

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

27 September 2021 / 27 septembre 2021

Submitted by / Soumis par:

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SUBJECT: 2022 BUDGET DIRECTIONS AND TIMETABLE

OBJET: DIRECTIVES ET CALENDRIER DU BUDGET 2022

REPORT RECOMMENDATIONS

The purpose of this report is to request formal confirmation of the Ottawa Police Service Board's (the Board) direction that the Ottawa Police Service (OPS):

- 1. Prepares a Draft 2022 Budget that:**
 - a) Assumes a 0 per cent increase as its base, with a detailed explanation of any additional funding beyond the 0 per cent (including any related inflationary and/or collective bargaining increases), required to ensure the provision of adequate and effective policing in the city of Ottawa in 2022; and,**
 - b) Provides a detailed option plan for investments in 2022 and beyond that will lead to the optimal allocation of current resources to match workload and the effective engagement of community assets to share response to specific service demands. The option plan will include investments required to achieve the Board's strategic priorities, as well as to continue the implementation of the OPS' multi-year plan for organizational and cultural change.**

2. **Continues to work with the Board's Finance and Audit Committee (FAC), the FAC's Working Group and the Board's consulting firm, StrategyCorp in the development of the Draft 2022 Budget.**

RECOMMANDATIONS DU RAPPORT

L'objectif de ce rapport est de demander une confirmation officielle de la directive donnée par la Commission de services policiers d'Ottawa (CSPO) au Service de police d'Ottawa (SPO) de :

1. **Préparer un avant-projet de budget 2022 qui:**
 - a) **Suppose à sa base une hausse de zéro pour cent, avec une explication détaillée de tout financement supplémentaire au-delà du zéro pour cent (y compris toute hausse connexe liée à l'inflation ou à la négociation collective) requis afin d'assurer la prestation de services policiers adéquats et efficaces dans la ville d'Ottawa en 2022;**
 - b) **Propose un plan détaillé des possibilités d'investissement en 2022 et au-delà, qui entraînera une allocation optimale des ressources actuelles pour correspondre à la charge de travail et la mobilisation efficace d'actifs communautaires en vue d'une intervention partagée à des demandes de services spécifiques. Le plan des possibilités comprendra les investissements nécessaires pour atteindre les priorités stratégiques de la Commission, ainsi que la suite de la mise en œuvre du plan pluriannuel du SPO en matière de changement organisationnel et culturel.**
2. **Continuer à collaborer avec le Comité des finances et de la vérification (CFV) de la Commission, avec le groupe de travail du CFV ainsi qu'avec la société d'experts-conseils de la Commission, *StrategyCorp*, à l'élaboration de l'avant-projet de budget 2022.**

BACKGROUND

The Ottawa Police Services Board (the Board) is responsible for the provision of adequate and effective police services in the municipality, as defined by Ontario Regulation 3/99 under the *Police Services Act*.

The Board also is intent on demonstrating an efficient and effective use of public resources funds and taxpayer dollars used in the provision of police services in Ottawa.

In November 2020, the Board approved the 2021 budget for the OPS. This was designed as the first budget to fund and implement a three-year plan to “change” to the structure and the culture of the OPS. This new Approach to Change at OPS is focused on:

Public Trust - Building and improving public trust and confidence in our Service through action and change.

Duty of Care – Demonstrating a greater level of duty of care to each other and to those we serve.

Community Safety and Well-Being – Improving community partnerships and integrating service delivery to reduce demands on the OPS while improving community safety and wellbeing.

Underlying and uniting this Approach to Change is the OPS’ Equity, Diversity and Inclusion EDI Action Plan, co-designed by OPS members and community members.

Included in the OPS’ draft 2021 budget was a three-year forecasted budget reflecting the future-year police tax levy requirements. For 2022, the City of Ottawa forecasted a police tax levy reflected an increase of 3.6% as a requirement that mainly represented delivering the same service with the same funding levels adjusted for cost of living and inflationary pressures, specifically compensation and benefit increases that are mandatory as per collective agreements.

