



2022 DRAFT Operating and Capital Budgets

Budget Presentation Overview

- Budget Direction
- Development process
- Context of community safety in Ottawa
- Budget highlights
- Financial information



Budget Development Process

November 2020 Board Motion calling for a freeze or reduction of 2021 budget and striking of a working group between the Service and the Board.

Supports Community Safety and Well-Being, Duty of Care and Public Trust multi-year strategies that support and move forward an agenda of change at the OPS

- Year long process
- Large Consultation effort
- Internal cost-savings and efficiencies
- Developed in consultation with the Community and Board
- Effective financial plan and multi-year strategies

Budget Directions

That the draft 2022 Budget:

- Assumes a **zero (0) per cent increase as its base, with a detailed explanation of any additional funding** beyond the zero 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
- 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**.

Timeline

Board Direction	Action
Nov 23, 2020: PSB Direction to create FAC Working Group with goal of freezing budget at or below 2021 levels	Mar 5, 2021: FAC Budget Working Group
	Apr 22, 2021: FAC Budget Working Group
	July 14, 2021: FAC Budget Working Group
	Aug 16, 2021: Budget Discussion – Strategy Corp
	Oct 15, 2021: FAC Working Group Meeting
April 26, 2021: PSB direction to present three budget scenarios; 0%, 1.5%, 3.0%	July 26, 2021: OPS presentation of three budget scenarios to the PSB
April 26, 2021: PSB request for presentation of consultation plan	July 26, 2021: OPS presentation to PSB on consultation plan
July 26, 2021: PSB approval of consultation plan	May - June, 2021: Councilor Meetings (CFO/CAO)
	Sept - Oct, 2021: Councilor Meetings Round 2
	Aug - Oct, 2021: OPS internal and external outreach and consultation
	Sept 27, 2021: OPS update to PSB on consultation plan
	Oct 25, 2021: OPS presentation of consultation results to PSB
Sept 27, 2021: PSB direction to assume 0% increase with explanation for investment above 0%	Aug - Oct, 2021: OPS execution of internal budgeting processes
	Nov 3, 2021: OPS identification of budget priorities, gaps in service, and efficiency opportunities
	Nov 3, 2021: OPS delivery of Draft Budget Recommendation to PSB

Ottawa Police Services Board Priorities

Advance Neighbourhood Policing
Modernize the Workforce
Equity, Diversity, and Inclusion.
Support our Members.

Citizen Priorities

Road safety
Mental Health and addictions
Gender based violence
Street violence and guns
Protection of personal property

Community Safety and Well-Being Priorities

Housing
Racism
Mental Well-Being
System Change
Financial Security & Poverty Reduction



