | 13,920,300 | 13,920,300 | 0 |
| 501113 Clothing Allowance | 1,100 | 1,100 | 0 |
| 501114 Dry Cleaning | 47,300 | 47,300 | 0 |
| 501144 Court Overtime - Police | 35,700 | 35,700 | 0 |
| 501149 Special Overtime - Off-Duty | 2,227,900 | 2,227,900 | 0 |
| 501150 Overtime | 632,500 | 632,500 | 0 |
| 501151 Shift Premium | 13,300 | 13,300 | 0 |
| 501190 On Call Note 9 | 272,400 | 432,400 | 160,000 |
| 501192 Terminal Allowance | 137,800 | 137,800 | 0 |
| 501401 Salary Benefits | 3,480,600 | 3,480,600 | 0 |
| 501511 Taxable Car Allowance | 26,000 | 26,000 | 0 |
| Salaries & Benefits - Subtotals | 20,893,900 | 21,053,900 | 160,000 |
| 502112 Employee Development & Travel Note 3 | 322,400 | 349,900 | 27,500 |
| 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 |
| 502357 Oxygen Supply & Service | 0 | 0 | 0 |
| 502373 Insurance | 5,000 | 5,000 | 0 |
| 502394 Receptions & Luncheons | 2,100 | 2,100 | 0 |
| 502395 Memberships | 5,400 | 5,400 | 0 |
| 502442 R & M - Buildings | 9,000 | 9,000 | 0 |
| 502444 R & M - Vehicles | 63,000 | 63,000 | 0 |
| 502478 R & M - Miscellaneous | 24,000 | 24,000 | 0 |
| 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 | 54,400 | 0 |
| Purchased Services - Subtotals | 559,500 | 587,000 | 27,500 |
| 505343 Fuels & Lubricants | 42,500 | 42,500 | 0 |
| 505478 Personal/Safety Supplies/Clothing | 255,800 | 257,900 | 2,100 |
| 505770 Laboratory Supplies | 5,400 | 5,400 | 0 |
| 505775 Small Tools & Parts | 2,500 | 2,500 | 0 |
| 505981 Police Related Supplies | 214,100 | 215,400 | 1,300 |
| 505984 Program Supplies | 102,000 | 102,000 | 0 |
| 505989 Publications | 12,400 | 12,400 | 0 |
| 505990 Office Supplies Note 6 | 26,400 | 13,500 | (12,900) |
| 505992 Ammunition and Explosives Note 3 | 131,300 | 139,600 | 8,300 |
| Materials & Supplies - Subtotals | 792,400 | 791,200 | (1,200) |
| 506178 Miscellaneous Equipment | 169,000 | 169,000 | 0 |
| Fixed Assets - Subtotals | 169,000 | 169,000 | 0 |
| 507330 Reserve Funds - Other | 11,200 | 11,200 | 0 |
| Financial Charges - Subtotals | 11,200 | 11,200 | 0 |
| Expenditure - Totals | 22,426,000 | 22,612,300 | 186,300 |
| 402007 Provincial Conditional Transfers | (45,000) | (45,000) | 0 |
| 407005 Sundry Note 3 | (3,529,400) | (3,596,800) | (67,400) |
| 407073 Off-Duty Policing Note 6 | (3,032,400) | (3,852,400) | (820,000) |
| 509711 Expenditure Recoveries | (146,000) | (146,000) | 0 |
| 604101 Police Services - Off-Duty Policing | (75,000) | (75,000) | 0 |
| Revenues / Recoveries - Totals | (6,827,800) | (7,715,200) | (887,400) |
| Totals | 15,598,200 | 14,897,100 | (701,100) |

Notes:

- Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.
- Efficiencies, \$2,000K, Annex A-6.
- Budget re-alignment.

Branch: Criminal Investigative Directorate

| By Expenditure Type | | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|----------------------------------|--------------------------------------|----------------|----------------|--------------------------|
| 501059 | Statutory Holiday Overtime Expense | 135,600 | 135,600 | 0 |
| 501110 | Compensation | 27,122,100 | 26,581,100 | (541,000) |
| 501113 | Clothing Allowance | 254,200 | 254,200 | 0 |
| 501114 | Dry Cleaning | 89,600 | 89,600 | 0 |
| 501132 | Pay in Lieu of Benefits | 5,600 | 23,200 | 17,600 |
| 501144 | Court Overtime - Police | 471,600 | 471,600 | 0 |
| 501150 | Overtime | 1,148,600 | 1,148,600 | 0 |
| 501151 | Shift Premium | 15,400 | 15,400 | 0 |
| 501190 | On Call | | 95,000 | 95,000 |
| 501193 | Vacation Pay | 3,700 | 15,400 | 11,700 |
| 501401 | Salary Benefits | 6,799,700 | 6,711,400 | (88,300) |
| Salaries & Benefits - Subtotals | | 36,046,100 | 35,541,100 | (505,000) |
| 502112 | Employee Development & Travel | 308,800 | 342,500 | 33,700 |
| 502115 | Car Milage | 400 | 0 | (400) |
| 502132 | Telephone Network Charge | 105,400 | 108,100 | 2,700 |
| 502210 | Advertising, Promotion & Publication | 2,500 | 2,500 | 0 |
| 502330 | Professional Services | 23,700 | 24,200 | 500 |
| 502394 | Receptions & Luncheons | 5,000 | 5,000 | 0 |
| 502395 | Memberships | 8,000 | 8,200 | 200 |
| 502443 | R & M - Equipment | 10,000 | 17,000 | 7,000 |
| 502445 | R & M - Systems | 11,600 | 16,600 | 5,000 |
| 502478 | R & M - Miscellaneous | 46,400 | 46,400 | 0 |
| 502610 | Property Leases | 13,000 | 13,000 | 0 |
| 502620 | Rentals - Vehicles & Equipment | 75,800 | 77,700 | 1,900 |
| 502899 | Police Related Services | 54,800 | 54,800 | 0 |
| 502912 | Licenses & Permits | 4,000 | 4,000 | 0 |
| Purchased Services - Subtotals | | 669,400 | 720,000 | 50,600 |
| 505343 | Fuels & Lubricants | 25,900 | 25,900 | 0 |
| 505478 | Personal/Safety Supplies/Clothing | 4,400 | 4,400 | 0 |
| 505770 | Laboratory Supplies | 24,200 | 19,000 | (5,200) |
| 505776 | Investigative Supplies | 114,600 | 112,100 | (2,500) |
| 505981 | Police Related Supplies | 104,900 | 116,900 | 12,000 |
| 505984 | Program Supplies | 106,500 | 106,500 | 0 |
| 505989 | Publications | 3,100 | 2,600 | (500) |
| 505990 | Office Supplies | 74,500 | 27,000 | (47,500) |
| Materials & Supplies - Subtotals | | 458,100 | 414,400 | (43,700) |
| 506178 | Miscellaneous Equipment | 121,900 | 116,100 | (5,800) |
| Fixed Assets - Subtotals | | 121,900 | 116,100 | (5,800) |
| Expenditure - Totals | | 37,295,500 | 36,791,600 | (503,900) |
| 402007 | Provincial Conditional Transfers | (714,000) | (114,000) | 600,000 |
| 407081 | Secondment Revenue | (298,000) | (298,000) | 0 |
| 509711 | Expenditure Recoveries | 0 | 0 | 0 |
| Revenues / Recoveries - Totals | | (1,012,000) | (412,000) | 600,000 |
| Totals | | 36,283,500 | 36,379,600 | 96,100 |

Notes:

3. Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.
6. Efficiencies, \$2,000K, Annex A-6.
9. Budget re-alignment.
11. Loss of Pavis Grant Revenue, \$600K, offset by reduced grant funded positions \$(600)K.

Branch: District Directorate

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|---|-------------------|-------------------|--------------------------|
| 501059 Statutory Holiday Overtime Expense | 179,100 | 179,100 | 0 |
| 501110 Compensation | 29,122,300 | 29,122,300 | 0 |
| 501113 Clothing Allowance | Note 6 114,200 | 99,900 | (14,300) |
| 501114 Dry Cleaning | 103,600 | 103,600 | 0 |
| 501144 Court Overtime - Police | 265,200 | 265,200 | 0 |
| 501150 Overtime | 195,100 | 195,100 | 0 |
| 501151 Shift Premium | 25,400 | 25,400 | 0 |
| 501190 On Call | Note 9 25,000 | 25,000 | 25,000 |
| 501193 Vacation Pay | 1,300 | 1,300 | 0 |
| 501401 Salary Benefits | 7,354,100 | 7,354,100 | 0 |
| Salaries & Benefits - Subtotals | 37,360,300 | 37,371,000 | 10,700 |
| 502112 Employee Development & Travel | 74,900 | 75,000 | 100 |
| 502115 Non- Taxable Car Mileage | 1,500 | 1,500 | 0 |
| 502210 Advertising, Promotion & Publication | 300 | 300 | 0 |
| 502394 Receptions & Luncheons | 23,500 | 24,200 | 700 |
| 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 | 109,200 | 110,000 | 800 |
| 505776 Investigative Supplies | 23,200 | 23,200 | 0 |
| 505981 Police Related Supplies | 60,200 | 59,400 | (800) |
| 505984 Program Supplies | 10,000 | 10,000 | 0 |
| 505990 Office Supplies | Note 6 31,900 | 12,500 | (19,400) |
| Materials & Supplies - Subtotals | 125,300 | 105,100 | (20,200) |
| 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 | 37,606,600 | 37,597,900 | (8,700) |
| Totals | 37,606,600 | 37,597,900 | (8,700) |

Notes:

6. Efficiencies, \$2,000K, Annex A-6.

9. Budget re-alignment.

Branch: Patrol Directorate

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / (Decrease) |
|---|----------------|----------------|--------------------------|
| 501059 Statutory Holiday Overtime Expense | 593,800 | 593,800 | 0 |
| 501110 Compensation | 49,814,600 | 49,814,600 | 0 |
| 501114 Dry Cleaning | 184,200 | 184,200 | 0 |
| 501144 Court Overtime - Police | 581,100 | 581,100 | 0 |
| 501150 Overtime | 309,900 | 309,900 | 0 |
| 501151 Shift Premium | 134,500 | 134,500 | 0 |
| 501401 Salary Benefits | 12,557,800 | 12,557,800 | 0 |
| Salaries & Benefits - Subtotals | 64,175,900 | 64,175,900 | 0 |
| 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 Note 6 | 28,700 | 18,800 | (9,900) |
| Materials & Supplies - Subtotals | 64,400 | 54,500 | (9,900) |
| 506178 Miscellaneous Equipment | 12,700 | 12,700 | 0 |
| Fixed Assets - Subtotals | 12,700 | 12,700 | 0 |
| Expenditure - Totals | 64,279,300 | 64,269,400 | (9,900) |
| Totals | 64,279,300 | 64,269,400 | (9,900) |

Notes:

6. Efficiencies, \$2,000K, Annex A-6.

Branch: Corporate Accounts

| By Expenditure Type | | 2015 Budget | 2016 Budget | Increase / (Decrease) | |
|----------------------------------|-----------------------------------|----------------|----------------|--------------------------|-------------|
| 501093 | WSIB Admin Charges | Note 9 | 320,000 | 304,000 | (16,000) |
| 501094 | WSIB Permanent Awards | Note 9 | 865,000 | 795,000 | (70,000) |
| 501110 | Compensation | Note 1, 9, 12 | 14,868,300 | 20,409,100 | 5,540,800 |
| 501114 | Dry Cleaning | | 7,700 | 16,500 | 8,800 |
| 501117 | Meal Allowance | | 10,000 | 10,000 | 0 |
| 501132 | Pay in Lieu of Benefits | | 8,600 | 8,600 | 0 |
| 501144 | Court Overtime - Police | Note 9 | 422,600 | 142,600 | (280,000) |
| 501151 | Shift Premium | Note 6 | 268,000 | 208,000 | (60,000) |
| 501191 | Longevity Pay | | 182,000 | 182,000 | 0 |
| 501193 | Vacation Pay | | 9,500 | 9,500 | 0 |
| 501194 | WSIB Payments | Note 9 | 1,000,000 | 936,000 | (64,000) |
| 501195 | EI Rebates - Police | | 66,000 | 66,000 | 0 |
| 501197 | Supplemental EI Benefits | | 228,600 | 228,600 | 0 |
| 501401 | Salary Benefits | Note 1, 12 | 655,300 | 811,300 | 156,000 |
| 501998 | Provision For Gapping | Note 9 | (5,480,000) | (5,783,100) | (303,100) |
| Salaries & Benefits - Subtotals | | | 13,431,600 | 18,344,100 | 4,912,500 |
| 502112 | Employee Development & Travel | Note 9 | 97,400 | 82,400 | (15,000) |
| 502113 | Local Transportation | | 500 | 500 | 0 |
| 502115 | Non-Taxable Car Mileage | Note 9 | 11,000 | 6,000 | (5,000) |
| 502330 | Professional Services | Note 9 | 341,500 | 270,500 | (71,000) |
| 502387 | Liability Claims | | 150,000 | 150,000 | 0 |
| 502394 | Receptions & Luncheons | Note 9 | 5,000 | 15,000 | 10,000 |
| 502395 | Memberships | | 15,000 | 15,000 | 0 |
| 502396 | Outside Printing | | 5,000 | 5,000 | 0 |
| 502442 | R & M - Buildings | Note 9 | 182,000 | 350,000 | 168,000 |
| 502443 | R & M - Equipment | Note 9 | | 259,000 | 259,000 |
| 502692 | Parking | | 127,000 | 127,000 | 0 |
| 502899 | Police Related Services | Note 3, 5 | 1,845,400 | 1,908,300 | 62,900 |
| 502928 | Community Events | | 50,000 | 50,000 | 0 |
| Purchased Services - Subtotals | | | 2,829,800 | 3,238,700 | 408,900 |
| 505478 | Personal/Safety Supplies/Clothing | | 4,300 | 4,300 | 0 |
| 505981 | Police Related Supplies | | 43,400 | 43,400 | 0 |
| 505990 | Office Supplies | Note 6, 9 | (30,000) | 5,000 | 35,000 |
| Materials & Supplies - Subtotals | | | 17,700 | 52,700 | 35,000 |
| 506173 | Office Furniture & Equipment | Note 9 | 363,000 | 50,000 | (313,000) |
| 506175 | Computers/Peripherals/Software | Note 9 | 175,000 | 100,000 | (75,000) |
| 506178 | Miscellaneous Equipment | Note 9 | 769,800 | 637,800 | (132,000) |
| Fixed Assets - Subtotals | | | 1,307,800 | 787,800 | (520,000) |
| 507320 | Reserve Funds Capital Projects | Note 4 | 7,750,000 | 9,950,000 | 2,200,000 |
| 507411 | Allowance - Doubtful Accounts | | 30,000 | 30,000 | 0 |
| 508930 | Banking Service Charges | | 1,200 | 1,200 | 0 |
| 508998 | Financial Charges | | 600,000 | 600,000 | 0 |
| Financial Charges - Subtotals | | | 8,381,200 | 10,581,200 | 2,200,000 |
| 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 | | | 26,158,100 | 33,194,500 | 7,036,400 |
| 401005 | Federal Other Revenue | | (2,000,000) | (2,000,000) | 0 |
| 402007 | Provincial Conditional Transfers | | (4,312,000) | (4,312,000) | 0 |
| 406027 | One-Time Funding Reserve Funds | Note 5 | | (1,000,000) | (1,000,000) |
| 407005 | Sundry | | (111,000) | (111,000) | 0 |
| 407074 | F.O.I. Requests | | (2,000) | (2,000) | 0 |
| 407075 | Records Clearance Checks | Note 7 | (1,793,900) | (1,943,900) | (150,000) |
| 407076 | Fingerprints | | (50,000) | (50,000) | 0 |
| 407078 | Occurrence/Accident Reports | | (1,658,000) | (1,658,000) | 0 |
| 407081 | Secondment Revenue | | (2,520,800) | (2,520,800) | 0 |
| 509711 | Expenditure Recoveries | | (66,000) | (66,000) | 0 |
| Revenues / Recoveries - Totals | | | (12,513,700) | (13,663,700) | (1,150,000) |
| Totals | | | 13,644,400 | 19,530,800 | 5,886,400 |

Notes:

1. 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. Maintenance pressures/base adjustments on Material, Supplies and Services, \$973K, Annex A-4.
4. Information Management/Information Technology Roadmap, \$2,200K.
5. Service Initiative & PMO Projects \$(787K), Annex A-5.
6. Efficiencies, \$2,000K, Annex A-6.
7. User fee policy & base adjustments, \$150K, Annex A-7.
9. Budget re-alignment.
12. 25 new sworn hires. Compensation, \$760K, contribution to capital for vehicles, \$100K and training & equipment, \$400K.

Branch: Financial Accounts

| By Expenditure Type | 2015 Budget | 2016 Budget | Increase / (Decrease) | |
|-----------------------------------|----------------|----------------|--------------------------|-----------|
| 501110 Compensation | 387,000 | 387,000 | 0 | |
| 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 | Note 9 | 63,000 | 41,000 | (22,000) |
| 501144 Court Overtime - Police | | 2,100 | 2,100 | 0 |
| 501192 Terminal Allowance | Note 9 | 3,118,200 | 2,618,200 | (500,000) |
| 501195 EI Rebates - Police | | 800 | 800 | 0 |
| 501401 Salary Benefits | | 220,900 | 220,900 | 0 |
| 501422 Benefit For Retirees | Note 9 | 1,397,300 | 1,297,300 | (100,000) |
| Salaries & Benefits - Subtotals | | 6,037,000 | 5,415,000 | (622,000) |
| 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 | Note 9 | 420,200 | 425,200 | 5,000 |
| Secondary Cost Totals | | 1,145,900 | 1,150,900 | 5,000 |
| Expenditure - Totals | | 12,125,000 | 11,508,000 | (617,000) |
| 406021 Development Charge Revenue | | (1,629,100) | (1,629,100) | 0 |
| Revenues / Recoveries - Totals | | (1,629,100) | (1,629,100) | 0 |
| Totals | | 10,495,900 | 9,878,900 | (617,000) |

Notes:

9. Budget re-alignment.

Summary By Expenditure Type Program Summary

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Police Services Board</u> | | | |
| 501110 Compensation | 223,900 | 227,100 | 3,200 |
| 501401 Salary Benefits | 57,500 | 58,400 | 900 |
| 502112 Employee Development & Travel | 26,500 | 26,500 | 0 |
| 502115 Car Mileage | 1,000 | 1,000 | 0 |
| 502122 Freight/Courier/Service | 1,500 | 1,200 | (300) |
| 502134 Cellular Phones | 1,000 | 1,000 | 0 |
| 502209 Major Newspaper Ads | 5,500 | 5,500 | 0 |
| 502210 Advertising, Promotion & Publication | 4,700 | 4,700 | 0 |
| 502311 Official Language Translation | 5,000 | 3,000 | (2,000) |
| 502330 Professional Services | 25,000 | 25,000 | 0 |
| 502395 Memberships | 11,200 | 11,500 | 300 |
| 502692 Parking Expenses | 5,000 | 5,000 | 0 |
| 502899 Police Related Services | 3,000 | 5,000 | 2,000 |
| 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 | 27,000 | 27,000 | 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 |
| | \$738,500 | \$742,600 | \$4,100 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Executive Command</u> | | | |
| 501110 Compensation | 1,100,500 | 1,100,500 | 0 |
| 501150 Overtime | 14,800 | 14,800 | 0 |
| 501320 Non Taxable Allowance - Honorarium | 1,500 | 1,500 | 0 |
| 501401 Salary Benefits | 282,300 | 282,300 | 0 |
| 502112 Employee Development & Travel | 40,500 | 40,500 | 0 |
| 502115 Car Mileage | 400 | 400 | 0 |
| 502394 Receptions & Luncheons | 5,000 | 5,000 | 0 |
| 502395 Memberships | 0 | 1,500 | 1,500 |
| 502899 Police Related Services | 105,000 | 105,000 | 0 |
| 505981 Police Related Supplies | 7,500 | 6,000 | (1,500) |
| 505984 Program Supplies | 20,000 | 28,800 | 8,800 |
| 505989 Publications / Printed Matter | 500 | 500 | 0 |
| 505990 Office Supplies | 12,400 | 4,600 | (7,800) |
| 505996 Promotional Items | 8,200 | 8,200 | 0 |
| | \$1,598,600 | \$1,599,600 | \$1,000 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Executive Support</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 3,200 | 3,200 | 0 |
| 501110 Compensation | 229,300 | 229,300 | 0 |
| 501114 Dry Cleaning | 400 | 400 | 0 |
| 501150 Overtime | 3,000 | 3,000 | 0 |
| 501401 Salary Benefits | 58,900 | 58,900 | 0 |
| 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 |
| | \$329,800 | \$329,800 | \$0 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Legal Services</u> | | | |
| 501110 Compensation | 486,400 | 486,400 | 0 |
| 501132 Lieu of Benefits | 3,700 | 3,700 | 0 |
| 501150 Overtime | 2,500 | 2,500 | 0 |
| 501193 Vacation Pay | 2,400 | 2,400 | 0 |
| 501401 Salary Benefits | 115,400 | 115,400 | 0 |
| 502112 Employee Development & Travel | 7,400 | 8,900 | 1,500 |
| 502113 Local Transportation | 200 | 1,200 | 1,000 |
| 502115 Car Mileage | 1,700 | 700 | (1,000) |
| 502320 Legal Fees | 8,800 | 6,800 | (2,000) |
| 502330 Professional Services | 0 | 2,000 | 2,000 |
| 502394 Receptions & Luncheons | 300 | 500 | 200 |
| 502395 Memberships | 5,700 | 5,700 | 0 |
| 505989 Publications / Printed Matter | 6,200 | 6,200 | 0 |
| 505990 Office Supplies | 4,100 | 1,500 | (2,600) |
| 509711 Expenditure Recoveries | (2,000) | (2,000) | 0 |
| | \$642,800 | \$641,900 | (\$900) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Planning, Performance & Research</u> | | | |
| 501110 Compensation | 2,639,900 | 2,639,900 | 0 |
| 501114 Dry Cleaning | 800 | 800 | 0 |
| 501150 Overtime | 1,100 | 1,100 | 0 |
| 501151 Shift Premium | 2,100 | 2,100 | 0 |
| 501401 Salary Benefits | 677,900 | 677,900 | 0 |
| 502112 Employee Development & Travel | 40,800 | 41,100 | 300 |
| 502113 Local Transportation | 0 | 1,000 | 1,000 |
| 502115 Car Mileage | 5,300 | 4,000 | (1,300) |
| 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 | 4,000 | 1,500 | (2,500) |
| | \$3,535,000 | \$3,532,500 | (\$2,500) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Professional Standards</u> | | | |
| 501110 Compensation | 1,116,100 | 1,116,100 | 0 |
| 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 | 3,000 | 0 |
| 501401 Salary Benefits | 283,800 | 283,800 | 0 |
| 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 | 42,000 | 38,200 | (3,800) |
| 505981 Police Related Supplies | 500 | 500 | 0 |
| 505989 Publications / Printed Matter | 1,100 | 4,900 | 3,800 |
| 505990 Office Supplies | 6,500 | 2,400 | (4,100) |
| | \$1,582,000 | \$1,577,900 | (\$4,100) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Community Development</u> | | | |
| 501110 Compensation | 1,108,000 | 1,108,000 | 0 |
| 501113 Clothing Allowance | 4,300 | 0 | (4,300) |
| 501114 Dry Cleaning | 1,900 | 1,900 | 0 |
| 501150 Overtime | 8,200 | 8,200 | 0 |
| 501401 Salary Benefits | 284,300 | 284,300 | 0 |
| 502112 Employee Development & Travel | 28,400 | 33,400 | 5,000 |
| 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 | 29,000 | 27,500 | (1,500) |
| 502394 Receptions & Luncheons | 7,200 | 7,200 | 0 |
| 502395 Memberships | 1,600 | 3,100 | 1,500 |
| 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 | 13,500 | 15,000 | 1,500 |
| 505989 Publications / Printed Matter | 1,700 | 1,700 | 0 |
| 505990 Office Supplies | 3,500 | 1,300 | (2,200) |
| 506178 Fixed Assets - Misc. Equipment | 14,500 | 14,500 | 0 |
| 509995 Project Funds | 0 | 0 | 0 |
| 407075 Revenue - Records Clearance Checks | (228,400) | (284,900) | (56,500) |
| | \$1,393,100 | \$1,336,600 | (\$56,500) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Corporate Communications</u> | | | |
| 501110 Compensation | 750,500 | 750,500 | 0 |
| 501114 Dry Cleaning | 700 | 700 | 0 |
| 501150 Overtime | 9,000 | 9,000 | 0 |
| 501401 Salary Benefits | 192,600 | 192,600 | 0 |
| 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 | 84,600 | 86,700 | 2,100 |
| 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 | 26,500 | 0 |
| 505990 Office Supplies | 1,500 | 600 | (900) |
| | \$1,177,200 | \$1,178,400 | \$1,200 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Financial Services / Alarm / Mail</u> | | | |
| 501110 Compensation | 1,903,400 | 1,840,100 | (63,300) |
| 501114 Dry Cleaning | 1,400 | 1,400 | 0 |
| 501132 Lieu of Benefits | 400 | 400 | 0 |
| 501150 Overtime | 30,500 | 30,500 | 0 |
| 501193 Vacation Pay | 300 | 300 | 0 |
| 501401 Salary Benefits | 487,100 | 470,800 | (16,300) |
| 502112 Employee Development & Travel | 9,000 | 9,000 | 0 |
| 502115 Car Mileage | 1,600 | 1,600 | 0 |
| 502121 Postage | 50,000 | 50,000 | 0 |
| 502122 Freight/Courier/Service | 22,000 | 22,000 | 0 |
| 502210 Advertising, Promotion & Publication | 500 | 500 | 0 |
| 502394 Receptions & Luncheons | 800 | 800 | 0 |
| 502395 Memberships | 3,200 | 3,200 | 0 |
| 502443 R & M - Equipment | 3,000 | 0 | (3,000) |
| 502478 Misc. Repair and Maintenance | 1,500 | 1,500 | 0 |
| 502650 Miscellaneous Rentals | 23,800 | 23,800 | 0 |
| 502899 Police Related Services | 1,000 | 1,000 | 0 |
| 505981 Police Related Supplies | 2,000 | 2,000 | 0 |
| 505990 Office Supplies | 19,000 | 7,600 | (11,400) |
| 506173 Fixed Assets - Furniture & Equip. | 2,000 | 2,000 | 0 |
| 506178 Fixed Assets - Misc. Equipment | 3,000 | 3,000 | 0 |
| 509995 Project Funds | 0 | 0 | 0 |
| 407079 Revenue - False Alarm Fines | (1,290,000) | (1,290,000) | 0 |
| | \$1,275,500 | \$1,181,500 | (\$94,000) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Material & Evidence</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 11,600 | 11,600 | 0 |
| 501110 Compensation | 2,663,600 | 2,663,600 | 0 |
| 501113 Clothing Allowance | 1,100 | 1,100 | 0 |
| 501114 Dry Cleaning | 12,400 | 12,400 | 0 |
| 501132 Lieu of Benefits | 2,500 | 2,500 | 0 |
| 501150 Overtime | 30,000 | 30,000 | 0 |
| 501151 Shift Premium | 7,600 | 7,600 | 0 |
| 501193 Vacation Pay | 1,700 | 1,700 | 0 |
| 501401 Salary Benefits | 674,100 | 674,100 | 0 |
| 502112 Employee Development & Travel | 14,000 | 14,000 | 0 |
| 502123 Brokerage Services | 500 | 500 | 0 |
| 502330 Professional Services | 39,800 | 39,800 | 0 |
| 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 | (136,400) | 38,600 | 175,000 |
| 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 | 2,106,800 | 2,056,800 | (50,000) |
| 505478 Personal/Safety Supplies/Clothing | 1,163,100 | 1,276,700 | 113,600 |
| 505758 Automotive Parts | 7,500 | 7,500 | 0 |
| 505775 Small Tools & Parts | 18,900 | 18,900 | 0 |
| 505981 Police Related Supplies | 132,800 | 127,800 | (5,000) |
| 505989 Publications / Printed Matter | 900 | 900 | 0 |
| 505990 Office Supplies | 10,500 | 800 | (9,700) |
| 506178 Fixed Assets - Misc. Equipment | 80,300 | 80,300 | 0 |
| 507320 Reserve Fund Capital Projects | 2,698,200 | 2,798,200 | 100,000 |
| 604161 Fleet Internal Allocation - Maintenance | 1,954,000 | 1,904,000 | (50,000) |
| 604163 Fleet Internal Allocation - Fuel | 164,000 | 214,000 | 50,000 |
| 407005 General Other Revenue | (2,000) | (2,000) | 0 |
| | \$11,928,900 | \$12,252,800 | \$323,900 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Police Facilities</u> | | | |
| 501110 Compensation | 1,000,700 | 1,288,100 | 287,400 |
| 501150 Overtime | 13,000 | 13,000 | 0 |
| 501401 Salary Benefits | 257,200 | 331,100 | 73,900 |
| 502112 Employee Development & Travel | 10,000 | 17,000 | 7,000 |
| 502115 Car Mileage | 6,300 | 8,500 | 2,200 |
| 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 | 1,800 | 3,000 | 1,200 |
| 502442 R & M - Buildings | 75,000 | 75,000 | 0 |
| 502443 R & M - Equipment | 47,000 | 36,600 | (10,400) |
| 502610 Property Leases | 102,000 | 32,300 | (69,700) |
| 502650 Miscellaneous Rentals | 40,000 | 40,000 | 0 |
| 502692 Parking Expenses | 334,900 | 381,000 | 46,100 |
| 502899 Police Related Services | 210,900 | 212,500 | 1,600 |
| 505981 Police Related Supplies | 0 | 4,000 | 4,000 |
| 505989 Publications / Printed Matter | 1,000 | 1,000 | 0 |
| 505990 Office Supplies | 6,000 | 800 | (5,200) |
| 507320 Reserve Fund Capital Projects | 3,591,700 | 4,208,700 | 617,000 |
| 509711 Expenditure Recoveries | (514,800) | (567,000) | (52,200) |
| 509997 Staffing Requests | 0 | 0 | 0 |
| 604004 Recovery for Labour / Salary - City | 35,000 | 45,000 | 10,000 |
| 660201 Program Facility Costs | 6,236,800 | 6,450,300 | 213,500 |
| | \$11,469,400 | \$12,595,800 | \$1,126,400 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Information & Technology / Records / Telecomms</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 13,700 | 13,700 | 0 |
| 501110 Compensation | 9,799,800 | 10,036,000 | 236,200 |
| 501132 Lieu of Benefits | 6,700 | 5,900 | (800) |
| 501150 Overtime | 142,200 | 142,200 | 0 |
| 501151 Shift Premium | 25,700 | 25,700 | 0 |
| 501190 On Call | 108,000 | 108,000 | 0 |
| 501193 Vacation Pay | 4,400 | 3,900 | (500) |
| 501401 Salary Benefits | 2,428,500 | 2,427,000 | (1,500) |
| 502112 Employee Development & Travel | 292,000 | 295,000 | 3,000 |
| 502115 Car Mileage | 1,400 | 3,500 | 2,100 |
| 502131 Cablevision & Communications | 20,500 | 22,000 | 1,500 |
| 502132 Basic Telephone and Data | 689,500 | 759,500 | 70,000 |
| 502134 Cellular Phones | 653,600 | 653,600 | 0 |
| 502139 Pagers | 20,000 | 16,700 | (3,300) |
| 502211 Public Notices/Information | 1,000 | 1,000 | 0 |
| 502330 Professional Services | 257,500 | 269,800 | 12,300 |
| 502394 Receptions & Luncheons | 700 | 700 | 0 |
| 502395 Memberships | 1,500 | 2,700 | 1,200 |
| 502443 R & M - Equipment | 39,000 | 39,000 | 0 |
| 502445 R & M - Systems | 2,266,000 | 2,511,100 | 245,100 |
| 502478 Misc. Repair and Maintenance | 15,000 | 10,000 | (5,000) |
| 502694 Print Service Systems (Photocopiers) | 85,000 | 113,000 | 28,000 |
| 502899 Police Related Services | 97,300 | 114,400 | 17,100 |
| 502912 Licences & Permits | 280,300 | 175,800 | (104,500) |
| 505989 Publications / Printed Matter | 0 | 200 | 200 |
| 505990 Office Supplies | 41,000 | 16,100 | (24,900) |
| 506175 Fixed Assets - Computers & Peripherals | 192,900 | 192,900 | 0 |
| 506178 Fixed Assets - Misc. Equipment | 23,200 | 18,200 | (5,000) |
| 509992 Computer Hardware & Software (RAF) | 0 | 0 | 0 |
| 509993 Fleet Requests Capital (RAF) | 0 | 0 | 0 |
| 509999 New & Expanded Programs | 0 | 0 | 0 |
| 604078 Infra Maint-Operating | (475,000) | (475,000) | 0 |
| | \$17,031,400 | \$17,502,600 | \$471,200 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 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 |
| 502112 Employee Development & Travel | 5,000 | 5,000 | 0 |
| 502394 Receptions & Luncheons | 500 | 500 | 0 |
| 502395 Memberships | 400 | 400 | 0 |
| 505990 Office Supplies | 13,500 | 6,500 | (7,000) |
| | \$322,800 | \$315,800 | (\$7,000) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Human Resources</u> | | | |
| 501110 Compensation | 1,205,900 | 1,205,900 | 0 |
| 501150 Overtime | 6,800 | 6,800 | 0 |
| 501401 Salary Benefits | 309,600 | 309,600 | 0 |
| 502112 Employee Development & Travel | 31,000 | 31,800 | 800 |
| 502114 Employee Recognition | 15,000 | 15,000 | 0 |
| 502115 Car Mileage | 11,200 | 10,700 | (500) |
| 502210 Advertising, Promotion & Publication | 1,300 | 1,300 | 0 |
| 502330 Professional Services | 418,100 | 967,100 | 549,000 |
| 502350 Medical Services - Physician's Services | 18,000 | 18,000 | 0 |
| 502395 Memberships | 6,600 | 7,100 | 500 |
| 502443 R & M - Equipment | 15,000 | 15,000 | 0 |
| 502660 Rentals - Equipment | 8,500 | 7,000 | (1,500) |
| 502899 Police Related Services | | 500,000 | 500,000 |
| 505478 Personal/Safety Supplies/Clothing | 1,600 | 3,000 | 1,400 |
| 505989 Publications / Printed Matter | 300 | 300 | 0 |
| 506173 Fixed Assets - Furniture & Equip. | 10,000 | 20,000 | 10,000 |
| 506178 Fixed Assets - Misc. Equipment | 15,000 | 15,000 | 0 |
| 509991 Facility Related Capital (RAF) | 0 | 0 | 0 |
| 509992 Computer Hardware & Software (RAF) | | 0 | 0 |
| 509997 Staffing Requests | | 0 | 0 |
| 509999 New & Expanded Programs | | 0 | 0 |
| | \$2,073,900 | \$3,133,600 | \$1,059,700 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Employee Labour Relations</u> | | | |
| 501110 Compensation | 351,800 | 351,800 | 0 |
| 501401 Salary Benefits | 90,300 | 90,300 | 0 |
| 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 |
| 509997 Staffing Requests | | 0 | 0 |
| | \$483,300 | \$483,300 | \$0 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Outreach and Development</u> | | | |
| 501110 Compensation | 6,043,300 | 6,079,600 | 36,300 |
| 501114 Dry Cleaning | 22,200 | 22,200 | 0 |
| 501132 Lieu of Benefits | 7,600 | 9,700 | 2,100 |
| 501144 Court Overtime | 2,000 | 2,000 | 0 |
| 501150 Overtime | 76,000 | 76,000 | 0 |
| 501151 Shift Premium | 200 | 200 | 0 |
| 501193 Vacation Pay | 5,000 | 6,500 | 1,500 |
| 501401 Salary Benefits | 1,512,100 | 1,512,100 | 0 |
| 501590 Tuition Fees | 30,000 | 30,000 | 0 |
| 502112 Employee Development & Travel | 685,300 | 935,200 | 249,900 |
| 502115 Car Mileage | 17,000 | 21,700 | 4,700 |
| 502215 Career Advertising | 3,000 | 5,000 | 2,000 |
| 502330 Professional Services | 49,000 | 65,300 | 16,300 |
| 502394 Receptions & Luncheons | 11,400 | 11,400 | 0 |
| 502395 Memberships | 900 | 2,500 | 1,600 |
| 502478 Misc. Repair and Maintenance | 62,400 | 65,000 | 2,600 |
| 502692 Parking Expenses | 75,200 | 57,300 | (17,900) |
| 502899 Police Related Services | 34,500 | 34,500 | 0 |
| 505478 Personal/Safety Supplies/Clothing | 11,000 | 11,000 | 0 |
| 505775 Small Tools & Parts | 36,100 | 38,600 | 2,500 |
| 505981 Police Related Supplies | 7,000 | 7,000 | 0 |
| 505984 Program Supplies | 33,500 | 32,000 | (1,500) |
| 505990 Office Supplies | 12,000 | 5,800 | (6,200) |
| 505992 Ammunition & Range Supplies | 333,000 | 477,100 | 144,100 |
| 506178 Fixed Assets - Misc. Equipment | 289,600 | 246,600 | (43,000) |
| 509711 Expenditure Recoveries | (10,000) | (30,000) | (20,000) |
| 509997 Staffing Requests | | 0 | 0 |
| 604017 Micro/Other Training - City | 25,000 | 25,000 | 0 |
| 604277 First Aid/CPR Training - City | 23,800 | 23,800 | 0 |
| | \$9,398,100 | \$9,773,100 | \$375,000 |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Directorate Support - Support Services</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 115,600 | 115,600 | 0 |
| 501110 Compensation | 314,600 | 314,600 | 0 |
| 501114 Dry Cleaning | 800 | 800 | 0 |
| 501401 Salary Benefits | 80,800 | 80,800 | 0 |
| 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 | 23,100 | 13,200 | (9,900) |
| 506178 Fixed Assets - Misc. Equipment | 5,000 | 5,000 | 0 |
| | \$543,700 | \$533,800 | (\$9,900) |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 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