At the same November 2021 meeting, the Board passed a motion that the Finance and Audit Committee (FAC) to strike a working group to determine how the 2022 Ottawa Police Service budget could be reduced or frozen at 2021 levels. If achieved, the Board’s motion would represent a 0% police tax levy increase for the OPS Budget in 2022.

Following the Board’s directions, the OPS began the development of the Draft 2022 Budget request in January 2021. Since then the OPS has worked continuously with the FAC, the FAC’s Working Group and the Board’s consulting firm, StrategyCorp. The OPS has provided full formal updates on the 2022 draft budget at public meetings. Over the course of the full year, the OPS has engaged in a series of internal and external budget discussions. These discussions informed the report that was presented to the FAC on July 20, 2021 in which the Board directed the OPS to identify impacts associated to three different budget scenarios – a 0% increase, 1.5% increase and 3% increase.

As the OPS began work on the 2022 Draft Budget, it has used the following factors to guide this work:

1. Legislation – Legislated responsibilities are enshrined within the new Comprehensive Ontario Police Services (COPS) Act, including the requirement for every municipal/regional government to implement a Community Safety and Well-Being (CSWB) plan.
2. Collective Bargaining Agreements Negotiations – The impact of the current CBAs along with the future impact from the results of the 2021 CBA negotiations between the Board and the Ottawa Police Association (OPA) and Senior Officer Association (SOA).
3. Community Consultations – The OPS' 2021 "Change Budget" was the direct result of community consultations. This included additional resource investments in Violence Against Women (VAW) and Gender-Based Violence, Neighbourhood Resource Teams (NRTs) and Member Health & Wellness.
4. Civilianization – To continue the process of identifying sworn Full-Time Equivalent (FTE) positions that could be civilianized such that it reduces operating budget costs and/or improves operational efficiency.
5. Reorganization – To continue the process of reorganizing and aligning the OPS organizational structure (command, directorates, units, sections, etc.) such that it reduces operating costs and/or improves operational efficiency.
6. Supervision Span of Control – To continue the process of reviewing and rightsizing the supervisory spans of control across the OPS to reduce operating costs and/or improves operational efficiency.
7. Prevention/Service Integration/Transitional Services – To continue the process of forming more effective community partnerships to better integrate service delivery and/or reduce current service demands without putting the members of the public and OPS members unnecessarily at risk.
8. Optimization – To continue the process of continuous optimization and modernization specifically, but not exclusively, in the areas of HR, IT and Fleet/Facility/Financial Management. This includes the potential for outsourcing, cost sharing, etc.
9. Equity, Diversity and Inclusion (EDI) – Continue the implementation of the OPS EDI Action Plan (and related projects like the Workplace Sexual Violence & Harassment project) to improve organizational culture and community services while reducing costs.
10. Innovation – The use of third-party research, innovative accelerators and evidence-based best practices to help the OPS better reduce operating costs

and/or improve operational efficiency (i.e., HelpSeeker, CSKA, DiversiPro, Rubin Thomlinson, etc.)

Finally, the OPS has also followed the Board's direction to implement an unprecedented community consultation process to inform the OPS' draft 2022 budget. At the July meeting, the Board approved the OPS' community consultation plan.

The 2022 OPS Budget should be sufficient to continue the progress we have made on the Approach to Change, to allow the OPS to continue to achieve the Board's priorities, to allow the OPS to meet its legislative obligations to relating to community safety and well-being and to allow the OPS to address the ever evolving policing needs of our growing city.

DISCUSSION

The purpose of this report is to request formal confirmation of the Ottawa Police Service Board's (the Board) direction that the Ottawa Police Service (OPS):

1. Prepares a Draft 2022 Budget that:
 - a) Assumes a 0 per cent increase as its base, with a detailed explanation of any additional funding beyond the 0 per cent (including any related inflationary and/or collective bargaining increases), required to ensure the provision of adequate and effective policing in the city of Ottawa in 2022; and,
 - b) Provides a detailed option plan for investments in 2022 and beyond that will lead to the optimal allocation of current resources to match workload and the effective engagement of community assets to share response to specific service demands. The option plan will include investments required to achieve the Board's strategic priorities, as well as to continue the implementation of the OPS' multi-year plan for organizational and cultural change.
2. That the OPS continues to work with the Board's Finance and Audit Committee (FAC), the FAC's Working Group and the Board's consulting firm, StrategyCorp in the development of the Draft 2022 Budget.

