

MINUTES

OTTAWA-CARLETON POLICE SERVICES BOARD

1998 BUDGET REVIEW

CHAMPLAIN ROOM

27 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,
Regional Chair B. Chiarelli, Councillor J. Legendre

CONFIRMATION OF MINUTES

That the Ottawa-Carleton Regional Police Services Board confirm the Minutes of the 23 March 1998 meeting, and the Minutes of the Special meeting of 20 April 1998.

CARRIED

ITEMS OF BUSINESS

1. **CONSIDERATION OF 1998 BUDGET ESTIMATES**

- Budget documents and Director General's report dated 16 Apr 98 previously distributed
- Director of Financial Services report dated 26 Apr 98 entitled "Information Requests from 20 April Board Meeting" issued at the meeting

Mr. S. Kanellakos, Director General, advised that staff have prepared responses to questions raised at the April 20th Board meeting, the Corporate Services and Economic Development Committee meeting and at Regional Council. A short presentation has also been prepared on the organization in comparison to other police services in the country, and on additional information pertaining to some of the requests in the capital budget.

Ms. D. Frazer, Director of Financial Services and Material Management, stated the amalgamation created a savings of approximately \$5.5M through the consolidation of the former executive commands, the elimination of some senior positions in the three Police Services and through operational changes. She noted these amalgamation savings were used to offset the almost \$9.2M of pressures resulting from the reduction in provincial grant support, the social contract costs, and such financial initiatives as retirement funding, staffing and program costs. In addition, the assessment based growth and the reflection of the upturn in the economy helped to soften the budget and ensure a \$0 tax increase for policing costs in 1996. In 1997, however, staffing initiatives created a small increase.

In comparing the Ottawa-Carleton Regional Police Service to other major police services in Canada, Ms. Frazer indicated the police per population ratio, at 1:751, is comparable to other police services. The 1996 per capita cost is \$143, making Ottawa-Carleton a very economical force when compared to others across Canada.

Ms. Frazer indicated initiatives such as accommodation planning, information technology and the new radio system are creating projects on the capital side of the budget and are contributing to some of the cost pressures. She explained the reason staff are tabling a three-year capital budget is to allow for the anticipation of other costs and opportunities in future budgets. She added the new provincial adequacy standards, which determine equipment levels, staff roles, and training needs, will also have an impact on the budget.

Ms. Frazer gave a brief summary of the proposed operating budget reductions. The initial budget increase was for \$17.7M which was offset by three areas of financing: the OPP phase-in; the assessment base; and the provincial downloading, leaving a net requirement of \$10.6M. Staff tabled a proposal to reduce the operating budget requirement by a further \$1.3M premised on new information and the certitude that the proposed cuts would not have an impact on front-line policing. The net requirement, after the proposed reductions, is \$9.3M.

Taking a closer look at the 10-year capital workplan, Ms. Frazer stated the reduction options propose a \$5.4M savings in 1998 and \$1.3M in 1999. She noted the overall workplan will cost an estimated \$72.3M over 10 years. She explained the workplan elements primarily show the investment the Police Service needs to make in its assets and infrastructure. The building portfolio represents almost half of the capital workplan; vehicles account for 24.6%; information technology represents 24.4%; and the assets needed to start up policing in the OPP areas account for 5.9%. She indicated staff have proposed revisions totaling \$500,000 to the Information Technology and the facility workplan.

The Accommodation Master Plan is a three-year project initiated in 1996 with the secondment of Mr. D. Moore, an accommodation professional with the RMOC, to help the Police Service undertake the study. The Police Service does not currently have a luxurious space standard and needs to work toward one that will be economical and efficient. Various space standards in the public and private sector were reviewed taking into account the unique needs of some of the operating sections. The information was gathered and synthesized to determine how it would fit with existing facilities. Ms. Frazer indicated the Plan lays out where people will be located and the timing of the relocation. It appears in the capital budget for three consecutive

years, though it has been revised to move the heavy year of activity to 1999 with a more moderate year of activity in 1998.

Another significant element of the capital budget is the Facility Acquisition Plan. Ms. Frazer noted the budget provision for the East Division remains at \$6.5M though staff are recommending the elimination of the provision for an evidence holding facility based on a proposal to purchase a site that would accommodate both functions.

