



Ottawa Police Services Board
Finance and Audit Committee

Minutes 16

Tuesday, 09 November, 2021, 1:00 p.m.

Via Zoom

Krista Ferraro, Executive Director

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Committee Members: D. Deans, B. Johnson, L.A Smallwood (Chair)

Other Panellists: Board Members: C. Meehan, D. Nirman, R King, R. Swaita

Service Members: Chief P. Sloly; Deputy Chief Steve Bell; Director John Steinbachs;
Acting Deputy Chief Isobel Granger; Acting Deputy Chief Jamie Dunlop; Former
Corporate Financial Officer Kathy Murray; Financial Planning Manager Jon Sweet

CONFIRMATION OF AGENDA

That the Finance and Audit Committee confirm the Agenda of the 9 November 2021 meeting.

CONFIRMED

CONFIRMATION OF MINUTES

MINUTES 15 OF 20 JULY 2021

That the Finance and Audit Committee confirm the Minutes from the 20 July 2021 meeting.

CONFIRMED

BUSINESS ARISING FROM MINUTES

There was no business arising from the minutes.

ITEMS OF BUSINESS

1. 2022 DRAFT OPERATING AND CAPITAL BUDGETS: DELEGATIONS

Presentation

Prior to hearing from the delegations registered under this item, the Service provided a presentation on the 2022 draft budget.

The Board then heard from the following public delegations:

PUBLIC DELEGATIONS

1. NORA OTTENHOF, VIVIC RESEARCH
2. SAAMIA AHMAD, VIVIC RESEARCH
3. ~~ROBIN BROWNE, 613/819 BLACK HUB~~ *registered but could not attend*
4. MARIE EVELINE, VOLUNTEER OTTAWA
5. COUNCILLOR RILEY BROCKINGTON
6. FARNAZ FARHANG
7. COUNCILLOR SHAWN MENARD
8. JULIA HAMER
9. SAM HERSH
10. MOHAMED MIGUIL
11. XUE XU

12. BAILEY GAUTHIER (THEY / THEM)

13. MANDI P

14. KELDON BESTER

15. INEZ HILLEL, VIVIC RESEARCH

16. MAE MASON (THEY / THEM)

17. SEAN MEAGHER

18. LUC OUELLETTE, ORLEANS CUMBERLAND COMMUNITY
RESOURCE CENTRE

19. ERIN O'NEIL

20. JEN (THEY / THEM)

Some of the points raised by the delegations were:

- Calls to freeze the OPS 2022 budget at 2021 levels.
- The inherent harm caused by the appearance of members in uniform, with weapons, and the trauma response that a police officer's presence can trigger among community members.
- The contentious relationship between the Ottawa Police Association and the Ottawa Police Services Board, and support for the Board's role in reviewing and approving the budget.
- The need to move away from a reactive policing model.
- Removing budget line items that fund police response to mental health calls.
- Questions were raised regarding the approximately \$91,000 allocated to memberships, \$1 million for police related services, \$1 million towards police related supplies, among other line items.
- Groups such as the Ottawa Street Medics were pointed to as supports that could, with adequate funding, replace the OPS as first responders for mental-health related calls.
- Discussion on community groups not wanting to partner with the OPS. It was noted that the Royal Ottawa is a partner with the Ottawa Police Service, and the mental health guiding council was referenced. The number of groups that do not want to work with the OPS will be considered and trust building exercises will be undertaken.
- A request to waive background check fees even post-pandemic for volunteers was made.

- The need for the OPS and OPSB to better articulate their plans to evolve the Service.
- Shortcomings in the Neighbourhood Resource Team program and the need to outline their goals and determine a way of measuring success.
- Concerns with speeding, dangerous driving, and the need for police involvement in traffic calming measures.
- The RCMP were referenced as supports to the OPS and pointed to as a reason that there should be fewer OPS members. The Service explained that the RCMP have been withdrawing their services, which has expanded the OPS jurisdiction rather than relieving pressure.
- Clarification that Collective Agreements are in fact explicit in their wording around “last in, first out” for layoffs, and that the most recent recruits are the most diverse.
- Toronto Police Service’s pilot project currently underway and the potential for Ottawa to replicate it. The Service responded, noting that they are more closely considering the Denver STAR model rather than the Toronto model. It was further stated that these models can take years, sometimes decades, to be fully developed and properly implemented.
- The Committee raised issues with the “Cop per Pop” analogy and the need to move away from looking at those statistics.
- Impacts of Covid-19 on mental health and the strain placed on mental health providers and community supports.
- Involvement of OPS officers in schools and the barriers they create.
- The need for community supports to work with the OPS in order to affect desired change was raised by the Service in reference to the HelpSeeker report, received at the 25 October Board meeting.

CITY COUNCIL DELEGATIONS

1. ~~COUNCILLOR MATHIEU FLEURY~~ *registered but could not attend*

Following the delegations, Committee and Board members had the opportunity to raise their questions. Many questions were compiled by the Board as “takeaways” to which the Service would provide written responses at a future date.

Questions were put to the Service relating to specific line items identified by delegations. It was explained that many numbers referenced were pulled from page 112 of the budget book, on which single line items can be attributed to multiple areas of the organization. For example, multiple sections contribute to

the miscellaneous rental line item; investigative units rent facilities to store vehicles, space is rented for PPE storage, et cetera.

A question was raised regarding methods to measure the success of Neighbourhood Resource Teams. It was noted that the neighbourhood policing strategy is ever evolving and has only been in place in Ottawa for two years. NRT units have business and crime analysts that monitor activity in different areas of the city on a weekly basis. Based on the information gathered, annual community-specific goals are set. The model itself is consistent between communities, however desired outcomes vary from one area of the city to another, making it difficult to measure overall successes. The Service is still in the process of developing an appropriate matrix. It was further noted that a study had been underway pre-pandemic, however had not been completed due to ongoing restrictions.