Recommendations

Upon Board confirmation of the Board's budget direction, the OPS will design the Budget with the assumption of a 0% increase.

The OPS will the continue developing the Draft 2022 Budget under the guidance of the Board's Finance and Audit Committee. This work will lead to a budget proposal that

assumes a 0 per cent increase as its base, with a detailed explanation of any additional funding beyond the 0 per cent.

Per the report the OPS submitted to the Board in July 2021, there are two major areas beyond the control of the OPS that will impact the draft budget;

1. Inflation - Inflationary issues are placing pressures on operations and budgets. These pressures are real and affect the OPS's ability to deliver policing within current budgets. Since the tabled 2021 budget was approved, all indicators and expected costs have increased significantly over the course of the year and forecasted inflationary pressures will continue to impact our service in 2022. Because of COVID19, these inflationary pressures have been greater than previously experienced by the OPS and we continue to monitor them and their impact on the total budget.

2. Collective Bargaining Agreement (CBA) - The OPS awaits the conclusion of CBA negotiations between the Board and the Ottawa Police Association and Senior Officer's Association, which are expected to have a significant impact on the Budget.

Regardless, the OPS will continue to try optimally allocate resources and effectively engage community partners reduce service demands while improving service delivery.

2021 Budget Schedule

The schedule in Table 1 provides the key dates for the tabling, public consultation, consideration, and approval of the Board's 2022 budget.

The OPS will present the Board with this Draft 2022 Budget at a special meeting of the Board Nov. 3rd Board. The Board will then present the draft budget to City Council at a special meeting on November 3, 2021. The Board will then conduct its own community consultation on the draft budget. The Board will then make the final decision on the approved 2022 budget at the November 22 meeting. The Board will then submit their approved and recommended budget to City Council on December 8 – City Council will then make its final decision on whether to approve and adopt the Board's approved and recommended 2022 budget for the OPS.

Table 1

Milestone	Date
OPS Board Special Meeting, City Council Special Meeting	3 November 2021

OPS Board Finance and Audit Committee Meeting	TBD
OPS Board Regular Meeting: Public Delegations	22 November 2021
City Council Review / Adoption of 2022 Budget	8 December 2021

CONSULTATION

The consultation plan laid out in the July Board report is ongoing, and responses have been robust so far. OPS is using a variety of mechanisms to gather feedback from the community and other stakeholders. The plan includes city wide surveys, town hall style meetings, specific focus groups, outreach to service providers, interviews with City Councillors, etc. (all of which with a focus on outreach to BIPOC communities using EDI best practices).

The OPS has also engaged HelpSeeker to conduct a social impact audit to assist the OPS and community stakeholders to better understand our city's social service ecosystem and to see how it may be further optimized to better serve those in need.

We continue to promote the consultation plan elements using social media and earned media as well as by reaching out directly to our partners and engaging service providers.

The OPS will deliver the preliminary findings from these consultations to the Board on October 25, 2021.

FINANCIAL IMPLICATIONS

The financial implications of the 2022 budget and forecast will be outlined in the draft documents tabled with the Board on November 3, 2021.

SUPPORTING DOCUMENTATION

N/A

CONCLUSION

Upon Board confirmation of the Board's budget direction, the OPS will design the Budget with the assumption of a 0% increase.

The OPS will continue developing the Draft 2022 Budget under the guidance of the Board's Finance and Audit Committee. This work will lead to a draft 2021 budget proposal that complies with the Board's direction that it assumes a 0 per cent increase as its base, with a detailed explanation of any additional funding beyond the 0 per cent.

Document 1