The acquisition plan in 1998 also provides \$5.5M for the professional development centre. Ms. Frazer re-iterated the critical role training plays in ensuring the quality of police operations. Despite this, the Police Service does not currently have an appropriate facility within its existing space. The firing ranges were designed and built 10 to 15 years ago for a .38 caliber weapon and a much lower training program. The semi-automatic has a different velocity and is taking its toll on the ranges. The requirement to shoot more rounds means even more usage of a facility that wasn't designed for that, and lead issues are arising. She explained Algonquin College has launched a redevelopment of its facilities and offered the Police Service an opportunity to form a partnership. Such a partnership would allow cost sharing for both the construction and operation of facilities designed to meet the Police Service's needs. She stressed the sound financial reasons for seizing this opportunity, adding the new provincial adequacy standards and the new policing model will impact on training needs.

Ms. Frazer summarized the 1998 capital workplan requires a total of \$35.3M and the proposed reductions would bring that requirement to \$29.9M. In closing, she thanked everyone involved in the budget development noting it has been a very long process. In particular she thanked the section managers who developed their budgets, the executive command, RMOC finance staff, the Board, members of Council, and Finance Department staff Cindy Wells, Lisa Buffone, Lorrie Mercer, Ed Brigden, Wally Salem and John Wilson.

Chair Vice noted the efforts Mr. Kanellakos and Ms. Frazer put into the budget proposal and thanked them and their staff for all their hard work.

The Board agreed to deal with questions and Motions of a general nature first, before considering the details of each Program Group.

General Questions

Councillor Legendre was surprised to find the Board budget did not include members' remunerations. Ms. W. Fedec, Board Secretary, explained that in accordance with the *Police Services Act*, it is Council's responsibility to provide remuneration for Board members, therefore it is included in the Region's budget.

In response to a question from member Buckingham, Mr. Kanellakos explained the Police Service is contracting on term positions for a variety of reasons. In some of the cases, the terms are for replacements of maternity leaves or sick leaves; in other cases, term positions allow for more flexibility as people are moved from one section to another to accommodate the changing needs.

Ms. Buckingham wondered how performance measures were selected. Dr. Gail Johnson explained the performance measures were part of a Regional initiative to establish a performance measurement process. Initially, the performance measures were devolved based on the province's adequacy standards. She indicated staff are in the process of developing new, more meaningful performance measures by division.

Member Buckingham noted the 15% disability level and wondered how it compares to other Police Services. Ms. C. Frederick, Human Resources Director, indicated staff are trying to collect more data to allow comparisons but she felt the Service is about average for the policing community as it is a business with a high occurrence of injuries. She added, the Service is progressively putting in place plans to bring people back to work.

Member Buckingham noted the significant increases in the total costs for conferences and conventions, business travel, and receptions and luncheons. Ms. Frazer explained both the conferences and conventions and business travel accounts reflect the importance of training. They were increased as a way to maximize the training fund. Member Buckingham acknowledged the importance of these items but felt the Board should show some leadership on these issues. In light of the difficult budgetary circumstances, such increases seemed rather excessive. Chief Ford added the costs for receptions and luncheons reflects the fact that Ottawa-Carleton will be hosting a provincial criminal intelligence conference. Though there is a good chance the expenditure will be recovered, the conference accounts for \$15,000 of the increase for that budget item.

Member Buckingham requested clarification on the costs of providing policing for OPP areas. D. Frazer explained the structure with the OPP is such that the regional mill rate will increase over 5 years by \$12.1M, which is the value of providing OPP service across the region. This amount includes the cost of the original OPP contracts plus the costs for areas that weren't previously paying. The addition of \$12.1M added to the budget over 5 years reflects what was not previously paid by the Ottawa-Carleton Regional Police Service (OCRPS). She stated that when the Police Service did an analysis of the OCRPS model, to provide the same level of service staff identified roughly a \$300,000 saving at the end of the phase-in period.

In response to further questions from member Buckingham, Ms. Frazer indicated the largest obligation for parking is covered under the collective agreement. It requires police officers attending court off-duty to be reimbursed for their parking costs. She added that with the changes in the way the Police Service conducts its business there is an increasing use of the parking facilities at regional headquarters. An analysis showed that most of the business conducted is below the break-even point.

Member Buckingham inquired about the costs for the transportation services radio user fee. Mr. Kanellakos explained the new radio system is a regional system which was implemented with a combination of funding from the Region and the province. As part of the implementation, charges were factored based on usage, for every organization joining the system. This amount represents the Police Service's user fee.