The Service then offered to provide quarterly updates regarding the implementation of the neighbourhood safety model.

Discussion ensued regarding NRTs. The Service explained that they are an upstream prevention model. 13 per cent of OPS members are engaged in NRTs, in roles such as crime prevention officers and youth outreach officers, among others. The focus of NRTs is on greater prevention measures and partnerships.

It was noted that despite the school resource officer program being cancelled, there remain many thousands of young people in the community requiring police support. Since the program's cancellation, the OPS have been actively reimagining a youth strategy, however work is still underway. In addition, school boards still require support for public safety issues.

A question was then raised regarding the planned collision reporting centre, and whether there should be a public consultation before any commitment is made. The Service explained that outsourcing collision reporting has become common practice, and that 28 other services use the company proposed by the OPS. There is no cost to the OPS as the company's services are paid for by insurance providers. The 2012 collision reporting model cost approximately \$1 million annually. Outsourcing would reduce a line in their revenue, but would relieve approximately \$600,000 of staffing pressures, allowing the reallocation of those resources. The OPS had planned to present this to the Board at the end of the fourth quarter or early in 2022 because the outsourcing company does not implement their process during the winter season.

A question was raised regarding the proposed hiring of a privacy lawyer, as indicated on page 24 of the budget book. The Service clarified that the \$100,000 attributed to a privacy lawyer is simply to access the services of a lawyer rather than to hire one. The input of a privacy law expert is required given the amount of information sharing required in implementing service referral methodology. A form of a memorandum of understanding will be required to allow partners to take on demands from the OPS. This was referred to as a massive inhibitor for other services. The Service did consider whether the City's legal department could provide support on this, however it was felt that they lacked the capacity to address the immediacy of this issue.

The Board noted that distrust in the OPS has increased by 19 per cent since 2018. A question was raised regarding whether enough trust building exercises have been undertaken. The Service responded, noting that trust in all public institutions has been eroding for 25 years. It was suggested that although they may not be doing enough to build trust, they are doing more than ever. Trust is the primary element to achieve sustainable change in policing. It is for that reason that Rubin Thomlinson had been brought on in 2020, and that DiversiPro Inc. was contracted to consider equity, diversity and inclusion in the Service.

Questions on efficiency targets as they relate to service diversions were raised. It was noted that the efficiency targets do not directly relate to call diversion. The OPS aim to see a 5 per cent reduction in calls responded to for service through diversion exercises in 2022, increasing to a 15 per cent rate of diversion by 2024. It was however clarified that this is heavily dependent on the Community Safety and Wellbeing Plan and how robustly it is implemented by the City. The level of investment required to support call diversion is difficult to predict without knowing what amount of existing OPS infrastructure their future community partners are comfortable leveraging.

It was then mentioned that a reduction of resources and a restructuring of resources within the OPS would have different outcomes. The OPS lack cybercrime resources, and their fraud section is understaffed. There are huge demands on the Service in these areas that are inadequately provided for, and a diversion exercise would lessen resourcing pressures, allowing for a restructuring.

A question was raised regarding member attrition. It was noted that there will be 89 members eligible for retirement in 2022. On average, approximately 40 to 50 per cent of those eligible for retirement do. As such, the OPS expect 35 to 40 members to retire in 2022. Attrition relating to separation and resignation

accounts for fewer than 10 members annually.

While the Service had previously anticipated 30 growth hires, those have been removed from the draft budget altogether. Any hires made in 2022 will strictly be due to attrition. Upon the retirement of a member, the position held by the retiree is subject to evaluation and the OPS consider whether the position should be repurposed to better suit priorities. Although the Service intends to fill positions of retirees in 2022, they did not want to presume the Board's strategic priorities, which will inform their staffing choices.

A question was raised regarding data-driven service optimization, and if the indicated costs were strictly for the development of the strategy or if some implementation was included. The Service explained that details on future costs would be provided once the strategy has been formed.

Discussion ensued regarding whether the OPS were adequately staffed in their intelligence areas and in their guns and gangs unit. The guns and gangs unit is 60 per cent staffed. They are budgeted for 20 members and have 12. The Service noted that the unit is understaffed because the OPS have not been able to hire new members. The sexual assault and child abuse unit has 21 constables, which is a 75 per cent staffing level, and although they have positions budgeted for cybercrime, there is no dedicated unit. The Service is trying to find a balance between the wide range of services required and the Board's priorities.

A concern was raised regarding the OPS' current level of staffing, given that they do not necessarily have "surge capacity" were there to be a crippling ice storm or disaster. While the OPS are in compliance with the *Police Services Act*, they indicated that they perhaps are not providing the level of service necessary in a city such as Ottawa.

Motion on the 2022 Draft Budget Moved by Member B. Johnson

That the Finance and Audit Committee forward the 2022 draft operating and capital budgets to the Ottawa Police Services Board for consideration at its November 22 meeting, in the absence of any specific endorsement or recommendation from the Committee, in light of the outstanding budget-related information the Committee's Working Group will be continuing to seek from the Service between now and the next Board meeting.

CARRIED

The Board then considered the main budget motion below.

Ottawa Police Services Board **Finance and Audit Committee**

Minutes 16

Tuesday, 09 November, 2021

That the Finance and Audit Committee receive the presentation and delegations for information and consideration.

RECEIVED

OTHER BUSINESS

There was no other business.

COMMUNICATIONS

1. EMAIL DATED NOVEMBER 8, 2021, FROM COUNCILLOR JAN HARDER

NEXT MEETING

To Be Determined

ADJOURNMENT

The meeting adjourned at 6:15 p.m.