

MINUTES

SPECIAL MEETING OF THE  
OTTAWA-CARLETON POLICE SERVICES BOARD  
1998 BUDGET

CHAMPLAIN ROOM

20 APRIL 1998

5:00 P.M.

PRESENT

Chair: Mr. P. Vice  
Vice Chair: Councillor H. Kreling  
Members: Mr. G. Baskerville, Ms. A. Boudreau, Ms. E. Buckingham,  
Councillor J. Legendre

REGRETS

Regional Chair B. Chiarelli

ITEMS OF BUSINESS

1. 1998 BUDGET REDUCTION OPTIONS  
- Director General's report dated 16 April 1998

Chief B. Ford thanked members of the public for coming to the meeting, stating their input is important to the budget process. He stressed the options being presented reflect what is achievable in this fiscal year. Chief Ford felt the meetings with regional staff have been productive and indicated the Regional CAO and Finance Commissioner will be tabling broader options at the Regional Council meeting on 22 April 1998.

He pointed out that neither the requests for service nor the costs of providing service are declining. The impact of the budget will result in no new hiring; the only staffing increases will come through OPP transitions. He stated the police are required, by provincial regulation, to provide a specified level of service which minimizes the options available for reducing the budget.

Mr. S. Kanellakos, Director General, made a presentation explaining some of the background and the pressures exerted on the budget. He outlined options to reduce the operating budget by \$1.3M through reductions in the costs of the lease for the Cumberland community police centre (CPC), equipment and fixed assets, telecommunications, acting pay, information technology (IT) staffing, and early hiring for OPP areas.

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Further reductions can be found through increased revenue from false alarm by-law fines, and a later start date for additional OPP officers in Kanata and Goulbourn. He also outlined options to reduce the capital workplan budget by \$5.4M through reductions in spending on the facility workplan, the accommodation master plan, the facility acquisition plan and the IT upgrade and expansion. He noted these proposals, coupled with the Regional announcement next Wednesday, will result in a balanced budget.

### **That the Ottawa-Carleton Regional Police Services Board:**

- 1. Receive the options outlined in this report to reduce the 1998 operating budget estimates by \$1.3 million and the 1998-2003 capital budget workplan by \$6.6 million; and**

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- 2. Approve the options at the Board's meeting to review and approve the 1998 Police Service budget estimates, scheduled for 27 April 1998.**

CARRIED

## 2. PUBLIC DELEGATIONS

- a) Request for Funding: Peace and Environment Resource Centre  
- Board Secretary's memo dated 16 Apr 98 and attached submission  
(Additional support material issued separately)

S. Boddy and M. Jensen, Peace and Environment Resource Centre, addressed the Board. Ms. Boddy indicated the Peace and Environment Resource Centre (PERC) is a charitable, non-profitable organization in existence since 1983. It serves the community through public education, support for community groups and empowering individuals to act positively to create better communities. PERC fulfills its mandate through such activities as its "Alternative to Violence" project, its resource centre and its outreach newspaper, *the Peace and Environment News* (PEN). The PEN is produced and distributed by volunteers throughout the Region free of charge. It deals with issues that promote healthier, more peaceful communities and tries to focus on matters that are of interest to citizens.

Ms. Boddy presented PERC's proposal to produce a special, sponsored supplement of PEN which would focus on community crime prevention, and the cooperative work of the Police Service with community groups to create safer and stronger communities. The supplement would profile some of the successful initiatives undertaken to make communities safer. Ms. Boddy indicated PERC has proposed a preliminary list of groups to profile with the objective of encouraging citizens to work cooperatively with the Police to reduce and prevent crime in their neighborhoods. She hoped to provide

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contact information so citizens can start their own community crime prevention programs and hoped the programs profiled would serve as a model. She expressed a desire to include interviews with officers who have been working with community groups, believing they could comment on the outcome of such programs and initiatives. She felt the proposed supplement would help strengthen the already good relationship between the police and community groups.

PERC requested funding in the amount of \$1,038.68 to support the proposal. Ms. Boddy indicated the PEN is published ten times per year and individual issues are usually sponsored. She thank the Board for taking the time to hear their request and asked its favourable consideration of the proposal.