With regard to the structure of the budget documents, Councillor Legendre noted the information is not provided in a format that allows members to quickly find total amounts by expenditure types. Ms. Frazer stated staff did not include that information at the over-all police service level but could do so for next year's budget documents. She noted high-level total figures can be found in the draft document on page 5 which rolls up costs by the primary categories of salaries, services and costs. In response to a further question from the Councillor, Ms. Frazer said she would provide an itemization of the amalgamation savings.

In response to a question from member Buckingham, Inspector Beechey indicated he was prepared to bring in additional constables in Kanata and Goulbourn but had to await budget approval. He stated that should he not be able to recruit the appropriate number of constables for the short period of time, he would be more than willing to discuss with Chief Ford an arrangement whereby there would be a sharing of policing responsibility. Chief Ford added an legal arrangement would have to be entered into to deal with such issues as supervision and disciplinary responsibility. Member Baskerville stated the CUPS committee would be discussing this issue at its next meeting to deal with the details of the transfers.

Chair Vice acknowledged the need for the additional officers in Kanata and Goulbourn and was prepared to support the request.

Moved by E. Buckingham

WHEREAS the City of Kanata and the Township of Goulbourn currently have a well recognized need for additional policing resources; and

WHEREAS the Ottawa-Carleton Regional Police Service is scheduled to assume policing in these areas effective July 1, 1999 from the Ontario Provincial Police making it not cost effective to transfer officers into the area for such a short period; and

THEREFORE BE IT RESOLVED THAT Inspector Beechey be directed to report back at the next regular meeting of the Board scheduled for May 25th, 1998, his plan for ensuring that staffing in the Kanata/Goulbourn detachment will be at the planned level of 39 constables (up 6) for Kanata and 13 constables (up one) for Goulbourn by September 1, 1998, taking into account that officers can be provided on secondment by the Ottawa-Carleton Regional Police Service if it is not possible for the OPP to transfer in the necessary officers in a timely and cost effective manner.

CARRIED

Member Buckingham proposed a motion to remove \$75,000 from the conferences and conventions, business travel, and receptions and luncheons budgets. She explained the figure represents 50% of the total increase for these three items. She recognized the additional training requirements but felt these had to be balanced with the current fiscal difficulties. She felt the increases in these particular areas to be excessive.

Chair Vice asked staff to comment on the impact this reduction would have on service. Chief Ford believed it would impact on some training issues, adding staff would have to review the impacts and prioritize their requirements.

Councillor Legendre supported the motion. Since it represents a reduction in the increase, he felt it still left a healthy increase over last year.

Moved by E. Buckingham

That \$75,000 be taken out of conferences and conventions, business travel, and receptions and luncheons.

CARRIED

The Board next considered the Program Group Summary sheets (by Expenditure Type) for each section of the Budget, contained in the “1998 Supplementary Budget Information” document.

Police Services Board, page 11 (Supplementary Document)

Member Buckingham questioned the \$6,000 increase in the Board’s grant budget. Ms. Frazer explained the \$6,000 is intended to be the Board’s contribution to the Association’s scholarship fund. Mr. Ed Brigden elaborated the scholarship fund was founded in 1983 with grants from the Ottawa Police Association and the Ottawa Police Services Board. With the amalgamation of the three former police forces and with the coming on of OPP officers, the scholarship fund has experienced a dramatic increase in demand. The Police Association contributed an additional \$50,000 and the Senior Officers’ Association an extra \$10,000 to the fund. An additional \$6,000, with \$5,000 coming from the Police Association and \$1,000 from the Senior Officers Association, has been offered, conditional on the Board matching those amounts. Mr. Brigden explained the funds will always be kept as a capital with scholarships awarded from the interest earned. In response to a question from Chair Vice, Mr. Brigden indicated the fund provides scholarships to an average of 30 to 35 recipients per year and, though the amounts are governed by capital earnings, they’ve recently been reduced from \$400 to \$300 per recipient, \$100 of which is repayable.

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Police Services Board portion of the budget as presented.

CARRIED

Executive Command, pages 25/26 (Supplementary Document)

Councillor Legendre questioned the increases in line items 2210 (advertising, promotion and publication), 2330 (professional services) and 2396 (outside printing). Mr. D. Pepper, Director of Community Development, explained that in the first three years of the Regional Police Service, these three items benefited from provincial transitional funding. He stressed the expenditures are inter-related and are tied to a fairly aggressive communication strategy. In response to a question about The Broadcast, he indicated a review is underway for a migration towards a bilingual publication.