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Court Security</u> | | | |
| 501110 Compensation | 5,928,800 | 5,701,700 | (227,100) |
| 501114 Dry Cleaning | 26,300 | 25,300 | (1,000) |
| 501144 Court Overtime | 18,200 | 18,200 | 0 |
| 501150 Overtime | 109,000 | 109,000 | 0 |
| 501151 Shift Premium | 32,700 | 32,700 | 0 |
| 501401 Salary Benefits | 1,508,500 | 1,450,200 | (58,300) |
| 502112 Employee Development & Travel | 4,600 | 10,000 | 5,400 |
| 502115 Car Mileage | 100 | 100 | 0 |
| 502394 Receptions & Luncheons | 400 | 1,000 | 600 |
| 502478 Misc. Repair and Maintenance | 5,000 | 0 | (5,000) |
| 502899 Police Related Services | 4,000 | 302,200 | 298,200 |
| 505100 Food & Beverages | 63,200 | 64,200 | 1,000 |
| 505478 Personal/Safety Supplies/Clothing | 2,500 | 2,500 | 0 |
| 505981 Police Related Supplies | 7,200 | 11,200 | 4,000 |
| 509991 Facility Related Capital (RAF) | 0 | 0 | 0 |
| 509992 Computer Hardware & Software (RAF) | | 0 | 0 |
| 402007 Provincial Conditional Transfers | (2,486,700) | (3,103,400) | (616,700) |
| | \$5,223,800 | \$4,624,900 | (\$598,900) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Court Liaison</u> | | | |
| 501110 Compensation | 3,888,600 | 3,754,800 | (133,800) |
| 501114 Dry Cleaning | 3,500 | 3,500 | 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 | 983,500 | 949,100 | (34,400) |
| 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 |
| | \$4,918,900 | \$4,750,700 | (\$168,200) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Victim Crisis Unit</u> | | | |
| 501110 Compensation | 772,400 | 772,400 | 0 |
| 501132 Lieu of Benefits | 3,300 | 3,300 | 0 |
| 501150 Overtime | 3,000 | 3,000 | 0 |
| 501151 Shift Premium | 2,500 | 2,500 | 0 |
| 501193 Vacation Pay | 2,200 | 2,200 | 0 |
| 501401 Salary Benefits | 188,600 | 188,600 | 0 |
| 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 | \$986,600 | \$0 |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Inspector - Communications</u> | | | |
| 501110 Compensation | 529,000 | 529,000 | 0 |
| 501114 Dry Cleaning | 1,100 | 1,100 | 0 |
| 501401 Salary Benefits | 134,700 | 134,700 | 0 |
| 502112 Employee Development & Travel | 4,000 | 4,000 | 0 |
| 502394 Receptions & Luncheons | 400 | 400 | 0 |
| | \$669,200 | \$669,200 | \$0 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Communications / 911 / Switchboard</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 15,200 | 15,200 | 0 |
| 501110 Compensation | 10,144,400 | 10,144,400 | 0 |
| 501132 Lieu of Benefits | 8,100 | 8,100 | 0 |
| 501144 Court Overtime | 2,000 | 2,000 | 0 |
| 501150 Overtime | 87,000 | 87,000 | 0 |
| 501151 Shift Premium | 177,100 | 177,100 | 0 |
| 501192 Terminal Allowance | 6,600 | 6,600 | 0 |
| 501193 Vacation Pay | 5,400 | 5,400 | 0 |
| 501197 Supplemental EI Benefits Plan | 20,000 | 20,000 | 0 |
| 501401 Salary Benefits | 2,556,000 | 2,556,000 | 0 |
| 501998 Provision for Gapping | (933,600) | (933,600) | 0 |
| 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 | 12,000 | 43,100 | 31,100 |
| 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 | (1,765,400) | (1,809,500) | (44,100) |
| | \$10,369,300 | \$10,356,300 | (\$13,000) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Radio System</u> | | | |
| 502445 R & M - Systems | 70,400 | 70,400 | 0 |
| 502478 Misc. Repair and Maintenance | 500 | 500 | 0 |
| 502899 Police Related Services | 22,300 | 22,300 | 0 |
| 502912 Licences & Permits | 700,000 | 825,000 | 125,000 |
| 505981 Police Related Supplies | 40,000 | 40,000 | 0 |
| 604126 City Comm. System (Radio System) | 452,000 | 452,000 | 0 |
| | \$1,285,200 | \$1,410,200 | \$125,000 |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Call Centre</u> | | | |
| 501110 Compensation | 2,233,200 | 2,233,200 | 0 |
| 501144 Court Overtime | 600 | 600 | 0 |
| 501150 Overtime | 3,000 | 3,000 | 0 |
| 501151 Shift Premium | 25,100 | 25,100 | 0 |
| 501401 Salary Benefits | 569,200 | 569,200 | 0 |
| 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 |
| | \$2,837,700 | \$2,837,700 | \$0 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Directorate Support - Emergency & Operational</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 84,100 | 84,100 | 0 |
| 501110 Compensation | 747,000 | 747,000 | 0 |
| 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 | 190,200 | 0 |
| 502112 Employee Development & Travel | 6,700 | 7,200 | 500 |
| 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 | 24,300 | 12,500 | (11,800) |
| 506178 Fixed Assets - Misc. Equipment | 15,000 | 15,000 | 0 |
| | \$1,079,100 | \$1,067,800 | (\$11,300) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Emer. Mgmt / Business Continuity</u> | | | |
| 501110 Compensation | 302,900 | 302,900 | 0 |
| 501114 Dry Cleaning | 700 | 700 | 0 |
| 501150 Overtime | 4,400 | 4,400 | 0 |
| 501401 Salary Benefits | 77,800 | 77,800 | 0 |
| 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 |
| 505990 Office Supplies | 600 | 0 | (600) |
| | \$423,500 | \$422,900 | (\$600) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 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 | 2,148,000 | 0 |
| 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 | 515,100 | 0 |
| 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 General Other Revenue | (3,371,400) | (3,438,800) | (67,400) |
| | (\$391,700) | (\$459,100) | (\$67,400) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Duty Inspector Program</u> | | | |
| 501110 Compensation | 844,700 | 844,700 | 0 |
| 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 | \$1,110,400 | \$0 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Emergency Operations Support</u> | | | |
| 501110 Compensation | 4,264,200 | 4,264,200 | 0 |
| 501114 Dry Cleaning | 15,500 | 15,500 | 0 |
| 501144 Court Overtime | 14,700 | 14,700 | 0 |
| 501150 Overtime | 198,000 | 198,000 | 0 |
| 501151 Shift Premium | 8,900 | 8,900 | 0 |
| 501190 On Call | 225,900 | 290,900 | 65,000 |
| 501401 Salary Benefits | 1,064,100 | 1,064,100 | 0 |
| 502112 Employee Development & Travel | 107,300 | 132,300 | 25,000 |
| 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 | 131,300 | 139,600 | 8,300 |
| 506178 Fixed Assets - Misc. Equipment | 84,300 | 84,300 | 0 |
| 509991 Facility Related Capital (RAF) | 0 | 0 | 0 |
| 509993 Fleet Requests Capital (RAF) | | 0 | 0 |
| 509998 Specialized Equip / Other Capital (RAF) | | 0 | 0 |
| 407005 General Other Revenue | (20,000) | (20,000) | 0 |
| | \$6,307,900 | \$6,406,200 | \$98,300 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Public Safety - Event Planning</u> | | | |
| 501110 Compensation | 1,473,000 | 1,473,000 | 0 |
| 501114 Dry Cleaning | 5,100 | 5,100 | 0 |
| 501144 Court Overtime | 1,900 | 1,900 | 0 |
| 501149 Special Overtime - Off Duty | 2,227,900 | 2,227,900 | 0 |
| 501150 Overtime | 332,600 | 332,600 | 0 |
| 501190 On Call | 19,500 | 79,500 | 60,000 |
| 501401 Salary Benefits | 377,000 | 377,000 | 0 |
| 502112 Employee Development & Travel | 120,300 | 120,300 | 0 |
| 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 |
| 505990 Office Supplies | 500 | 0 | (500) |
| 506178 Fixed Assets - Misc. Equipment | 42,900 | 42,900 | 0 |
| 509711 Expenditure Recoveries | (10,000) | (10,000) | 0 |
| 509993 Fleet Requests Capital (RAF) | | 0 | 0 |
| 509995 Project Funds | | 0 | 0 |
| 604101 Police Services - Off Duty Policing | (75,000) | (75,000) | 0 |
| 407073 Revenue - Off Duty Policing | (3,032,400) | (3,852,400) | (820,000) |
| | \$1,926,600 | \$1,166,100 | (\$760,500) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Public Safety - Traffic Services</u> | | | |
| 501110 Compensation | 4,140,500 | 4,140,500 | 0 |
| 501114 Dry Cleaning | 14,700 | 14,700 | 0 |
| 501144 Court Overtime | 15,100 | 15,100 | 0 |
| 501150 Overtime | 50,000 | 50,000 | 0 |
| 501151 Shift Premium | 1,900 | 1,900 | 0 |
| 501190 On Call | 27,000 | 62,000 | 35,000 |
| 501401 Salary Benefits | 1,044,600 | 1,044,600 | 0 |
| 502112 Employee Development & Travel | 34,800 | 36,800 | 2,000 |
| 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 | 1,000 | 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 | 10,100 | 12,200 | 2,100 |
| 505770 Laboratory Supplies | 5,400 | 5,400 | 0 |
| 505981 Police Related Supplies | 21,800 | 23,100 | 1,300 |
| 505984 Program Supplies | 39,000 | 39,000 | 0 |
| 505989 Publications / Printed Matter | 2,500 | 2,500 | 0 |
| 506178 Fixed Assets - Misc. Equipment | 26,800 | 26,800 | 0 |
| 509711 Expenditure Recoveries | (136,000) | (136,000) | 0 |
| 509992 Computer Hardware & Software (RAF) | | 0 | 0 |
| 402007 Provincial Conditional Transfers | (45,000) | (45,000) | 0 |
| 407005 General Other Revenue | (138,000) | (138,000) | 0 |
| | \$5,142,400 | \$5,182,800 | \$40,400 |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Directorate Support - Criminal Investigative</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 135,600 | 135,600 | 0 |
| 501110 Compensation | 1,348,700 | 1,348,700 | 0 |
| 501113 Clothing Allowance | 11,300 | 11,300 | 0 |
| 501114 Dry Cleaning | 3,900 | 3,900 | 0 |