Should the Board decide to support the proposal, Councillor Legendre wondered from which account the moneys would be drawn. Ms. D. Frazer, Director of Finance, indicated the Police Services Board budget has a line item for grants though she believed those moneys have been committed to other initiatives such as the Street Ambassador Program. She stated the Board could increase the amount of that line and find savings in other areas to offset the augmentation. Ms. W. Fedec, Board Secretary, confirmed \$10,000 of the amount under "Grants" has been pre-committed by the Board to the Street Ambassador Program. The remaining \$6,000 is intended as a contribution to the Police Association's Scholarship Fund, but has not yet been approved. She noted, however, the line item "Miscellaneous" in the Board budget has traditionally been used for ad hoc grants at the Board's discretion. She suggested if the Board wished to provide a grant to PERC, funds could be available from this account.

Member Boudreau wondered if the delegation had any indication of its readership. Ms. Jensen explained the newspaper is distributed to libraries, community centres, colleges and universities, high schools, cultural centres, community groups and a variety of retail outlets. The readership generally consists of people interested in social and environmental issues. The paper is geared to getting people information on being active in their community and working towards improving their communities.

Member Buckingham asked if PERC would go ahead with the proposed initiative should the Board not provide the requested funding. Ms. Jensen stated they might consider doing a reduced version which would only be distributed to its mailing list of approximately 500 members and which represents approximately 10% of the paper's readership.

Councillor Legendre indicated he was prepared to move that the Board approve the request for funding. Member Buckingham expressed concern about dealing with this request in isolation of other grant requests. She also believed it would be helpful to have guidelines as to what types of organizations and initiatives the Board should be funding before considering the proposal. Chair Vice noted he was aware of several other grant requests that have been received but that have been held pending approval

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of the budget. He agreed it would be preferable to wait until the line item is approved as part of the budget process before considering any particular funding requests.

It was agreed that the Board would consider this request for funding in the amount of \$1,038.68 at a future meeting, following approval of the 1998 Budget on 27 April 1998.

b) Kanata Delegation

Regional Councillor A. Munter explained he and Mayor Nicholds have gathered together a group of Kanata residents to address the Board to emphasize how strongly people feel about the OPP's request for six additional officers. He stated that since he became a Regional Councillor in 1991, the population of Kanata has increased by one-third, the Corel Centre has been built, and the high tech industry has increased dramatically. Despite the significant growth in its residential and business sectors, Kanata still has only 33 constables patrolling its streets, as it did in 1991. Kanata representatives made a request two years ago to have the OPP complement increased and subsequently submitted a comprehensive workload analysis, as requested by the Board.

Mr. J. Malone indicated he is a volunteer in a community police office in Kanata and has witnessed first-hand the pressures resulting from the staff shortage. Though volunteers can alleviate some of the burden by helping with administrative matters, they are no substitute for having officers on the street. He expressed concern for the safety and security of his family. He reiterated the area has seen an increase in population of more than 1/3 yet has had no increase in the officer complement. He asked the Board to approve the staffing increase to ensure Kanata's citizens are secure.

Mr. D. Kennedy spoke of a personal experience in 1991 that lead him to realize the shortage of police resources in Kanata. He argued the police were short-staffed then and that was before the significant increases mentioned by previous speakers. He was also concerned about the increased traffic problems associated with the dramatic growth in the community, such as speeding and running red lights. He felt there was a need for a greater police presence to make the community safer.

Mr. B. Gowling expressed support for the comments of previous speakers. He realized the difficult job the Board faces in balancing the budget but felt residents of Kanata have been patient. He believed the request is reasonable as it represents a 17% staffing increase for an area that has seen a population increase in the range of 40%. He indicated many of the concerns coming forward from residents involve a lack of police visibility which causes residents to feel insecure. He stated the reason Kanata has been so successful is its ability to attract high-tech companies. The companies, in turn, are successful because of their ability to attract knowledgeable workers. He maintained high-tech workers are generally concerned about safety and they want to

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live in a community that is close to their work. Mr. Gowling hoped the Board would approve the request for an enhanced OPP complement in Kanata.

Ms. C. Easton stated she was one of the first residents of Kanata and she represents its senior citizens. She indicated walking is a preferred form of exercise among seniors but they are increasingly afraid to walk on the streets at night. She believed an increased police presence was needed in Kanata.