Vice Chair Kreling noted corporate communications appears in a number of different areas. He wondered if any of the expenditures had already been undertaken. Mr. Pepper indicated all expenditures are on hold pending budget approval. Vice Chair Kreling wondered what impact a 50% reduction would have on the communications budget. Mr. Pepper maintained that to reduce the expenditure for a webmaster, the Board would have to seriously reconsider the role the OCRPS is going to have on the internet. The Police Service is currently using the RMOC website as a link and it does not contain timely material or material that is particularly relevant. Though the Service also maintains another site through volunteers which has more information, its most significant weakness is the quality of the material it contains. It is also not bilingual, which Mr. Pepper stated is unacceptable. He re-iterated the elimination of the webmaster position would seriously compromise having a serious and professional website. On the other matters, in relation to the marketing and communication campaigns, to take funds out of those initiatives would seriously jeopardize the Service's ability to communicate to the public three very complicated initiatives, namely, the introduction of problem-oriented policing, the new district policing model, and the expansion into OPP areas. Mr. Pepper noted this is an already significantly reduced budget and believed that to further reduce it would have wide spread repercussions.

In response to a question from Chair Vice with regard to the impacts of reducing the budget in this area, Chief Ford added Ottawa-Carleton is a community where 50,000 people are employed in the high-tech industry. For the Police Service to not have a webpage that can communicate to the citizens of this community in a bilingual format is a disgrace. He maintained the Police Service is an excellent organization with a lot to offer the community and that has to be communicated effectively. He believed that to cut this budget would severely jeopardize the Service's ability to communicate with the public.

Member Baskerville indicated he would not support cutting the communication budget. He recalled that in 1996, the Board approved the long-term direction and plan of the Police Service, which was subsequently approved by OCCPS. The Service is moving to community-based, problem oriented policing and the only way the public can be informed of what these changes will mean to them is through a good communication strategy.

Member Boudreau noted the Board's recent decision to expand its presence in the community by holding extra meetings, and stated she believed that to cut this budget would be a step backward.

Councillor Legendre noted the items were previously funded through a transitional grant and therefore are not the significant increases they appear. He supported the budget as presented.

Moved by H. Kreling

That the Executive Command budget be reduced by \$100,000 in the Corporate Communications envelope.

LOST

YEAS: B. Chiarelli, H. Kreling ... 2

NAYS: G. Baskerville, A. Boudreau, E. Buckingham, J. Legendre, P. Vice 5

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Executive Command portion of the budget as presented.

CARRIED

Corporate Services, pages 45-47 (Supplementary Document)

Councillor Legendre asked for clarification on line items 2473 (office equipment), 2692 (parking expenses) and 7073 (revenue item). With respect to item 2692, Ms. Frazer reiterated the Police Service covers parking expenses for officers attending court. She explained that item 7073 relates to the recovery the Service receives for contracts for off-duty policing assignments. Item 2473 relates to the maintenance and repair costs for various Information Technology (IT) items.

In response to a further question from Councillor Legendre, Ms. Frazer explained line item 7999 (provision for unforeseen) indicates the amount staff are recommending the Board carry to deal with salary agreements that have yet to be settled. She indicated the value of the civilian agreement settled in 1997 was \$650,000.

Councillor Legendre proposed a motion to lower the 1998 budgeted amount for provision for unforeseen to the 1997 actual, this would reduce it from \$800,000 to \$650,000.

Chair Vice believed staff arrived at that figure by looking at other settlements either negotiated or arbitrated. Mr. Kanellakos indicated the figure was developed in consultation with the Board's labour negotiator based on what was felt to be a likely outcome in terms of settlement. He did not believe this was an area in which to find savings.

As chair of the Board's Negotiating Committee, member Baskerville indicated that whatever is approved for this line item will not influence the committee in trying to get the best deal for the Board and for taxpayers. He maintained that should an arbitration award be imposed, the account would be in a deficit position. He did not think it wise to reduce that budget.

Moved by J. Legendre

That line item 072-7999 (Provision for Unforeseen) be reduced by \$150,000 so that the budgeted 1998 amount would be \$650,000.