| 501401 Salary Benefits | 343,800 | 343,800 | 0 |
| 502112 Employee Development & Travel | 17,000 | 17,500 | 500 |
| 502394 Receptions & Luncheons | 900 | 900 | 0 |
| 502899 Police Related Services | 25,000 | 25,000 | 0 |
| 505990 Office Supplies | 62,500 | 27,000 | (35,500) |
| 506178 Fixed Assets - Misc. Equipment | 8,500 | 8,500 | 0 |
| | \$1,957,200 | \$1,922,200 | (\$35,000) |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Special Events / Investigations</u> | | | |
| 501110 Compensation | 334,300 | 293,300 | (41,000) |
| 501132 Lieu of Benefits | 0 | 17,600 | 17,600 |
| 501150 Overtime | 225,000 | 225,000 | 0 |
| 501193 Vacation Pay | 0 | 11,700 | 11,700 |
| 501401 Salary Benefits | 0 | 11,700 | 11,700 |
| 502112 Employee Development & Travel | 12,400 | 13,100 | 700 |
| 502132 Basic Telephone and Data | 75,500 | 77,400 | 1,900 |
| 502620 Rentals - Vehicles & Equipment | 74,300 | 76,200 | 1,900 |
| 505776 Investigative Supplies | 10,000 | 10,000 | 0 |
| | \$731,500 | \$736,000 | \$4,500 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Special Operations CID</u> | | | |
| 501110 Compensation | 6,989,800 | 6,489,800 | (500,000) |
| 501113 Clothing Allowance | 65,800 | 65,800 | 0 |
| 501114 Dry Cleaning | 22,600 | 22,600 | 0 |
| 501132 Lieu of Benefits | 5,600 | 5,600 | 0 |
| 501144 Court Overtime | 122,500 | 122,500 | 0 |
| 501150 Overtime | 199,400 | 199,400 | 0 |
| 501151 Shift Premium | 1,900 | 1,900 | 0 |
| 501193 Vacation Pay | 3,700 | 3,700 | 0 |
| 501401 Salary Benefits | 1,756,500 | 1,656,500 | (100,000) |
| 502112 Employee Development & Travel | 87,600 | 90,100 | 2,500 |
| 502132 Basic Telephone and Data | 29,900 | 30,700 | 800 |
| 502210 Advertising, Promotion & Publication | 2,500 | 2,500 | 0 |
| 502330 Professional Services | 10,000 | 10,000 | 0 |
| 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 | 96,100 | 0 |
| 505981 Police Related Supplies | 97,000 | 97,000 | 0 |
| 505989 Publications / Printed Matter | 300 | 300 | 0 |
| 506178 Fixed Assets - Misc. Equipment | 40,800 | 41,700 | 900 |
| 509992 Computer Hardware & Software (RAF) | | 0 | 0 |
| 509997 Staffing Requests | | 0 | 0 |
| 402007 Provincial Conditional Transfers | (624,000) | (24,000) | 600,000 |
| | \$8,939,700 | \$8,943,900 | \$4,200 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Major Case Investigations</u> | | | |
| 501110 Compensation | 7,882,100 | 7,882,100 | 0 |
| 501113 Clothing Allowance | 78,100 | 78,100 | 0 |
| 501114 Dry Cleaning | 26,700 | 26,700 | 0 |
| 501144 Court Overtime | 283,800 | 283,800 | 0 |
| 501150 Overtime | 440,500 | 440,500 | 0 |
| 501151 Shift Premium | 8,100 | 8,100 | 0 |
| 501190 On Call | | 95,000 | 95,000 |
| 501401 Salary Benefits | 2,008,600 | 2,008,600 | 0 |
| 502112 Employee Development & Travel | 68,300 | 75,400 | 7,100 |
| 502330 Professional Services | 4,700 | 5,200 | 500 |
| 502394 Receptions & Luncheons | 1,500 | 1,500 | 0 |
| 502395 Memberships | 600 | 800 | 200 |
| 502445 R & M - Systems | 2,500 | 2,500 | 0 |
| 502899 Police Related Services | 2,700 | 2,700 | 0 |
| 505776 Investigative Supplies | 8,500 | 3,500 | (5,000) |
| 505981 Police Related Supplies | 4,900 | 4,900 | 0 |
| 505989 Publications / Printed Matter | 1,400 | 900 | (500) |
| 506178 Fixed Assets - Misc. Equipment | 19,800 | 18,600 | (1,200) |
| 509998 Specialized Equip / Other Capital (RAF) | 0 | 0 | 0 |
| | \$10,842,800 | \$10,938,900 | \$96,100 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>Investigative Support</u> | | | |
| 501110 Compensation | 10,567,200 | 10,567,200 | 0 |
| 501113 Clothing Allowance | 99,000 | 99,000 | 0 |
| 501114 Dry Cleaning | 36,400 | 36,400 | 0 |
| 501144 Court Overtime | 65,300 | 65,300 | 0 |
| 501150 Overtime | 283,700 | 283,700 | 0 |
| 501151 Shift Premium | 5,400 | 5,400 | 0 |
| 501401 Salary Benefits | 2,690,800 | 2,690,800 | 0 |
| 502112 Employee Development & Travel | 123,500 | 146,400 | 22,900 |
| 502115 Car Mileage | 400 | 0 | (400) |
| 502330 Professional Services | 9,000 | 9,000 | 0 |
| 502394 Receptions & Luncheons | 1,000 | 1,000 | 0 |
| 502395 Memberships | 5,700 | 5,700 | 0 |
| 502443 R & M - Equipment | 10,000 | 17,000 | 7,000 |
| 502445 R & M - Systems | 9,100 | 14,100 | 5,000 |
| 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 | 2,400 | 0 |
| 505770 Laboratory Supplies | 24,200 | 19,000 | (5,200) |
| 505776 Investigative Supplies | 0 | 2,500 | 2,500 |
| 505981 Police Related Supplies | 3,000 | 15,000 | 12,000 |
| 505984 Program Supplies | 106,500 | 106,500 | 0 |
| 505989 Publications / Printed Matter | 1,400 | 1,400 | 0 |
| 505990 Office Supplies | 12,000 | 0 | (12,000) |
| 506178 Fixed Assets - Misc. Equipment | 52,800 | 47,300 | (5,500) |
| 509993 Fleet Requests Capital (RAF) | 0 | 0 | 0 |
| 509995 Project Funds | 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 |
| | \$13,812,300 | \$13,838,600 | \$26,300 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>Directorate Support - District Services</u> | | | |
| 501059 Statutory Holiday Overtime Expense | 179,100 | 179,100 | 0 |
| 501110 Compensation | 1,291,000 | 1,291,000 | 0 |
| 501114 Dry Cleaning | 4,200 | 4,200 | 0 |
| 501151 Shift Premium | 22,100 | 22,100 | 0 |
| 501401 Salary Benefits | 328,800 | 328,800 | 0 |
| 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 | 28,700 | 12,500 | (16,200) |
| 506178 Fixed Assets - Misc. Equipment | 7,000 | 7,000 | 0 |
| | \$1,875,100 | \$1,858,900 | (\$16,200) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------------|------------------------|------------------------|--------------------------------|
| <u>District Services East</u> | | | |
| 501110 Compensation | 5,136,500 | 5,136,500 | 0 |
| 501113 Clothing Allowance | 24,600 | 18,500 | (6,100) |
| 501114 Dry Cleaning | 18,400 | 18,400 | 0 |
| 501144 Court Overtime | 41,700 | 41,700 | 0 |
| 501150 Overtime | 40,000 | 40,000 | 0 |
| 501190 On Call | | 5,000 | 5,000 |
| 501401 Salary Benefits | 1,298,900 | 1,298,900 | 0 |
| 502112 Employee Development & Travel | 9,800 | 9,800 | 0 |
| 502394 Receptions & Luncheons | 6,100 | 6,700 | 600 |
| 505981 Police Related Supplies | 12,600 | 12,000 | (600) |
| 505990 Office Supplies | 1,000 | 0 | (1,000) |
| | \$6,589,600 | \$6,587,500 | (\$2,100) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>District Services West</u> | | | |
| 501110 Compensation | 5,458,900 | 5,458,900 | 0 |
| 501113 Clothing Allowance | 26,700 | 20,600 | (6,100) |
| 501114 Dry Cleaning | 19,600 | 19,600 | 0 |
| 501144 Court Overtime | 61,100 | 61,100 | 0 |
| 501150 Overtime | 38,100 | 38,100 | 0 |
| 501190 On Call | | 5,000 | 5,000 |
| 501401 Salary Benefits | 1,372,200 | 1,372,200 | 0 |
| 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 |
| 505990 Office Supplies | 1,400 | 0 | (1,400) |
| 509996 Blackberry and Cell Phone (RAF) | 0 | 0 | 0 |
| | \$7,012,700 | \$7,010,200 | (\$2,500) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---|------------------------|------------------------|--------------------------------|
| <u>District Services Community</u> | | | |
| 501110 Compensation | 5,389,300 | 5,389,300 | 0 |
| 501113 Clothing Allowance | 4,100 | 2,000 | (2,100) |
| 501114 Dry Cleaning | 19,800 | 19,800 | 0 |
| 501144 Court Overtime | 45,300 | 45,300 | 0 |
| 501150 Overtime | 17,700 | 17,700 | 0 |
| 501401 Salary Benefits | 1,360,100 | 1,360,100 | 0 |
| 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 |
| 505990 Office Supplies | 800 | 0 | (800) |
| | \$6,862,400 | \$6,859,500 | (\$2,900) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>District Services Investigations</u> | | | |
| 501110 Compensation | 5,125,500 | 5,125,500 | 0 |
| 501113 Clothing Allowance | 50,300 | 50,300 | 0 |
| 501114 Dry Cleaning | 17,600 | 17,600 | 0 |
| 501144 Court Overtime | 95,600 | 95,600 | 0 |
| 501150 Overtime | 61,600 | 61,600 | 0 |
| 501190 On Call | | 15,000 | 15,000 |
| 501401 Salary Benefits | 1,297,700 | 1,297,700 | 0 |
| 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 |
| 509993 Fleet Requests Capital (RAF) | 0 | 0 | 0 |
| 509999 New & Expanded Programs | 0 | 0 | 0 |
| | \$6,693,200 | \$6,708,200 | \$15,000 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| <u>District Services District Support</u> | | | |
| 501110 Compensation | 6,721,100 | 6,721,100 | 0 |
| 501113 Clothing Allowance | 8,500 | 8,500 | 0 |
| 501114 Dry Cleaning | 24,000 | 24,000 | 0 |
| 501144 Court Overtime | 21,500 | 21,500 | 0 |
| 501150 Overtime | 37,700 | 37,700 | 0 |
| 501151 Shift Premium | 3,300 | 3,300 | 0 |
| 501193 Vacation Pay | 1,300 | 1,300 | 0 |
| 501401 Salary Benefits | 1,696,400 | 1,696,400 | 0 |
| 502112 Employee Development & Travel | 24,500 | 24,600 | 100 |
| 502115 Car Mileage | 1,000 | 1,000 | 0 |
| 502210 Advertising, Promotion & Publication | 300 | 300 | 0 |
| 502394 Receptions & Luncheons | 2,600 | 2,700 | 100 |
| 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 | 11,900 | 11,700 | (200) |
| 505984 Program Supplies | 10,000 | 10,000 | 0 |
| 509993 Fleet Requests Capital (RAF) | 0 | 0 | 0 |
| 604277 First Aid/CPR Training - City | 1,700 | 1,700 | 0 |
| | \$8,573,600 | \$8,573,600 | \$0 |