Ms. J. Hutchins stated the Neighborhood Watch Program in Kanata is almost entirely dissolved. She believed this is directly related to the lack of police resources. She felt the program could not work without a police presence despite its success at attracting volunteers. She indicated the only activity that is successfully maintained is the Halloween patrol. Ms. Hutchins re-iterated the need for an increased police presence in Kanata.

Mr. S. Spataro, a businessman and past President of the Kanata Chamber of Commerce, noted the business community in Kanata has almost doubled since 1991, yet the city has not had a comparable growth in police staffing. He stated with the number of high-tech firms in the area, computer thefts are an increased concern. He requested an increase in the police complement in the Kanata area so the community can stay safe.

Mr. M. Purchase urged the Board to support the request for an increase in the OPP complement. He noted crime is on the increase in proportion with the population. He believed their request was a reasonable one.

Mayor Nicholds thanked the Board for listening to the Kanata representatives and reiterated how important the officer complement increase is to Kanata's residents. She appreciated the Board's commitment to Kanata and that it has followed through on its commitments. She acknowledged and understood the budgetary pressures facing the Board but she wanted to be sure the Board understood the importance of this request. She indicated Kanata residents have accepted that there are going to be changes and increased costs in policing. She noted these residents did not come to the meeting to complain about the increased taxes they have paid for policing since 1994. What's important to them is service. Mayor Nicholds requested that the essential services needed in her community, and which they deserve, not be forgotten.

Councillor Legendre inquired how the Mayor thought they might have fared had they made their pitch to the Province instead of the Police Services Board. Mayor Nicholds commented the OPP have initiated a lot of changes over the past year and she felt their request would have been met if the OPP were still responsible for making that decision.

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In response to a further question from Councillor Legendre, Inspector L. Beechey indicated he had not been made aware of the situation with respect to the neighborhood watch programs and therefore could not comment.

With respect to concerns about motorists running red lights, Councillor Legendre encouraged delegates to write to the province requesting that the Region be allowed to use technology. Any assistance residents of Kanata can provide in helping the Region obtain permission to use technology to catch red light runners would be very helpful.

Vice Chair Kreling inquired whether the OPP have had consistent difficulty maintaining their full complement of officers. Inspector Beechey stated the full complement has been steadily maintained over the past year though they are currently understaffed by three. He added the only problem is that officers have been looking for positions in other areas in anticipation of the transition.

In response to questions from Member Buckingham, Councillor Munter indicated last year he supported the Chief's request for an increase of 42 officers and he is now asking for the same consideration. He added he has always supported the police budget.

Member Boudreau recalled there was a significant vacancy rate in the Kanata detachment at one time and it was at the urging of the Board that the full complement was restored. She wondered if the Police Service has done an analysis of the OPP's workload analysis. Chief Ford acknowledged the need for more officers in Kanata. He stated on average, an officer in Kanata responds to approximately 330 calls for service per year whereas in the rest of the Region, that figure is an average of approximately 270.

Referring to the staff presentation, Councillor Legendre wondered if Mr. Kanellakos could elaborate on his earlier comment about outstanding issues with respect to costing of the OPP. Mr. Kanellakos indicated his comments referred to the transfer costs for OPP officers in connection with the request for a complement increase. Inspector Beechey explained in its original costing proposal, the OPP included \$26,000 for a transfer in and a transfer out for each member because it is unknown what will happen to those officers after the short-term. He noted, some officers may transfer to the Regional Police upon transition in which case, the Region would not be charged those transfer costs. Because no one can predict how many of the officers would transfer, the OPP estimated the maximum cost. In response to a further question, he stated the maximum variance between what is projected in the budget and what the actual costs might be is \$70,000.

Regional Councillor B. Hill was very concerned about the increase in the Police Service's budget. She acknowledged the impact of the salary increases but felt many other elements of the budget could be cut back. She believed the cost of transition into the rural townships is an unnecessary expense. She referred to the restructuring

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process underway stating the rural alliance, made up of the rural townships, has requested the right to opt out of regional government. She felt there is a good chance that request will be granted adding the rural townships are not appreciated, respected or listened to. She wished the Board would reconsider its decision to move forward with the transition. She believed once the townships are forced into regional policing, it will be virtually impossible to reverse and she thought that was unfair.

Member Baskerville suggested that even if the rural alliance is successful in separating from the Region, it may choose to opt for regional policing because it would be too expensive to form their own police service, and he believed the new contracting provisions of the OPP would result in increases in their contract costs. Councillor Hill maintained the townships could contract with the OPP at a more reasonable cost.