Organizational Risk

Primary risk:
Public trust and confidence

Areas of concern

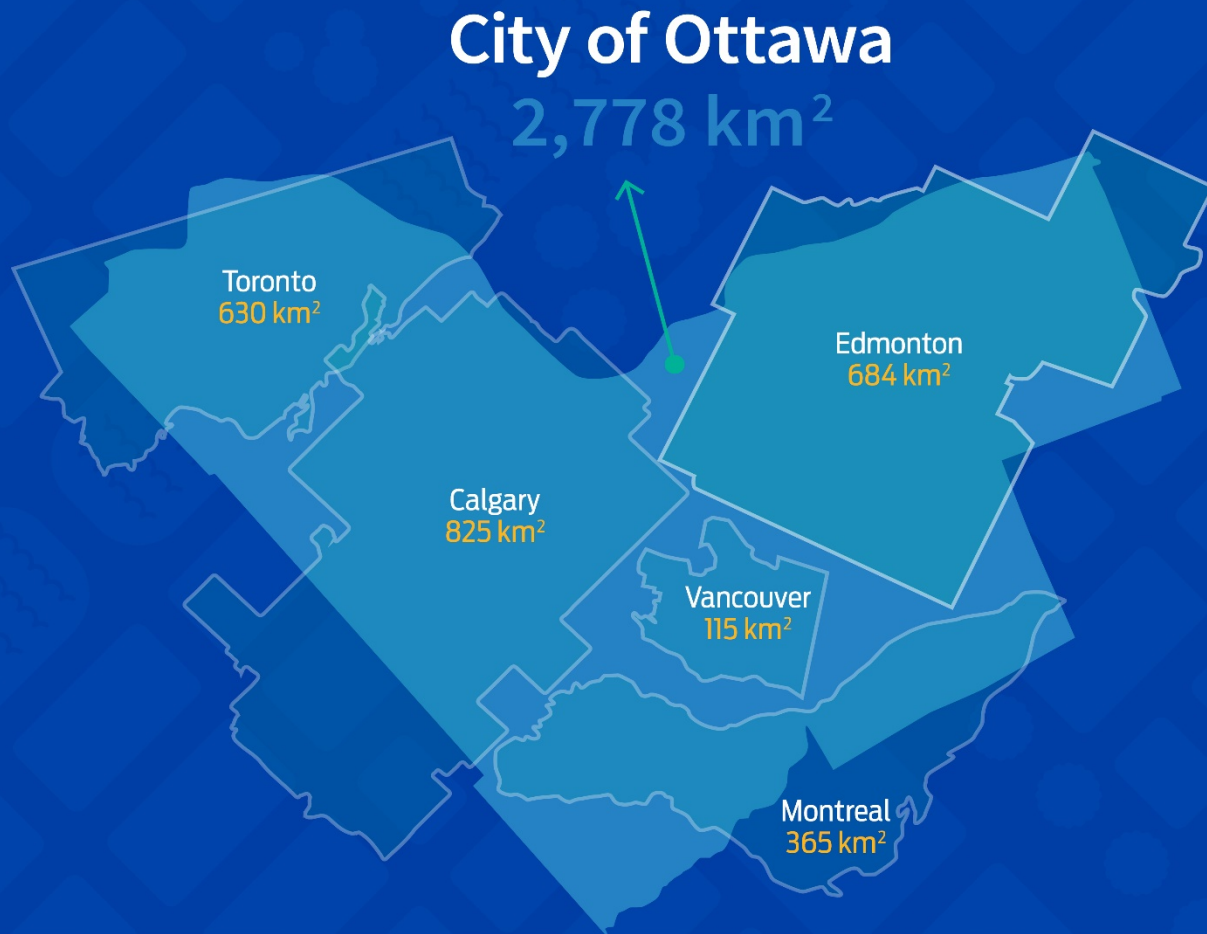
- Community safety
- Transition of service delivery to partners
- Financial sustainability
- Workplace culture and diversity
- Data and analytics

Ottawa Police Service Approach to Change

Public Trust

Duty of Care

Community Safety and Well-Being



2nd lowest % of municipal budget allocated for police services (9.5%) of “Big 12”

2nd lowest ratio of Population per Police member. (541) of “Big 12”

Ottawa is Canada’s **largest city geographically** & the nation’s capital with unique NCR, urban, suburban & rural policing needs

5th lowest Crime Severity index of “Big 12” (58)

Budget Consultation



- The **most extensive budget consultation plan** to support the development of the 2022 OPS Draft Budget.
- **Police services matter to Ottawa residents**
- **Residents want improvements.** Their input will guide the Budget and future strategic planning
- **Earn back public trust.** Engage better with diverse, marginalized, and racialized communities
- **Focus areas:**
 - Develop an **alternate responses method** to social issues, particularly **mental illness and addiction**.
 - Address community safety issues, especially **road safety, violence against women, and street violence**
 - Continue to invest in **diversification of OPS staff**; maintain **EDI initiatives**

2022 Budget Highlights



- In line with Community Safety & Well-Being obligations under the PSA
- Advances board strategic priorities and fulfills Board budget direction
- Aligns with community and member budget consultation/ feedback
- Addresses 14.7M in financial pressures and contains 5.1M in efficiencies
- Forgoes growth in 2022 while making needed investments in priority areas
- Continues multi-year Change Program— which commenced in 2019 and projected until 2024