Department: OTTAWA POLICE SERVICE

| | | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Directorate Support - Patrol</u> | | | | |
| 501059 | Statutory Holiday Overtime Expense | 593,800 | 593,800 | 0 |
| 501110 | Compensation | 1,903,800 | 1,903,800 | 0 |
| 501114 | Dry Cleaning | 6,000 | 6,000 | 0 |
| 501144 | Court Overtime | 2,000 | 2,000 | 0 |
| 501150 | Overtime | 500 | 500 | 0 |
| 501151 | Shift Premium | 134,500 | 134,500 | 0 |
| 501401 | Salary Benefits | 443,600 | 443,600 | 0 |
| 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 | 28,700 | 18,800 | (9,900) |
| 506178 | Fixed Assets - Misc. Equipment | 12,700 | 12,700 | 0 |
| | | \$3,160,900 | \$3,151,000 | (\$9,900) |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Patrol Services Central</u> | | | |
| 501110 Compensation | 15,728,400 | 15,728,400 | 0 |
| 501114 Dry Cleaning | 58,800 | 58,800 | 0 |
| 501144 Court Overtime | 222,200 | 222,200 | 0 |
| 501150 Overtime | 86,800 | 86,800 | 0 |
| 501401 Salary Benefits | 3,980,800 | 3,980,800 | 0 |
| 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 | \$20,085,900 | \$0 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Patrol Services West</u> | | | |
| 501110 Compensation | 16,899,600 | 16,899,600 | 0 |
| 501114 Dry Cleaning | 63,000 | 63,000 | 0 |
| 501144 Court Overtime | 187,100 | 187,100 | 0 |
| 501150 Overtime | 114,600 | 114,600 | 0 |
| 501401 Salary Benefits | 4,275,500 | 4,275,500 | 0 |
| 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 | \$21,548,700 | \$0 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------------|------------------------|------------------------|--------------------------------|
| <u>Patrol Services East</u> | | | |
| 501110 Compensation | 15,282,800 | 15,282,800 | 0 |
| 501114 Dry Cleaning | 56,400 | 56,400 | 0 |
| 501144 Court Overtime | 169,800 | 169,800 | 0 |
| 501150 Overtime | 108,000 | 108,000 | 0 |
| 501401 Salary Benefits | 3,857,900 | 3,857,900 | 0 |
| 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 | \$19,483,800 | \$0 |

Department: OTTAWA POLICE SERVICE

| | | 2015 Budget | 2016 Budget | Increase (Decrease) |
|------------------------------------|------------------------------|------------------------|------------------------|--------------------------------|
| <u>Operational Backfill</u> | | | | |
| 501110 | Compensation | 2,012,700 | 2,012,700 | 0 |
| 501114 | Dry Cleaning | 7,000 | 7,000 | 0 |
| 501144 | Court Overtime | 2,600 | 2,600 | 0 |
| 501401 | Salary Benefits | 498,500 | 498,500 | 0 |
| 407081 | Revenue - Secondment Revenue | (2,520,800) | (2,520,800) | 0 |
| | | \$0 | \$0 | \$0 |

Department: OTTAWA POLICE SERVICE

| | | 2015 Budget | 2016 Budget | Increase (Decrease) |
|----------------------------------|--|------------------------|------------------------|--------------------------------|
| <u>Corporate Accounts</u> | | | | |
| 501093 | WSIB Admin Charges | 320,000 | 304,000 | (16,000) |
| 501094 | WSIB Permanent Awards | 865,000 | 795,000 | (70,000) |
| 501110 | Compensation | 12,855,600 | 18,396,400 | 5,540,800 |
| 501114 | Dry Cleaning | 700 | 9,500 | 8,800 |
| 501117 | Meal Allowance | 10,000 | 10,000 | 0 |
| 501132 | Lieu of Benefits | 8,600 | 8,600 | 0 |
| 501144 | Court Overtime | 420,000 | 140,000 | (280,000) |
| 501151 | Shift Premium | 268,000 | 208,000 | (60,000) |
| 501191 | Longevity Pay | 182,000 | 182,000 | 0 |
| 501193 | Vacation Pay | 9,500 | 9,500 | 0 |
| 501194 | WSIB Direct Payments | 1,000,000 | 936,000 | (64,000) |
| 501195 | E. I. Rebate | 66,000 | 66,000 | 0 |
| 501197 | Supplemental EI Benefits Plan | 228,600 | 228,600 | 0 |
| 501401 | Salary Benefits | 156,800 | 312,800 | 156,000 |
| 501998 | Provision for Gapping | (5,480,000) | (5,783,100) | (303,100) |
| 502112 | Employee Development & Travel | 97,400 | 82,400 | (15,000) |
| 502113 | Local Transportation | 500 | 500 | 0 |
| 502115 | Car Mileage | 11,000 | 6,000 | (5,000) |
| 502330 | Professional Services | 341,500 | 270,500 | (71,000) |
| 502387 | Liability Claims | 150,000 | 150,000 | 0 |
| 502394 | Receptions & Luncheons | 5,000 | 15,000 | 10,000 |
| 502395 | Memberships | 15,000 | 15,000 | 0 |
| 502396 | Outside Printing | 5,000 | 5,000 | 0 |
| 502442 | R & M - Buildings | 182,000 | 350,000 | 168,000 |
| 502443 | R & M - Equipment | 0 | 259,000 | 259,000 |
| 502478 | Misc. Repair and Maintenance | 0 | 0 | 0 |
| 502692 | Parking Expenses | 127,000 | 127,000 | 0 |
| 502899 | Police Related Services | 1,845,400 | 1,908,300 | 62,900 |
| 502928 | Community Events | 50,000 | 50,000 | 0 |
| 505478 | Personal/Safety Supplies/Clothing | 4,300 | 4,300 | 0 |
| 505981 | Police Related Supplies | 43,400 | 43,400 | 0 |
| 505990 | Office Supplies | (30,000) | 5,000 | 35,000 |
| 506173 | Fixed Assets - Furniture & Equip. | 363,000 | 50,000 | (313,000) |
| 506175 | Fixed Assets - Computers & Peripherals | 175,000 | 100,000 | (75,000) |
| 506178 | Fixed Assets - Misc. Equipment | 769,800 | 637,800 | (132,000) |
| 507320 | Reserve Fund Capital Projects | 7,750,000 | 9,950,000 | 2,200,000 |
| 507411 | Allowance - Doubtful Accounts | 30,000 | 30,000 | 0 |
| 508930 | Banking Service Charges | 1,200 | 1,200 | 0 |
| 508998 | Financial Charges | 600,000 | 600,000 | 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

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--|------------------------|------------------------|--------------------------------|
| 406027 One Time Funding From Reserve Funds | 0 | (1,000,000) | (1,000,000) |
| 407005 General Other Revenue | (111,000) | (111,000) | 0 |
| 407074 Revenue - F.O.I. Requests | (2,000) | (2,000) | 0 |
| 407075 Revenue - Records Clearance Checks | (1,793,900) | (1,943,900) | (150,000) |
| 407076 Revenue - Fingerprints | (50,000) | (50,000) | 0 |
| 407078 Revenue - Occurrence/Accident Reports | (1,658,000) | (1,658,000) | 0 |
| | \$13,644,400 | \$19,530,800 | \$5,886,400 |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|---------------------------|------------------------|------------------------|--------------------------------|
| <u>Insurance</u> | | | |
| 604167 Insurance Claims | 725,700 | 725,700 | 0 |
| 604168 Insurance Premiums | 420,200 | 425,200 | 5,000 |
| | \$1,145,900 | \$1,150,900 | \$5,000 |

Department: OTTAWA POLICE SERVICE

| | 2015 Budget | 2016 Budget | Increase (Decrease) |
|--------------------------------|------------------------|------------------------|--------------------------------|
| <u>Retirement Costs</u> | | | |
| 501110 Compensation | 387,000 | 387,000 | 0 |
| 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 | 63,000 | 41,000 | (22,000) |
| 501144 Court Overtime | 2,100 | 2,100 | 0 |
| 501192 Terminal Allowance | 3,118,200 | 2,618,200 | (500,000) |
| 501195 E. I. Rebate | 800 | 800 | 0 |
| 501401 Salary Benefits | 220,900 | 220,900 | 0 |
| 501422 Benefits For Retirees | 1,397,300 | 1,297,300 | (100,000) |
| | \$6,037,000 | \$5,415,000 | (\$622,000) |

Department: *OTTAWA POLICE SERVICE*

| | 2015 Budget | 2016 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 | \$269,898,400 | \$277,076,700 | \$7,178,300 |

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

OTTAWA POLICE SERVICE
2016
Draft Budget

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

**Ottawa Police Service
Project Works In Progress
September 30, 2015
Capital Projects**

| Project # | Description | Budget | Spending Incl. Commitments | Residual | Status |
|---|--------------------------------------|-------------------|-------------------------------|-------------------|--|
| 907080 | Facility Realignment Plan 2013 | 5,278,900 | 4,984,532 | 294,368 | Space fit-ups, furniture and equipment |
| 907491 | Elgin Refit 2014 | 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 |
| 905092 | Facility Initiatives-2009 | 750,000 | 693,685 | 56,315 | Return to Source - Project to be closed |
| 906260 | Facility Initiatives-2011 | 191,000 | 191,000 | 0 | Project Complete - To Be Closed |
| 906564 | Facility Initiatives-2012 | 100,000 | 0 | 100,000 | Return to Source - Project to be closed |
| 907081 | Facility Initiatives-2013 | 250,000 | 276,826 | (26,826) | 10th Line / HuntmarFront Desk Hardening |
| 907732 | Facility Initiatives-2014 | 200,000 | 72,182 | 127,818 | |
| 907920 | Facility Initiatives-2015 | 200,000 | 0 | 200,000 | |
| Accommodation Master Plan | | 12,549,900 | 6,407,880 | 6,142,020 | |
| 905485 | Facility Minor Capital - 2010 | 510,000 | 510,000 | 0 | Project Complete - To Be Closed |
| 906165 | Facility Minor Capital - 2011 | 367,064 | 367,064 | 0 | Project Complete - To Be Closed |
| 906560 | Facility Minor Capital - 2012 | 840,000 | 376,899 | 463,101 | PDC Range Upgrades project curenly in review |
| 907078 | Accommodations and Alterations 2013 | 695,000 | 337,515 | 357,485 | Chair Replacement Program, Minor Facility Work to Meet Operational Needs |
| Facility Minor Capital | | 1,902,064 | 1,081,478 | 820,586 | |
| 902244 | Algonquin Range | 650,000 | 0 | 650,000 | Purchase of remaining portion of the Range per |
| 903447 | Facility Acquisition - South | 30,300,000 | 103,542 | 30,196,458 | Initiating Site selection and project delivery methodology |
| 907378 | Workplace Innovation Project | 225,000 | 171,569 | 53,431 | |
| Facility Acquisition Plan | | 31,175,000 | 275,111 | 30,899,889 | |
| 906559 | BSAC Security Upgrades 2012 | 125,000 | 125,000 | 0 | Project Complete - To Be Closed |
| 906772 | Facility Security Initiatives 2012 | 714,000 | 709,508 | 4,492 | Greenbank & 10th Line Facility Hardening |
| 907731 | Facility Security Initiatives 2014 | 200,000 | 200,218 | (218) | |
| 907921 | Facility Security Initiatives 2015 | 200,000 | 203,520 | (3,520) | |
| Building Security and Access Control | | 1,239,000 | 1,238,246 | 754 | |
| 905486 | Facility Lifecycle - 2011 | 889,000 | 854,708 | 34,292 | Return to Source - Project to be closed |
| 906561 | Facility Lifecycle - 2012 | 1,975,000 | 1,977,663 | (2,663) | Projects as identified in the 2012 Budget tabling document |
| 907079 | Facility Lifecycle - 2013 | 2,200,000 | 1,949,923 | 250,077 | Projects as identified in the 2013 Budget tabling document |
| 907730 | Facility Lifecycle - 2014 | 2,200,000 | 1,892,236 | 307,764 | Projects as identified in the 2014 Budget tabling document |
| 907917 | Facility Lifecycle - 2015 | 2,200,000 | 550,863 | 1,649,137 | Projects as identified in the 2015 Budget tabling document |
| RPAM Facility Lifecycle Workplan | | 9,464,000 | 7,225,393 | 2,238,607 | |