Member Buckingham concurred with the Councillor's comments about the cuts being made to all other sectors of the regional budget. She stated she was looking forward to finding a way to reduce the costs projected in the Police budget over the next two years, and noted no other public service has asked for such a large increase as has the Police Service.

To be fair to the Police Service, Chair Vice cited examples of other Regional Police Services in Ontario that are also facing significant budgetary increases this year. They are all facing increased compensation costs due to collective bargaining. He stressed the Board has not yet debated this budget and it is by no means final. He also took the opportunity to point out that, contrary to the media's impression, the Budget is not the Board's, but rather was prepared by the Chief and his staff for submission to the Board.

Councillor Hill appreciated the budget has not yet been approved and hoped all Board members would be responsible and take a good look at it.

Mr. K. Patten was alarmed by the April 3<sup>rd</sup> incident in which police shot at a van occupied by two innocent women in the market area. He was shocked that this could occur in Ottawa. Mr. Patten appreciated the difficult job and the pressures police officers face, but believed in this case, the police crossed the line. He believed the public apology issued by the Chief of Police would have been more significant had it come before a law suit was launched by the citizens involved.

Mr. D. Smith wished there was no need to talk about cut backs in police budgets. He felt the community needs to be protected and the police provide a valuable service. He maintained this is a great city and it must be kept that way. He did not believe that would be achieved by cutting the police budget. Member Baskerville agreed with the need to consider the consequences before cutting the police budget.

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Councillor Legendre wondered how Mr. Smith would feel about a tax increase resulting from the Police budget. Mr. Smith expressed his willingness to pay for services received.

Chair Vice thanked Mr. Smith for his positive feedback. He stated the Police usually receive more negative than positive feedback and they need to know they are appreciated.

Following the delegations, the Board sought clarification from staff on a number of issues. A summary of general questions and answers is provided below.

Vice Chair Kreling inquired whether there would be changes to any community police offices as a result of the budget. Chief Ford responded there has been a moratorium on the opening of new offices within the jurisdiction policed by the Ottawa-Carleton Police Service. However, commitments were made by the Board to maintain any existing offices in the areas into which the Ottawa-Carleton Police are expanding. Another cost the Chief noted is that rent varies significantly from one office to the next; some are provided free of rent while others are not.

In response to a further question from the Vice Chair, the Chief stated the Service is satisfied with the current placement and staffing levels of community police centres in some cases. However, there is a need to review all the community police centres to assess how many there are in a given location and their proximity to each other. Chief Ford noted there will be sixteen districts under the new district policing model, and he speculated each should have at least one community police centre. At the present time, there are more than one in some districts.

Vice Chair Kreling inquired whether Neighbourhood Watch signs were being changed throughout the Region to make them uniform. He stated people in one of the communities in his ward would prefer to keep the old signs. D. Pepper, Director of Community Development, stated the signs will stay as long as they are in good shape, and will only be replaced when it becomes necessary. The goal over the next few years, however, will be to eventually have uniform signage throughout the Region. Mr. Pepper noted that in other areas where is possible, staff will work with communities to develop signs that are consistent with the OCRPS, as they have done in Rideau and Osgoode.

Vice Chair Kreling noted the Region is on the verge of assuming responsibility for delivering land ambulance service in Ottawa-Carleton. He suggested this was an opportune time to examine the possibility of linking this function into the 9-1-1 dispatching system to achieve savings. Chief Ford responded the system, which is the Region's and not the Police Service's, has the capacity to expand to accommodate other partners. He stated staff could examine with Regional officials how best to accommodate the ambulance service within the existing 9-1-1 and Regional dispatching system. He suggested the best way to proceed would be through a request from Regional Council to the Transportation Department to review the 9-1-1 and ambulance requirements from a communications point of view. The Board could then request Police staff to work in cooperation with Regional staff.



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Vice Chair Kreling inquired whether it is still anticipated we will be proceeding with the east divisional office within the current calendar year. Chief Ford responded in the affirmative.

Member Boudreau inquired about the consultation process and wondered if the input staff had received through other methods would be submitted to the Board. Mr. Kanellakos replied staff have attended a public meeting held by Regional Councillor Legendre, and met with Councillor McGoldrick-Larsen. He noted that to date very little response has been received in terms of concerns; he speculated this was perhaps due to the fact that the final options are not yet known.