Call Referral

**Privacy Rights
and Protection**

**Indigenous
Strategy**

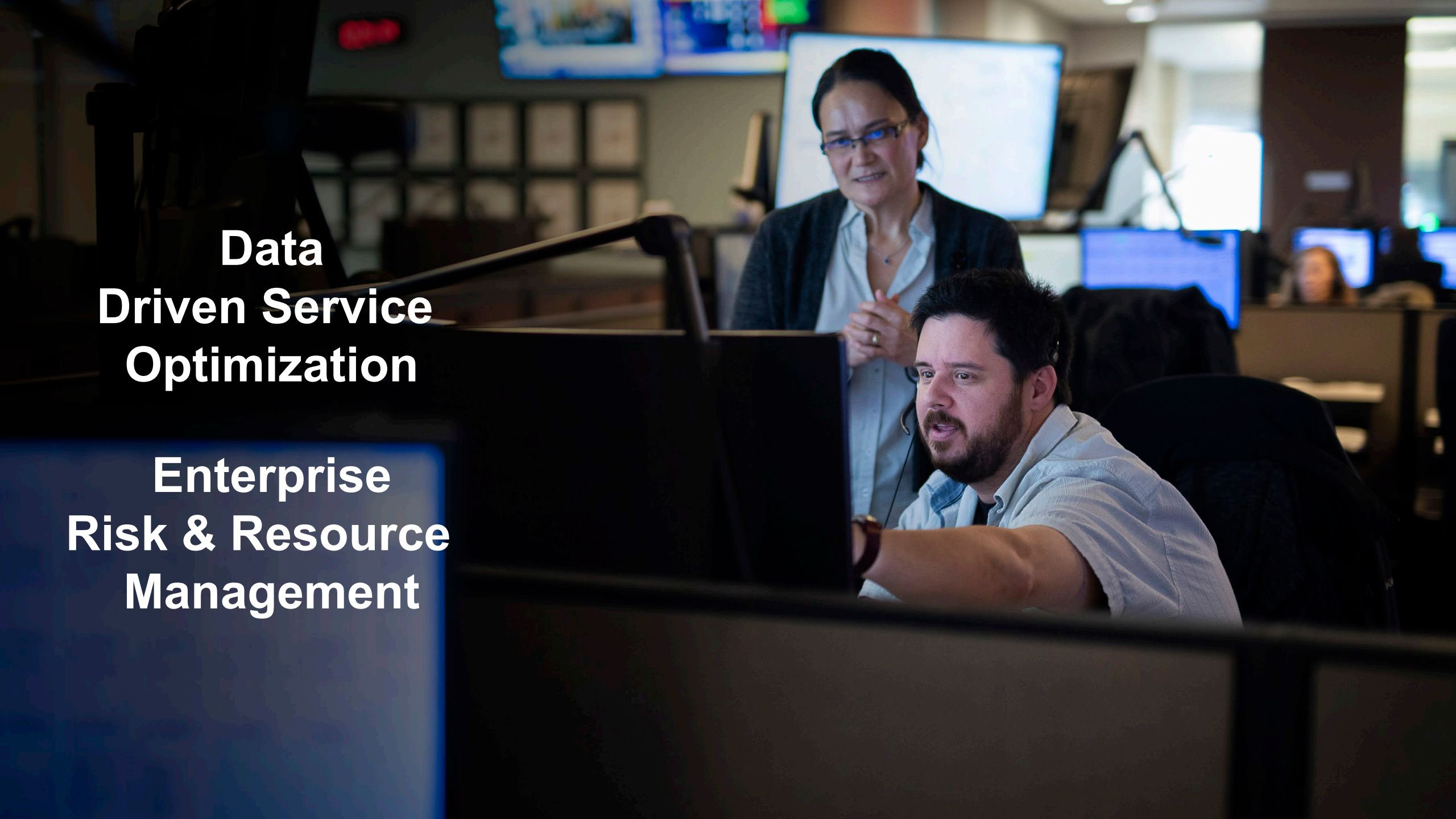
**Investigative
Change Strategy**





Culture Change Respectful Workplace Program

**Member Health
& Wellness**



**Data
Driven Service
Optimization**

**Enterprise
Risk & Resource
Management**

2022 OPS Draft Budget



2022 Draft Operating Budget



Budget Changes		(\$M)
Maintain services	\$	14.7
<ul style="list-style-type: none"> ▪ Inflation & Contract Settlement Estimates ▪ WSIB, CPP & Statutory Holiday 		
FTE Growth		0
New Services		5.2
<ul style="list-style-type: none"> ▪ OPS Culture Change ▪ Member Health & Wellness ▪ Call Referral 		
Efficiencies		(5.1)
User fees and revenues		<u>(0.8)</u>
Budget increase	\$	14.0
Funded by:		
Assessment Growth (1.7%)	\$	5.2
Police Tax Rate increase (\$)	\$	8.8
Police Tax Rate increase (%)		2.86%

2022 Budget Proposal

	2022 Draft Budget
Budget increase	\$14.0 M
Net Operating Budget	\$346.5 M
Assessment Growth – 1.7%	\$5.2 M
Police Tax Rate increase – 2.86%	\$8.8 M
Estimated tax increase on average urban household	\$19
Estimated 2022 Police Costs for average urban household	\$663