LOST

YEAS: B. Chiarelli, J. Legendre 2

NAYS: G. Baskerville, A. Boudreau, E. Buckingham, H. Kreling , P. Vice 5

Moved by A. Boudreau

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Corporate Services portion of the budget as presented.

CARRIED

Operations Support - Support Services, pages 65/66 (Supplementary Document)

Moved by J. Legendre

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Operations Support - Support Services portion of the budget as presented.

CARRIED

Operations Support - Investigative Services, page 87 (Supplementary Document)

Councillor Legendre noted the significant amount budgeted for miscellaneous supplies, (line 5995). Ms. Frazer indicated a number of items are causing the increase in that account, in particular: the purchase of optical disks to help store information gathered from the new electronic monitoring system involved in intelligence work; an increase of \$15,000 for witness relocation expenses; the surveillance team has asked for a \$6,000 increase for supplies related to their wireless radio system; and a small increase relates to the drug unit's expenses to operate their administrative area.

Member Boudreau noted an \$44,400 increase for sundry services. Ms. Frazer explained that is to monitor conversations which includes the tapping of phones. Staff have increased the budget in keeping with the new equipment purchased last year to enhance the Service's ability

to monitor. The increased provision will enable staff to use the full capacity of the system and monitor more lines than in the past.

Moved by J. Legendre

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Operations Support - Investigative Services portion of the budget as presented.

CARRIED

Operations - Patrol Services, pages 105/106 (Supplementary Document)

Member Boudreau believed the contract for airport police services was to be a full cost recovery exercise, yet she noted an increase for this item in the budget. Deputy Chief Mackie confirmed the airport policing contract is a full cost recovery item.

In response to a question from Councillor Legendre, Ms. Frazer explained line item 1999 (provision for gapping) is the area of the budget where the Service recognizes vacancies. It recognizes that through the year, an average of 2% of the total complement will be vacant. In 1997, the total vacancy provision was budgeted at \$1.98M which is about 2¼%. It is generally carried in this part of the budget because this is where most of the vacancies occur. Staff have proposed a reduction in that amount to recognize the early hiring for officers in the OPP areas, which is part of the \$1.3M reductions in the operating budget.

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Operations - Patrol Services portion of the budget as presented.

CARRIED

Operations - Patrol Support Services, pages 123/124 (Supplementary Document)

Councillor Legendre noted a significant increase under sundry services in this section. Chief Ford stated this related to salaries for adult school crossing guards, noting it was not in the 1997 budget but was added at the request of some councillors.

Vice Chair Kreling asked about the locations of the adult school crossing guards. Deputy Chief Mackie indicated there are four locations within the City of Ottawa, three in the City of Nepean and one proposed for Cumberland. He explained that Nepean had always funded school crossing guards through its police board. In Ottawa, the school boards were funding them until late 1995 at which time the Police Service Board made the decision to fund the locations within the City of Ottawa.

Councillor Legendre recalled some of the argument around that decision. He stated that crossings are a municipal responsibility, not a school responsibility, and that was part of the rationale for the change. He noted it happens to fall under the Police budget but could have been placed under the transportation budget or elsewhere in the Region's budget.

Member Buckingham wondered if any school boards fund crossing guards. The Chief indicated none of the school boards currently fund school crossing guards.

Chair Vice wondered about the Service's involvement with the student crossing guard program. Chief Ford indicated a significant portion of that budget goes towards training the student crossing guards. The Police Service, in conjunction with the Canada Safety Council, also hosts receptions for the crossing guards. He believed that's why it fell upon the Police Service to fund the adult school crossing guards. He noted the adult guards are in the locations considered most dangerous.

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Operations - Patrol Support Services portion of the budget as presented.

CARRIED

Ontario Provincial Police, page 133 (Supplementary Document)

Councillor Legendre noted a significant reduction in the item for professional services. Inspector Beechey believed the amount to be equal to half a year's cost for policing in the Townships of Rideau and Osgoode. Ms. Frazer stated it also accounts for a full year of policing in Cumberland, adding the costs have been transferred into the patrol budget.

In response to a question from member Boudreau, Ms. Frazer confirmed this item would have been further reduced but for the addition of the seven new officers.

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Ontario Provincial Police portion of the budget as presented.