Member Boudreau noted there are expenses of \$230,000 in the budget associated with Proceeds of Crime. She expressed concern that not enough Proceeds of Crime money is filtering down to municipalities and wondered whether there were any indications that our share would increase in the future. Chief Ford responded Proceeds of Crime flowing through for police operations have to date been used primarily for joint forces operations. However, Deputy Chief Bevan is currently reviewing a number of projects in the criminal investigation area in which we might benefit from Proceeds of Crime funding.

Deputy Chief Bevan stated we will likely see an increase in the levels of revenue coming in support of operational issues. As he understood it however, the focus has been to provide funding for problem-oriented community projects. He believed the next stage would be to provide increased support for certain kinds of operational police activities; the Ottawa-Carleton Police Services hopes to be in a position to take advantage of some of that funding.

Councillor Legendre inquired why the columns for 1996 and 1997 on page 7 of the Draft Budget Book were blank and whether they would be filled in at a future date. Ms. Frazer responded the columns relate to the new performance measures incorporated by the Region into all its budget documents. As this is a new concept, the data necessary to complete the columns was not collected in the past and therefore cannot be filled in for this year. However, staff will be focusing throughout 1998 and 1999 on collecting the necessary data so that we can begin to review how well the Service is performing in these areas.

Councillor Legendre stated it would have been helpful if the reductions listed in the Director General's reduction options report had indicated the pages to which they refer in the budget documents. Staff indicated they would provide this in time for the next meeting.

In response to a query from Member Baskerville, Mr. Kanellakos indicated that between \$3 and \$3.2 million of the \$3.7 million budgeted for the 18 community police centres consists of salaries for 49 officers. That leaves less than \$1/2 million for operating expenses such as rent. Therefore, if all the community police centres were closed it would result in savings of less than \$1/2 million, unless all 49 officers or equivalent positions in the organization were eliminated. He concluded that the savings people associate with community police centres are in reality not there.

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Board members next asked questions about specific line items in the budget, which are summarized as follows:

Page 7 - Supplementary Book - Police Services Board: Vice Chair Kreling noted \$118,600 was budgeted for 1997 and that \$97,100 is projected for year-end, yet in 1998 \$124,100 has been budgeted. He inquired why there was a need to increase the Board's budget at this time. Board Secretary, Ms. Fedec responded the increase is due solely to a \$6,000 amount in the Grants line item for a contribution to the Police Association's Scholarship Fund. Aside from that, she did not anticipate any increases over 1997 in the Board's budget with the possible exception of Advertising due to the addition of community meetings. Vice Chair Kreling stated the Board may wish to revisit this issue at its next meeting.

Page 11 - Supplementary Book - Police Services Board: Vice Chair Kreling inquired about the dry cleaning and clothing allowance line items included in the Board's budget. Mr. Kanellakos responded those items apply to the legal advisor position. He added that since the budget documents were printed, it has become possible to remove these items from the budget. He offered to elaborate In Camera as it pertains to personnel. Vice Chair Kreling stressed that even though the items were not costly, they must be removed from the budget.

Page 15 - Supplementary Book - Executive - Vice Chair Kreling inquired about the large increase in Corporate Communications over last year. Ms. Frazer, referencing the break-down for Corporate Communications on page 24, stated compensation accounts for a large portion of the increase. It is intended that the services of a webmaster be retained in 1998 to better utilize the web more aggressively. She explained a marketing campaign is planned to coincide with the launch of the new district policing model. Funds have also been increased for official languages translation services.

Vice Chair Kreling recognized the value of a website, but suggested the Board may wish to revisit the amount of the increase.

Ms. Frazer also commented on increases in the Professional Standards budget (page 20 - Supplementary Book). She stated the net increase of \$272,000 is exclusively due to compensation as more uniform officers are being transferred to the Section from other areas of the Service. She stressed the increase in this area of budget will be offset by a corresponding decrease in another area.

Page 33 - Supplementary Book - Fleet Services: Vice Chair Kreling noted the \$1 million increase over last year. He inquired what kind of professional services would be purchased, and what the line "R & M Vehicles and Auto Equipment" was for. With regard to Professional Services, Ms. Frazer responded the Board approved a fuel card agreement last September with PHH, one of the companies providing services to the Police. The cards cost roughly \$3/vehicle and allow cars to fuel on the PHH network, which provides the flexibility to fuel at any private supplier location in the Region. This is critical to operating effectively in the OPP areas. The remaining funds in Professional Services are for more frequent cleaning of vehicles, which was identified in a recent fleet review as being necessary.