**Ottawa Police Service
Project Works In Progress
September 30, 2015
Capital Projects**

| Project # | Description | Budget | Spending Incl. Commitments | Residual | Status |
|--|---|-------------------|-------------------------------|-------------------|---|
| 906049 | IT Storage - 2011 | 1,255,000 | 1,192,237 | 62,763 | Return to Source - Project to be closed |
| 906553 | IT Infrastructure - 2012 | 1,000,000 | 807,751 | 192,249 | VMWare upgrade, Server replacement, Wireless expansion project |
| 906554 | IT Storage - 2012 | 700,000 | 649,523 | 50,477 | Enterprise storage solution for retaining, managing data |
| 907073 | IT Infrastructure - 2013 | 1,450,000 | 936,549 | 513,451 | Hardware replacement, Windows 7 upgrade, network monitoring solution, print management solution, roadmap for increased functionality of mobile workstations |
| 907488 | Infrastructure Support 2014 | 1,290,000 | 580,533 | 709,467 | 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 | 25,291 | 994,709 | Hardware replacement, Microsoft office upgrade, Firewall replacement, Enterprise storage expansion |
| 905739 | IT Applications - 2010 | 420,000 | 138,152 | 281,848 | Return to Source - Project to be closed |
| 906211 | IT Applications - 2011 | 382,000 | 321,653 | 60,347 | Return to Source - Project to be closed |
| 906556 | IT Applications - 2012 | 320,000 | 279,153 | 40,847 | Service Catalogue, GIS Server Enhancement, Entity Analytical Suite |
| 907075 | IT Applications - 2013 | 350,000 | 334,162 | 15,838 | Application upgrades including RMS, MDT, MSDM |
| 907074 | Telecommunications - 2013 | 650,000 | 650,000 | 0 | Project Complete - To Be Closed |
| 907489 | Secure Communications Connectivity | 765,000 | 391,791 | 373,209 | VoIP infrastructure and cabling, firewall replacement, geo-redundant call pilot enhancement, replace data switches |
| 907923 | Telecommunications - 2015 | 605,000 | 202,836 | 402,164 | Avaya Aura Enterprise Solution, CCM upgrade, Evergreening wireless devices, Upgrade call pilot |
| 904133 | IT Strategic Initiatives | 1,370,000 | 1,241,831 | 128,169 | Improvements to IT service delivery and upgrades to existing infrastructure |
| 907495 | New Facility South - IM/IT | 1,000,000 | 0 | 1,000,000 | Return to Source - Project to be closed |
| 907924 | IM/IT Roadmap | 4,425,000 | 0 | 4,425,000 | 26 initiatives including Information Management Strategy, Enterprise Architecture/Smart Police Design, Security Architecture, Service Bus Integration etc |
| Information Technology & Telecommunications | | 17,002,000 | 7,751,463 | 9,250,537 | |
| 907072 | Vehicle Replacement - 2013 | 2,560,000 | 2,560,000 | 0 | Project Complete - To Be Closed |
| 907487 | Vehicle Replacement - 2014 | 2,850,000 | 2,725,317 | 124,683 | 2014 replacement plan plus \$185K for fleet strategic initiatives |
| 907925 | Vehicle Replacement - 2015 | 2,605,000 | 863,114 | 1,741,886 | 2015 replacement plan |
| Vehicle Replacement | | 8,015,000 | 6,148,431 | 1,866,569 | |
| 903806 | Strategic Growth Initiative 2010 | 300,000 | 232,397 | 67,604 | Return to Source - Project to be closed |
| 903450 | Portable Radio Replacement | 7,905,711 | 7,135,097 | 770,614 | Phase 1 of radio upgrade |
| 907077 | 2013 Ottawa Police Operational | 600,000 | 393,701 | 206,299 | Return to Source - Project to be closed |
| 906213 | Business Transformation | 2,645,000 | 1,877,868 | 767,132 | Collision reporting centres; E-disclosure; race based data collection, IT Infrastructure |
| 907076 | Business Solutions 2013 | 500,000 | 250,424 | 249,576 | Project funding aimed at improving service delivery |
| Other Projects | | 11,950,711 | 9,889,487 | 2,061,224 | |
| Report Total | | 87,277,725 | 37,068,549 | 50,209,176 | |

OTTAWA POLICE SERVICE
2016
Draft Budget

2016 to 2025 Capital Forecast
Annex B-2

**2015 TO 2024 CAPITAL FORECAST
(000's)**

| Department: Ottawa Police Service | | Budget | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Total Estimate |
|--|---------------|---------------|---------------|---------------|---------------|--------------|---------------|--------------|--------------|--------------|---------------|---------------|-----------------------|
| AUTHORITY SUMMARY | | | | | | | | | | | | | |
| Category / Project Title | | | | | | | | | | | | | |
| Renewal of Assets | | | | | | | | | | | | | |
| Fleet Program - regular replacement | 3,341 | 2,891 | 3,141 | 3,141 | 3,641 | 3,141 | 3,141 | 3,141 | 3,141 | 3,141 | 3,141 | 3,141 | 31,613 |
| Fleet Program - new hires | 250 | 250 | 250 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 750 |
| Infrastructure Support | 870 | 1,570 | 970 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 6,910 |
| Telecommunications | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 6,000 |
| Facility Lifecycle | 2,200 | 2,200 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 22,770 |
| Subtotal Renewal of Assets | 7,261 | 7,511 | 6,911 | 6,551 | 7,051 | 6,551 | 6,551 | 6,551 | 6,551 | 6,551 | 6,551 | 6,551 | 68,043 |
| Growth | | | | | | | | | | | | | |
| New Facility - South | | | 34,510 | | | | | | | | | | 34,510 |
| New Facility - South - IM/IT | | | | 4,000 | | | | | | | | | 4,000 |
| Communication Centre - Comm 1 | | | | | 5,000 | | | | | | | | 5,000 |
| New Facility - Central Patrol | | | | | | | | | | | | 26,360 | 26,360 |
| Subtotal Growth | - | - | 34,510 | 5,000 | 4,000 | - | - | - | - | - | - | 26,360 | 69,870 |
| Strategic Initiatives | | | | | | | | | | | | | |
| IM/IT Roadmap | 8,715 | 6,830 | 9,485 | 8,765 | 3,100 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 46,895 |
| Elgin Refit | | | | | | | | | 1,420 | | | 725 | 2,145 |
| Swansea | | | 5,790 | | | | | | | | | | 5,790 |
| Greenbank | | | | | 62,120 | | | | | | | | 62,120 |
| PDC Expansion | | | | | | | | | | | | 7,730 | 7,730 |
| Facility Security Initiatives | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 2,000 |
| Facility Initiatives | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 200 | 2,000 |
| Subtotal Strategic Initiatives | 9,115 | 7,230 | 15,675 | 9,165 | 65,620 | 2,400 | 3,820 | 2,400 | 3,820 | 2,400 | 2,400 | 10,855 | 128,680 |
| Total | 16,376 | 14,741 | 57,096 | 20,716 | 76,171 | 9,451 | 10,371 | 8,951 | 8,951 | 8,951 | 43,766 | 43,766 | 266,593 |
| FUNDING PLAN | | | | | | | | | | | | | |
| General Capital Reserve Fund | 12,785 | 11,600 | 13,655 | 17,575 | 10,910 | 5,810 | 5,810 | 5,810 | 5,810 | 5,810 | 5,810 | 5,810 | 95,575 |
| Fleet Replacement Reserve Fund | 3,305 | 2,855 | 2,855 | 2,855 | 2,855 | 3,355 | 2,855 | 2,855 | 2,855 | 2,855 | 2,855 | 2,855 | 29,502 |
| Facility Strategic Reserve Fund | | | | | 20,000 | 710 | 710 | 710 | 710 | 710 | 710 | 710 | 38,572 |
| Debt | | | 40,300 | | 42,120 | | | | | | | 16,953 | 100,083 |
| Development Charges | | | | | | | | | | | | | - |
| Revenue/Recovery from Operating | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 2,861 |
| Total | 16,376 | 14,741 | 57,096 | 20,716 | 76,171 | 9,451 | 10,371 | 8,951 | 8,951 | 8,951 | 43,766 | 43,766 | 266,593 |

PRÉVISIONS EN MATIÈRE D'IMMOBILISATIONS, 2015 À 2024
(en milliers de dollars)

| Service de police D'Ottawa | | Budget 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | Estimation totale |
|--|---------------|----------------|---------------|---------------|---------------|--------------|---------------|--------------|--------------|--------------|---------------|----------------------|
| SOMMAIRE DES AUTORISATIONS | | | | | | | | | | | | |
| Catégorie / Projet | | | | | | | | | | | | |
| Renouvellement des immobilisations | | | | | | | | | | | | |
| Programme de renouvellement du parc automobile - remplacement régulier | 3,341 | 2,891 | 2,891 | 3,141 | 3,141 | 3,141 | 3,641 | 3,141 | 3,141 | 3,141 | 3,141 | 31,612 |
| Programme de renouvellement du parc automobile - nouveaux employés | 250 | 250 | 250 | | | | | | | | | 750 |
| Appui aux infrastructures | 870 | 1,570 | 970 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 6,910 |
| Télécommunications | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 600 | 6,000 |
| Cycle de vie des installations | 2,200 | 2,200 | 2,200 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 2,310 | 22,770 |
| Sous-total pour le renouvellement des immobilisations | 7,261 | 7,511 | 6,911 | 6,551 | 6,551 | 6,551 | 7,051 | 6,551 | 6,551 | 6,551 | 6,551 | 68,042 |
| Croissance - Immobilisations | | | | | | | | | | | | |
| Nouvelles installations - Sud * | | | 34,510 | | | | | | | | | 34,510 |
| Nouvelles installations - Sud - GI/TI | | | | | 4,000 | | | | | | | 4,000 |
| Le centre de communications - Comm 1 | | | | 5,000 | | | | | | | | 5,000 |
| Nouvelles installation - Patrouille centrale* | | | | | | | | | | | 26,360 | 26,360 |
| Sous-total - Croissance | - | - | 34,510 | 5,000 | 4,000 | 4,000 | - | - | - | - | 26,360 | 69,870 |
| Initiatives stratégiques - Immobilisations | | | | | | | | | | | | |
| Feuille de route GI/TI | 8,715 | 6,830 | 9,485 | 8,765 | 3,100 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 2,000 | 46,895 |
| Réaménagement - Elgin * | | | 5,790 | | | | | 1,420 | | | 725 | 2,145 |
| Swansea * | | | | | | | | | | | | 5,790 |
| Greenbank * | | | | | 62,120 | | | | | | | 62,120 |
| Expansion du centre de perfectionnement professionnel* | | | | | | | | | | | 7,730 | 7,730 |
| Initiatives de sûreté de l'installation | 200 | 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 | 200 | 2,000 |
| Sous-total - Initiatives stratégiques | 9,115 | 7,230 | 15,675 | 9,165 | 65,620 | 2,400 | 2,400 | 3,820 | 2,400 | 2,400 | 10,855 | 128,680 |
| Total | 16,376 | 14,741 | 57,096 | 20,716 | 76,171 | 9,451 | 10,371 | 8,951 | 8,951 | 8,951 | 43,766 | 266,592 |
| PLAN DE FINANCEMENT | | | | | | | | | | | | |
| Fonds de réserve pour les immobilisations générales | 12,785 | 11,600 | 13,655 | 17,575 | 10,910 | 5,810 | 5,810 | 5,810 | 5,810 | 5,810 | 5,810 | 95,575 |
| Fonds de réserve pour le remplacement du parc automobile | 3,305 | 2,855 | 2,855 | 2,855 | 2,855 | 3,355 | 2,855 | 2,855 | 2,855 | 2,855 | 2,855 | 29,501 |
| Fonds de réserve stratégique pour les installations | | | | | 20,000 | | | 710 | | | 17,862 | 38,572 |
| Dettes | | | 40,300 | | 42,120 | | | 710 | | | 16,953 | 100,083 |
| Frais de développement | | | | | | | | | | | 286 | - |
| Recettes/Recouvrement du fonctionnement | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 286 | 2,861 |
| Total | 16,376 | 14,741 | 57,096 | 20,716 | 76,171 | 9,451 | 10,371 | 8,951 | 8,951 | 8,951 | 43,766 | 266,592 |

OTTAWA POLICE SERVICE
2016
Draft Budget

2016 Capital Budget
Project Details
Annex B-3

**2016 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

| | | |
|---|----------------------------------|--------|
| Project: Fleet Program 2016 Project Number: 908260 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2017 | 2016 Project Request | 3,591 |
| | Three Year Forecast | 9,424 |
| | Previous Budget Authority | 0 |
| | Total | 13,015 |
| | | |

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. OPS vehicles that have met the end of their useful lives within the Police Fleet are sent to public auction and the proceeds are used to supplement the vehicle replacement program.