CARRIED

Fiscal Accounts, page 151 (Supplementary Document)

Member Buckingham noticed a line item for professional services under retirement costs and asked staff to explain the \$150,000 expenditure. Ms. Frazer indicated the Police Service purchases benefits for retired employees as part of the collective agreement. That line item reflects the Service's share of retiree benefit costs. She explained this wasn't previously separated into the retirement accounts but was included within the patrol budgets of each of the separate divisions. This year staff isolated these expenditures in order to better identify their true cost.

That the Ottawa-Carleton Regional Police Services Board approve the 1998 Fiscal Accounts portion of the budget as presented.

CARRIED

Capital Budget

Member Buckingham wondered if the revised total of \$29.9M for reductions in 1998 represents work in progress or new projects. Ms. Frazer explained that in the Region's capital budget format, staff are required to request new authority each year for new commitments. Authority for previous years is reflected as work in progress. In response to a further question from member Buckingham, she indicated every capital project is built around a specific list of initiatives and if timing is such that not all of those individual things can be carried out, the funds are carried forward.

Member Buckingham noted one of the major items is the training facility at Algonquin College and wondered why the Police Service couldn't make a similar arrangement with another post-secondary institution. The Chief explained part of the reason is the province's new police learning system being developed in partnership with community colleges across the province. Community colleges will be responsible for the training of people wanting to become police officers.

In response to further questions from member Buckingham, Mr. Kanellakos indicated there are a number of interrelated issues. In addition to the strategic element of where police training is going in the province, there is also a plain "bricks and mortar" issue in terms of space for the Police Service to meet its unique training needs. The fundamental issue is the opportunity being created by the changes at Algonquin. Mr. Kanellakos stated the college will be proceeding with or without the partnership. With the partnership, they will add to their plans to accommodate the Service's needs. If the college proceeds without the partnership, the facilities will be built without the addition of the police's requirements and the Service will be left in a position of having to find space somewhere, still requiring a relationship with a college, but without the benefit of proximity to that college.

This concluded the Board's discussion and consideration of the specific sections of the Operating and Capital budgets. The Board proceeded to consider matters of a generic nature, related to the Budget.

Continuation of Attempts to Find Reductions

Regional Chair Chiarelli suggested a motion delegating authority to the Director General and the Chief so that they may continue their efforts to further reduce the Police Service's budget in consultation with regional staff. He explained the intent of his motion is to allow maximum flexibility between this evening and 13 May, when Council will be dealing with the budgets.

Councillor Kreling supported the motion but suggested that there be a mechanism to advise the Board about any changes. Regional Chair Chiarelli agreed to amend his motion to include a provision that any changes be subject to ratification by the Police Services Board.

Chair Vice supported the motion as amended by Vice Chair Kreling's suggestion and asked staff to comment on it.

Mr. V. Westwick, General Counsel, explained that the *Police Services Act* doesn't specifically preclude the Board from abdicating budget responsibility but it does affect the fine balance between the powers of the Chief, the powers of Council and the powers of the Board. He felt the amendment added some comfort but still believed it put the Chief in a very awkward position vis-à-vis the *Act* and vis-à-vis the powers of the Board and Council. Regional Chair Chiarelli did not believe it was any different from the current practice where the Board receives recommendations from the Chief or the Director General. He maintained it doesn't abdicate the Board's responsibility in any way. Mr. Westwick believed that as long as the Board maintains autonomy over its budget, the spirit of the *Act* will have been met.

Moved by B. Chiarelli

That the Director-General and Chief of Police be delegated the authority and responsibility to respond to the Regional Municipality of Ottawa-Carleton's Corporate Services and Economic Development Committee's request to reduce further the Board's tax requirements for the 1998 budget, by continuing their best efforts to find additional savings before Regional Council's Budget meeting date of May 13, 1998, with any changes to be subject to ratification by the Police Services Board.

CARRIED

Travel Per Diem Rates

Member Buckingham put forward a motion to reduce the per diem rate payable in accordance with Annex 2 of the Finance and Administration Procedure Manual. It was clarified the Manual applies only to the Board, Executive Command, and Senior Officers. Ms. Buckingham explained the essence of her motion is to reduce the rate at which the Police Service reimburses for per diems. Though it is a relatively small amount, she believed it sent an important message and was a step in the right direction. She proposed that the per diem rate be adjusted down to match federal government rates.

In response to a question from Chair Vice, Chief Ford confirmed the motion would not affect the other collective agreements.

Member Baskerville recognized the reduced rate would not be too much of a hardship but wondered whether the federal government would be reviewing its rates in the new future and how the Police Service would stay on top of those changes. Member Buckingham explained the federal rates are adjusted every six months and the information is easily accessed through the Treasury Board website.