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Speaking to the Repair and Maintenance line identified by the Vice Chair, Ms. Frazer stated part of the increase is attributable to having vehicles for Cumberland, Rideau and Osgoode become part of the budget. Approximately 30 more vehicles than last year will be operating because of the transition in those municipalities. Also, since becoming responsible for policing some of the rural municipalities, police vehicles are driving over one million additional kilometres than previously. This impacts on wear and tear, and the need for repair/maintenance to vehicles. Ms. Frazer also referenced the increase included for contributions to reserve funds to replace vehicles. This is a program designed to ensure that enough funds are being put aside each year to replace vehicles as necessary. She stated staff will be focusing on analyzing all these issues closely in 1998.

Vice Chair Kreling also wondered about the line item "longevity" that appears in various areas of the budget. Mr. Kanellakos responded the "longevity" relates to the collective agreement, in which there is a sliding scale entitling employees to a small amount of longevity pay at the end of the year.

Page 34 - Supplementary Book - Mail Services: Vice Chair Kreling inquired whether this reflected a new position. Ms. Frazer explained the three former police services were of a size that the mail could be handled as a secretarial function. However, with over 20 mail entry points to the Ottawa-Carleton Police Service, it has become necessary to hire an expert to set up a system and get it running. An individual recently retired from Canada Post has been contracted to do that with the intention that once the system is operating effectively, it will be taken over by an existing employee. It was clarified that this position has been re-allocated from another area and will not be an additional or new position overall.

Page 41 - Supplementary Book - Director of Information and Technology - In response to a question from Vice Chair Kreling, Mr. Kanellakos stated this is not a new position, but one that has been broken out in the 1998 budget into its own cost centre. With the re-organization of the Information Technology Group, a new structure was created with clerical support. He stressed the number of positions has not increased overall, but that some have been re-assigned to different areas to meet changing needs and priorities.

Page 51 - Supplementary Book - Operation Support - 911: In response to a question from Vice Chair Kreling, Ms. Frazer stated the revenue identified for 911 is the amount the police recover from the Region for operating the system.

Page 55 - Supplementary Book - Operation Support - Court Security: Mr. Kanellakos responded to a question from the Vice Chair, stating the increase in this area is due to a combination of the collective agreement and a re-allocation of people. A complete review of custodial services was conducted last year and as a result, staff were re-allocated so that patrol officers would not have to be taken off the street to cover off lunches and leaves. This shift in personnel will allow the unit to operate self-sufficiently.

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Chair Vice noted that the Ottawa-Carleton Police provide and pay for all court protection for the Region while the OPP do not, nor have they in the past.

Page 91 - Supplementary Book - Patrol Services: In response to a question from Vice Chair Kreling, Ms. Frazer stated this increase is due to compensation as a result of the new collective agreement, but also because of officers moving up the pay scale from 4<sup>th</sup> to 3<sup>rd</sup> to 2<sup>nd</sup> class constables.

Page 29 - Draft Budget Book - Corporate Services: Councillor Legendre noted salaries, by expenditure type, are up by 25%, but that the increase in full-time salaried positions indicated in the bottom box on the same page do not reflect a 25% increase. He asked for an explanation of the variance. He also noted the 1998 impact of the civilian collective agreement was in the range of 3% and could not account for the 25% increase.

Ms. Frazer offered to prepare some background information to assist in explaining the variance. She noted one of the issues is the impact of the civilian settlement, which included a job evaluation component in dealing with the three former pay scales. Mr. Kanellakos added that the increase also reflects the re-allocation of full-time equivalents to the Information Technology area. An additional 10 positions were added at salary/benefit ranges of \$80-90,000 to support the network being put in place. This is one of the pressure areas and additional staff have been re-allocated from elsewhere to meet the needs.

Member Baskerville, Chair of the Human Resources Committee, noted the Committee is reviewing a proposal from the Director of Human Resources that addresses the need to attract and retain the kind of skilled people needed to administer the information technology network. He stressed this is a critical area that needs to be adequately staffed.