The Fleet Program for 2016 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 be undertaking a Fleet Acquisition Strategy with various stakeholders in last quarter of 2015 which will determine the best use of the remaining funds in this project. 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.

| | 2016 | 2017 | 2018 | 2019 |
|------------------------------------|-------------|-------------|-------------|-------------|
| Project Request | 3,591 | 3,141 | 3,141 | 3,141 |
| Funding | | | | |
| OPS Fleet Replacement Reserve Fund | 3,305 | 2,855 | 2,855 | 2,855 |
| Other Revenue | 286 | 286 | 286 | 286 |

**2016 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

| | | |
|---|----------------------------------|-------|
| Project: Infrastructure Support Project Number: 908261 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2017 | 2016 Project Request | 870 |
| | Three Year Forecast | 3,040 |
| | Previous Budget Authority | 0 |
| | Total | 3,910 |

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.

Major initiatives requiring funding in the amount of \$870K for 2016 include:

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

The Infrastructure Support program has been scaled back in 2016. This reduction is reflective of the major emphasis on the new strategic IM/IT Roadmap and its larger capital investment over the next six years.

| | 2016 | 2017 | 2018 | 2019 |
|--|-------------|-------------|-------------|-------------|
| Project Request | 870 | 1,570 | 970 | 500 |
| Funding OPS General Capital Reserve Fund | 870 | 1,570 | 970 | 500 |

**2016 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

| | | |
|---|----------------------------------|-------|
| Project: Telecommunications Project Number: 908262 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2016 | 2016 Project Request | 600 |
| | Three Year Forecast | 1,800 |
| | Previous Budget Authority | 0 |
| | Total | 2,400 |

Telecommunication Services are going through a transition in response to changing demographics and to the new technologies available for communication and interaction between both clients and internal staff. Today's members of the public with multi-device, digital systems have higher expectations for customer service. In addition, the members of the OPS who have grown up with the ability to have information instantly available to them, expect this same ability in the workplace in order to effectively provide service to the public.

The funding identified in this project will allow the Ottawa Police Service to introduce new technologies into our client service centres that will begin the process of addressing these increased demands by the public. It will also address the needs of the OPS to provide cost effective and efficient delivery models and at the same time incorporate continued business continuity requirements. Mobility enhancements will provide more effective collaboration across the service, partner agencies, and the community. The ability to have instant and efficient information sharing will drive more effective decision making

2016 Major Initiatives:

- Avaya Aura Outreach Manager
- Customer Portal and IVR Technologies
- Ever Greening Wireless Devices and desktop services
- In-Building cell phone repeaters
- Ever Greening of Call Detail Recording and Telecom Asset Management System

| | 2016 | 2017 | 2018 | 2019 |
|--|-------------|-------------|-------------|-------------|
| Project Request | 600 | 600 | 600 | 600 |
| Funding OPS General Capital Reserve Fund | 600 | 600 | 600 | 600 |

**2016 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

| | | |
|--|----------------------------------|-------|
| Project: Facilities Lifecycle 2016 Project Number: 908223 Branch: Ottawa Police Service Ward: CW Category: Renewal of Assets Year of Completion: 2017 | 2016 Project Request | 2,200 |
| | Three Year Forecast | 6,710 |
| | Previous Budget Authority | 0 |
| | Total | 8,910 |

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. A sample of major projects include :

- Elgin Station:
 - Paging system replacement.
 - Replace failed IG units.
 - Roof membrane repairs
 - Complete modernization of elevator systems

- Huntmar:
 - Upgrades to outside lighting

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

| | 2016 | 2017 | 2018 | 2019 |
|--|-------------|-------------|-------------|-------------|
| Project Request | 2,200 | 2,200 | 2,200 | 2,310 |
| Funding OPS General Capital Reserve Fund | 2,200 | 2,200 | 2,200 | 2,310 |

**2016 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

| | | |
|--|----------------------------------|--------|
| Project: IM/IT Roadmap Project Number: 908263 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2017 | 2016 Project Request | 8,715 |
| | Three Year Forecast | 25,080 |
| | Previous Budget Authority | 0 |
| | Total | 33,795 |
| | | |

The Information Management /Information Technology 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 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 redirected from other IT capital projects.

The IM/IT Roadmap consists of 26 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
- Enterprise Project / Portfolio Management
- Learning Management System
- Real Estate Site Operations
- Governance Risk Compliance Management
- Inventory Management
- Order Management / Point of Sale

| | 2016 | 2017 | 2018 | 2019 |
|--|-------------|-------------|-------------|-------------|
| Project Request | 8,715 | 6,830 | 9,485 | 8,765 |
| Funding OPS General Capital Reserve Fund | 8,715 | 6,830 | 9,485 | 8,765 |

**2016 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

| | | |
|---|----------------------------------|-----|
| Project: Facilities Security Initiatives 2016 Project Number: 908255 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2017 | 2016 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 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.

| | 2016 | 2017 | 2018 | 2019 |
|--|-------------|-------------|-------------|-------------|
| Project Request | 200 | 200 | 200 | 200 |
| Funding OPS General Capital Reserve Fund | 200 | 200 | 200 | 200 |

**2016 CAPITAL BUDGET
PROJECT DETAIL (\$000's)**

| | | |
|--|----------------------------------|-----|
| Project: Facilities Initiatives 2016 Project Number: 908224 Branch: Ottawa Police Service Ward: CW Category: Strategic Initiatives Year of Completion: 2017 | 2016 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.

| | 2016 | 2017 | 2018 | 2019 |
|--|-------------|-------------|-------------|-------------|
| Project Request | 200 | 200 | 200 | 200 |
| Funding OPS General Capital Reserve Fund | 200 | 200 | 200 | 200 |

OTTAWA POLICE SERVICE
2016
Draft Budget

2016 to 2025 Continuity Schedules
Annex B-4

**2016 TO 2025 CONTINUITIES
(000's)**

| Department: Ottawa Police Service | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 |
|--|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| General Capital Reserve Fund | | | | | | | | | | |
| Opening Balance | \$ 7,248 | \$ 3,489 | \$ 3,282 | \$ 2,818 | \$ 229 | \$ 2,283 | \$ 7,454 | \$ 8,673 | \$ 9,902 | \$ 11,142 |
| Sources: | | | | | | | | | | |
| PAYG | \$ 9,961 | \$ 11,361 | \$ 13,161 | \$ 14,961 | \$ 12,961 | \$ 10,961 | \$ 6,961 | \$ 6,961 | \$ 6,961 | \$ 6,961 |
| Project Closures>Returns to Source | - | - | - | - | - | - | - | - | - | - |
| Interest | 65 | 31 | 30 | 25 | 2 | 21 | 67 | 78 | 89 | 100 |
| Total Sources | \$ 10,026 | \$ 11,393 | \$ 13,191 | \$ 14,987 | \$ 12,963 | \$ 10,982 | \$ 7,028 | \$ 7,039 | \$ 7,050 | \$ 7,061 |
| Uses: | | | | | | | | | | |
| Capital Program | \$ 12,785 | \$ 11,600 | \$ 13,655 | \$ 17,575 | \$ 10,910 | \$ 5,810 | \$ 5,810 | \$ 5,810 | \$ 5,810 | \$ 5,810 |
| Contribution to Operations | 1,000 | - | - | - | - | - | - | - | - | - |
| Total Uses | \$ 13,785 | \$ 11,600 | \$ 13,655 | \$ 17,575 | \$ 10,910 | \$ 5,810 | \$ 5,810 | \$ 5,810 | \$ 5,810 | \$ 5,810 |
| Ending Balance | \$ 3,489 | \$ 3,282 | \$ 2,818 | \$ 229 | \$ 2,283 | \$ 7,454 | \$ 8,673 | \$ 9,902 | \$ 11,142 | \$ 12,394 |
| Fleet Capital Reserve Fund | | | | | | | | | | |
| Opening Balance | \$ 513 | \$ 11 | \$ 54 | \$ 198 | \$ 342 | \$ 488 | \$ 136 | \$ 280 | \$ 425 | \$ 572 |
| Sources: | | | | | | | | | | |
| PAYG | \$ 2,798 | \$ 2,898 | \$ 2,998 | \$ 2,998 | \$ 2,998 | \$ 2,998 | \$ 2,998 | \$ 2,998 | \$ 2,998 | \$ 2,998 |
| Interest | 5 | 0 | 0 | 2 | 3 | 4 | 1 | 3 | 4 | 5 |
| Total Sources | \$ 2,803 | \$ 2,898 | \$ 2,999 | \$ 3,000 | \$ 3,001 | \$ 3,003 | \$ 2,999 | \$ 3,001 | \$ 3,002 | \$ 3,003 |
| Uses: | | | | | | | | | | |
| Capital Program | \$ 3,305 | \$ 2,855 | \$ 2,855 | \$ 2,855 | \$ 2,855 | \$ 3,355 | \$ 2,855 | \$ 2,855 | \$ 2,855 | \$ 2,855 |
| Contribution to Operations | - | - | - | - | - | - | - | - | - | - |
| Total Uses | \$ 3,305 | \$ 2,855 | \$ 2,855 | \$ 2,855 | \$ 2,855 | \$ 3,355 | \$ 2,855 | \$ 2,855 | \$ 2,855 | \$ 2,855 |
| Ending Balance | \$ 11 | \$ 54 | \$ 198 | \$ 342 | \$ 488 | \$ 136 | \$ 280 | \$ 425 | \$ 572 | \$ 720 |
| Facilities Strategic Reserve Fund | | | | | | | | | | |
| Opening Balance | \$ 2,142 | \$ 6,540 | \$ 11,708 | \$ 17,304 | \$ 23,251 | \$ 9,191 | \$ 15,244 | \$ 19,819 | \$ 21,311 | \$ 24,029 |
| Sources: | | | | | | | | | | |
| PAYG | \$ 4,209 | \$ 5,126 | \$ 6,043 | \$ 6,343 | \$ 6,343 | \$ 6,343 | \$ 6,343 | \$ 6,343 | \$ 6,343 | \$ 6,343 |
| Contribution from Operations (surplus) | 270 | 183 | (352) | - | - | - | - | - | - | (416) |
| Interest | 19 | 59 | 105 | 156 | 209 | 83 | 137 | 178 | 192 | 216 |
| Total Sources | \$ 4,498 | \$ 5,368 | \$ 5,796 | \$ 6,498 | \$ 6,552 | \$ 6,425 | \$ 6,480 | \$ 6,521 | \$ 6,535 | \$ 6,143 |
| Uses: | | | | | | | | | | |
| Capital Program | \$ - | \$ - | \$ - | \$ - | \$ 20,000 | \$ - | \$ 710 | \$ - | \$ - | \$ 17,862 |
| Contribution to Operations | 100 | 200 | 200 | 551 | 612 | 372 | 1,195 | 5,029 | 3,817 | 3,850 |
| Total Uses | \$ 100 | \$ 200 | \$ 200 | \$ 551 | \$ 20,612 | \$ 372 | \$ 1,905 | \$ 5,029 | \$ 3,817 | \$ 21,712 |
| Ending Balance | \$ 6,540 | \$ 11,708 | \$ 17,304 | \$ 23,251 | \$ 9,191 | \$ 15,244 | \$ 19,819 | \$ 21,311 | \$ 24,029 | \$ 8,460 |