2022 Draft Operating Budget

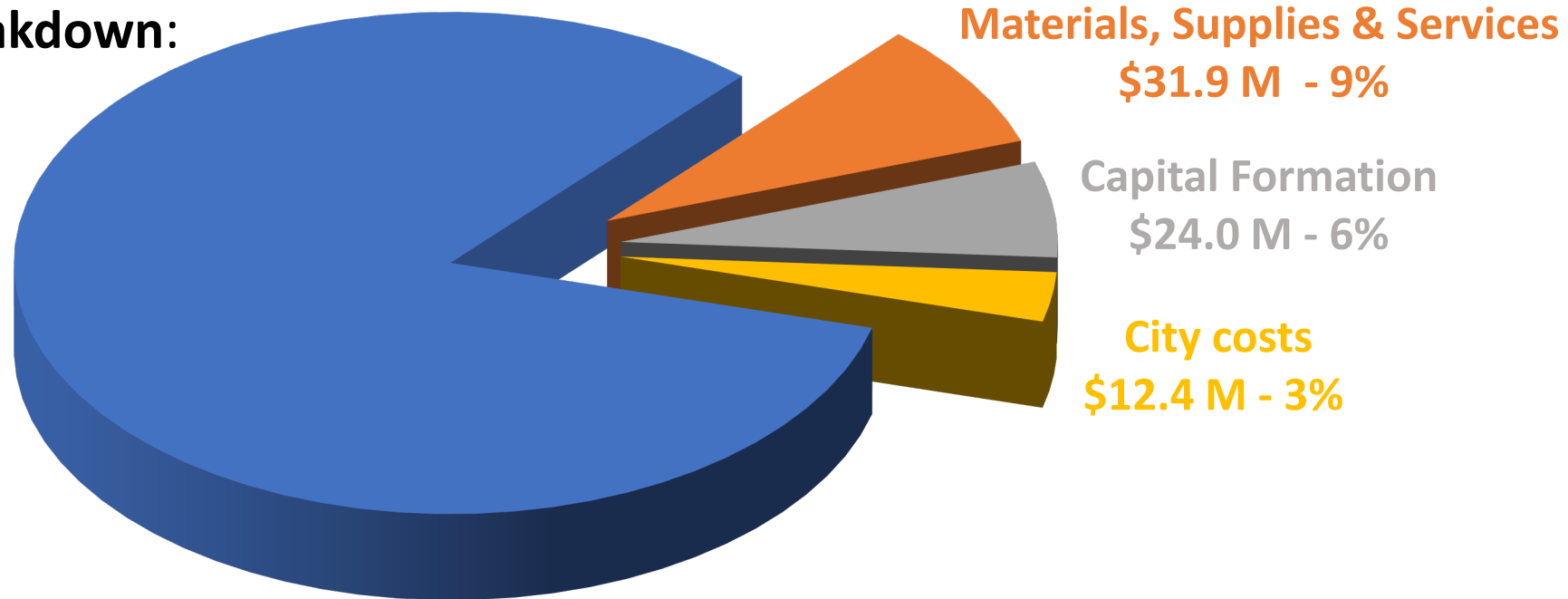
Police Tax Levy Increase

2.86%

Gross Operating Budget	\$389.7M
Recovery Allocations	(\$4.3M)
Gross Operating Budget (less recovery allocations)	\$385.4M
Revenue	(\$38.9M)
Net Operating Budget	\$346.5M

Gross Budget Breakdown:

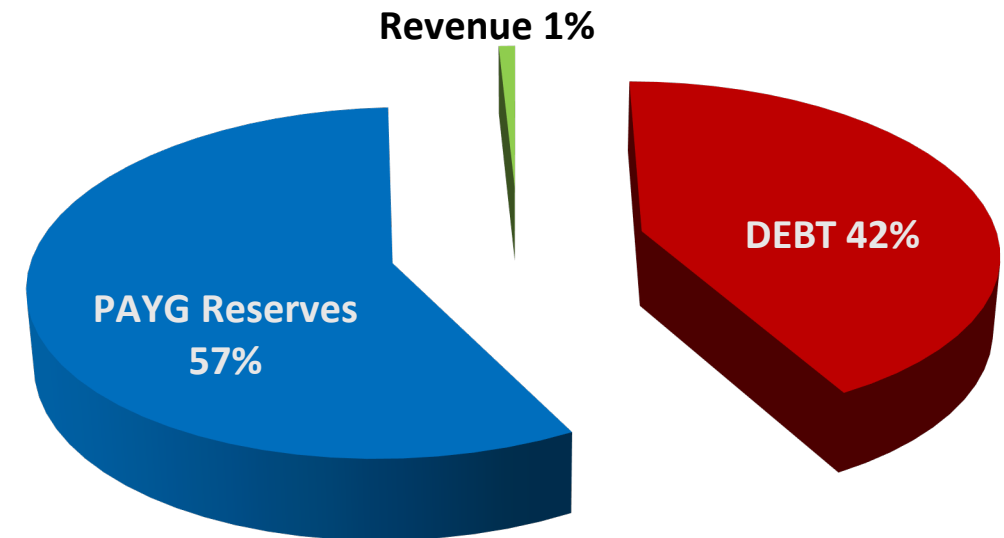
Compensation
\$321.4 M - 82%



2022 Capital Budget – \$36 M

Capital Project	Total Cost (\$M)
Renewal of Assets	
Fleet Program	\$ 4.5
IT Infrastructure	2.9
IT Telecommunication	1.9
Facility Lifecycle	2.4
Lifecycle of Assets	0.9
Subtotal	\$ 12.6
Strategic Initiatives	
Elgin Refit	\$ 3.6
IT/Comms 2	15.0
Queensview 2	4.0
Facility & Security Initiatives	0.5
Subtotal	\$ 23.1
Total	\$ 35.6

Funding Sources

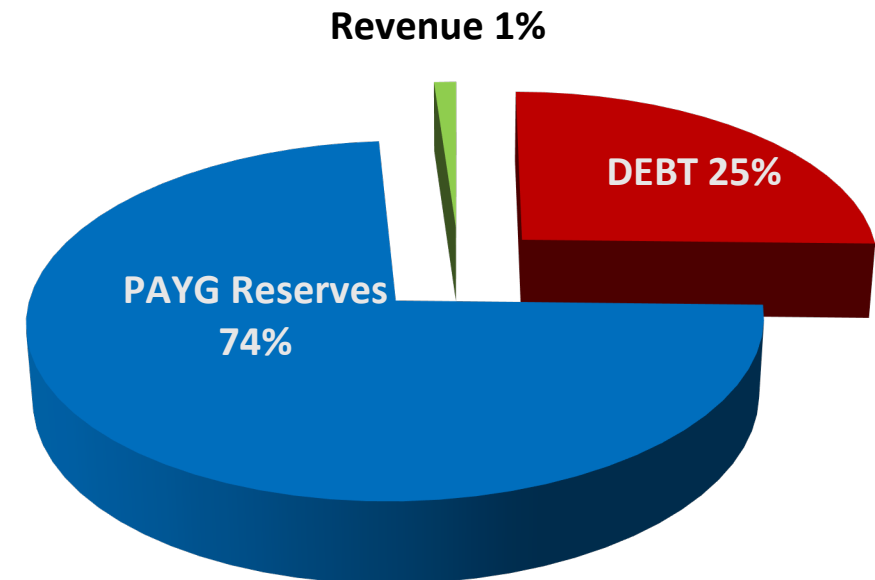


2022 to 2031 Capital Budget Forecast - \$254 Million

Unclassified

Category	Total cost (\$M)
Renewal of Assets	\$152.0
Growth	\$6.0
Strategic Initiatives	\$95.5
Total	\$253.5

Funding Sources



Forecast 2023-2025

Budget Changes (\$M)	Forecast 2023	Forecast 2024	Forecast 2025
Maintain services	\$ 12.3	\$ 13.8	\$ 11.5
FTE Growth	3.4	3.1	2.4
New Services	1.0	1.0	1.0
Efficiencies	(1.5)	(1.5)	(0.5)
User fees and revenues	<u>(0.1)</u>	<u>(0.1)</u>	<u>(0.1)</u>
Operating Budget Increase	\$ 15.1	\$ 16.3	\$ 14.3
Assessment Growth (1.5%)	\$4.8	\$5.0	\$5.3
Police Tax Rate increase (\$)	\$10.3	\$11.3	\$9.0
Police Tax Rate increase (%)	3.16%	3.30%	2.52%

2022 Budget Timetable

Milestone	Date
OPS Board Finance and Audit Committee Meeting 2022 Budget Delegations	9 November 2021
OPS Board Regular Meeting: Public Delegations Consideration and Approval of 2022 Budget	22 November 2021
City Council Review / Adoption of 2022 Budget	8 December 2021

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Thank You

Questions



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

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