Councillor Legendre inquired about the 43.8% increase in Purchased Services, also indicated on page 29 of the Draft Budget Book. Ms. Frazer responded that a portion is for hardware and software maintenance contracts for the system, as well as the fleet repair/maintenance issue referenced earlier by Vice Chair Kreling. Ms. Frazer went on to say that the increase in Materials and Supplies is primarily due to fleet and fuel costs.

In response to an inquiry from the Councillor about Transfer Costs, Ms. Frazer stated this is the object code the Region uses for contributions to reserve funds or "pay-as-you-go"; \$1.3 million of this is to go to the vehicle replacement reserve fund. She confirmed the Councillor's impression that the Board has a choice to reduce contributions to the reserve fund, using instead debt financing. She offered to find out for the next meeting where the remaining funds in this line item were intended to go.

Page 23 - Draft Budget Book - Executive: Councillor Legendre noted the 271.8% increase in Corporate Communications and inquired what that was for. Ms. Frazer responded that reflects the cost of the external marketing program that was referenced by Vice Chair Kreling earlier.

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Page 24 - Supplementary Book - Corporate Communications: Member Boudreau inquired about the \$92,500 increase for Professional Services and wondered whether it was connected to the webmaster. Mr. D. Pepper, Director of Community Development, responded it has nothing to do with the webmaster position, which is included entirely in Compensation. The \$92,500, plus the \$77,000 (\$169,500 in total) identified two lines above it under "Advertising, Promotion & Publication", are the funds set aside to do any kind of advertising, materials production, or communication at a corporate level for all elements of the Service. This includes moving to district policing, changing the way the Police respond to calls (differential police response), and providing that support to all 16 districts. Mr. Pepper believed that \$169,500 for an organization this size and for the size of the campaign they hope to achieve, was actually a "bare-bones" cost. He stated the Service is relying on the goodwill it has established in the community to get further mileage out of this relatively limited budget. He noted all corporate communications, both internal and external, are done by one staff person. He also commented that in the past three transitional years, these costs have been hidden because they were paid for out of the transitional funding received from the Province.

Member Buckingham raised the point that if the Board saw fit not to grant \$1,000 for the publication of the Peace and Environment Group that spoke earlier in the evening, a logical alternative could be that the Service might decide that was an appropriate way to spend \$1,000 on advertising and promotion. In essence, the Board could direct staff to deal with the item. Mr. Pepper responded in the affirmative.

Member Boudreau commented that she noticed, in several areas, there were significant increases in professional services. She stated next Monday she will be asking for more information about what types of services these funds will provide, and whether there are individuals within the Service who could perform similar functions.

Member Buckingham inquired whether, once costs for professional services are approved in the budget, that meant none of these matters ever come back to the Board for approval. Chief Ford responded that any expenditures over \$75,000 must come to the Board for approval, even after the budget is approved. Mr. Kanellakos referenced the *Finance and Administration Policy* that sets out levels of approval authority for the Chief and other senior staff. Member Buckingham recognized that there must be a certain degree of flexibility and that staff should not have to come back to the Board for approval of relatively small items. She stated she is looking less at each individual line item and more at the bottom line total for each area of the budget, and hoped that throughout the year there would be flexibility within a particular budget area to re-allocate resources as required. Her question was really aimed at detecting what controls were placed on the police budget, because last year the budget was overrun by approximately \$5 million. She inquired what kind of controls are in place to ensure the budget is not overrun.

Chief Ford clarified the overrun was actually approximately \$2 million worth of OMERS funding, that is still coming to the Region and which will offset the overrun. He stated the actual overrun was approximately \$1.6 million. From the beginning, it was recognized and identified by staff to the Board that there was a \$3 million shortfall in the funds needed to

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operate the Service. Last fall, the Board was clear in asking staff to bring forward a budget that reflected the actual needs of providing policing in Ottawa-Carleton. He assured the Board that in 1998 staff will be doing everything they can to ensure the budget comes in without a cost overrun, and in fact, he hoped to bring in a surplus.

IN CAMERA

**That the Ottawa-Carleton Police Services Board move In Camera to discuss a personnel matter, in accordance with Section 35(4)(b) of the *Police Services Act*.**

CARRIED

ADJOURNMENT

The meeting adjourned at 7:55 p.m.

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W. Fedec  
Secretary

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P. Vice  
Chair