Moved by E. Buckingham

WHEREAS the Regional Municipality of Ottawa-Carleton is under severe financial pressure which is likely to continue for some time; and

WHEREAS the Ottawa-Carleton Regional Police Services Board recognizes its obligation to the residents of Ottawa-Carleton to ensure that effective policing is provided at a cost that the community can afford; and

WHEREAS the per diem paid to persons employed by the Ottawa-Carleton Regional Police Service when they must travel outside the RMOC is the same as that used by the Regional Municipality of Ottawa-Carleton; and

WHEREAS the per diem rates utilized are generous in comparison to what other public service organizations pay and in the time of fiscal restraint;

THEREFORE BE IT RESOLVED THAT Table 1 in Annex 2, "General Travel Expenses" in the Ottawa-Carleton Police Services Board's Finance and Administration Procedures Manual as approved under Bylaw No. 1 of June 24, 1996, be amended such that reimbursement will be for incidentals and the meals actually paid for directly by the individual making the claim at a rate consistent with Government of Canada rates for similar travel.

CARRIED

Complete Review of Activities

Member Buckingham proposed the following Motion:

WHEREAS the Regional Municipality of Ottawa-Carleton is under severe financial pressure which is likely to continue for some time; and

WHEREAS the Ottawa-Carleton Regional Police Services Board recognizes its obligation to the residents of Ottawa-Carleton to ensure that effective policing is provided at a cost that the community can afford; and

WHEREAS there is little discretionary spending in the Ottawa-Carleton Police Services budget because of existing collective agreements and previous decisions on the policing model to be followed such that significant cost savings can not be quickly identified and realized; and

WHEREAS any changes in what and how policing services are provided will require the cooperation of the Board, the Chief, the senior Executive Command, the Senior Officers' Police Association, the Police Association, civilian employees and the community at large;

THEREFORE, BE IT RESOLVED that the Chief is directed by the Board to present at its regular meeting on May 25, 1998, a plan to fundamentally reexamine all aspects of the Service's operations such that he will be in a position to outline to the Board at least two months prior to tabling detailed budgetary estimates for 1999, a range of options,

both short and long term, to reduce the underlying cost structure for the provision of policing services within Ottawa-Carleton.

Member Buckingham explained the reasoning behind her motion is that a number of decisions are made on how to carry out services and these decisions drive costs. She noted the Region's severe financial problems and in recognition of the time it takes to effect changes, she proposed a fundamental review of all aspects of operations.

Chair Vice questioned the time period quoted in the motion, believing staff would not be able to report back so quickly in light of other obligations. Chief Ford confirmed staff could not report back to the Board in one month on a plan to review all aspects of the organization. He noted such a daunting task would consume a considerable amount of time and staff resources and could not be undertaken until after the budget approval process is complete. He asked the Board to allow a longer period of time, suggesting the early fall might be more appropriate. Member Buckingham offered to amend her motion to provide an August deadline.

Though member Baskerville appreciated the intent of member Buckingham's motion, he noted the implications involve a great deal of work and would mean re-examining the plan that was approved by OCCPS and put in place at the end of 1996. He did not believe a fundamental review could be done in a few months. He noted the organization is already undergoing a great deal of change, creating a lot of stress for its members. He believed it is incumbent on the Board to try to reduce the turmoil as much as possible and not add to it. He believed that by constantly changing the end objective, the Police Service could become an organization in turmoil with low efficiency and morale which would definitely impact service delivery. He moved that member Buckingham's motion be deferred until early fall.

Councillor Legendre questioned the need to defer until early fall in light of member Buckingham's offer to amend her motion to provide an August deadline. He indicated he would vote against deferral. He noted the motion calls for a plan only. He felt this would allow the Board to see what the Chief's plans are for the organization and allow the Board a chance to steer the process.

Vice Chair Kreling recalled a debate earlier in the evening surrounding the direction in which the organization is moving, and argued the Board must either support the direction agreed to 1996 or ask the Chief to come back with a different plan. He encouraged Board members to make a decision and stand by it and stated he would prefer to defeat the Motion rather than defer it.

Member Buckingham indicated it was not the intent of her motion to necessarily change drastically the direction in which the organization is moving. She suggested taking a step back and evaluating whether or not the direction is still appropriate. She clarified she is asking for a plan that would assess how some of our cost issues can be addressed in future years.

Member Boudreau supported deferring the Motion until the Board can be clear on what is expected from such a review.

Moved by G. Baskerville

That the Motion submitted by E. Buckingham dealing with a complete review of activities be deferred until August 1998.

CARRIED

YEAS: G. Baskerville, A. Boudreau, H. Kreling, P. Vice ... 4
NAYS: E. Buckingham, J. Legendre 2

Provincial Offences Revenue

Councillor Legendre noted a revenue item in connection with provincial offences and indicated, for next year, he would like to have discussions on the possibility of decoupling the Police Service from revenue streams. He believed that from a public policy perspective, it harms the Police Service's credibility to be perceived as having an interest in a particular revenue stream. He asked that a report come forward at a later date from staff.

Correspondence from B. Hill

Referring to correspondence received from Councillor Hill, Mayor Brooks and Mayor Thompson, Councillor Legendre wondered how the Board would be responding.

Chair Vice noted the Regional Police are moving into Rideau and Osgoode Townships in early July and have already hired officers in anticipation of that transition. He believed the Board might want to address the issue at the 11 May meeting in Rideau Township

Member Baskerville indicated he has been in contact with some residents and councillors of Rideau Township, and he assured the Board the requests from Councillor Hill and the Mayors do not represent a unanimous opinion.

Vice Chair Kreling suggested the Board respond formally to the Mayors and Councillor Hill indicating that their concerns have been noted but the Ottawa-Carleton Regional Police Services Board has not altered its position with respect to the regionalization of policing.

Moved by H. Kreling

That the Ottawa-Carleton Regional Police Services Board formally respond to Councillor Hill, Mayor Brooks and Mayor Thompson indicating that their concerns have been noted but the Ottawa-Carleton Regional Police Services Board has not altered its position with respect to the regionalization of policing.

CARRIED

The Board then considered the following motions. At the request of Councillor Legendre, Recommendations 1 and 2 were divided to allow separate votes to be taken on the operating and capital portions of the budget.

That the Ottawa-Carleton Regional Police Services Board:

1. a) **Approve the options outlined in the Director General's report dated 16 April 1998 to reduce the 1998 operating budget estimates by \$1.3 million, as amended by a further \$75,000 reduction in conferences and conventions, business travel, and receptions and luncheons.**

CARRIED

- b) **Approve the options outlined in the Director General's report dated 16 April 1998 to reduce the 1998-2003 capital budget workplan by \$6.6 million.**

CARRIED

YEAS: G. Baskerville, A. Boudreau, E. Buckingham, H. Kreling, P. Vice ... 5
NAYS: J. Legendre ... 1

2. a) **Approve the 1998 Ottawa-Carleton Police Service Operating Budget, as amended.**

CARRIED

- b) **Approve the 1998 Ottawa-Carleton Police Service Capital Budget, as amended.**

CARRIED
(J. Legendre dissented)

3. **Forward the Budget to Regional Council for approval.**

CARRIED

2. **PROVINCIAL ADEQUACY STANDARDS AND REGULATION**
- Deputy Chief of Operations' report dated 15 Apr 98

That the Ottawa-Carleton Regional Police Services Board receive this report for information and defer discussion to the next regularly scheduled meeting on 25 May 1998.

RECEIVED

3. SUMMARY OF PROVINCIAL STANDARDS

- Chief's report dated 6 Apr 98

That the Ottawa-Carleton Regional Police Services Board receive this report for information.

RECEIVED

4. PART V. POLICE SERVICES ACT

COMPLAINT INVESTIGATIONS COMPLETED (MARCH 1998)

- Chief's report dated 3 Apr 98

That the Ottawa-Carleton Regional Police Services Board receive this report for information.

RECEIVED

5. COMMENDATION LETTERS (RECEIVED MARCH 1998)

- Chief's report dated 8 Apr 98

That the Ottawa-Carleton Regional Police Services Board receive this report for information.

RECEIVED

6. STRATEGIC PLAN

- Chief's report dated 20 Apr 98

That the Ottawa-Carleton Regional Police Services Board receive this report for information.

RECEIVED

7. 1997 ACTIVITY REPORT

- Chief's report to be issued at the meeting

That the Ottawa-Carleton Regional Police Services Board receive the 1997 Activity Report for information.

WITHDRAWN

8. ROLE IN BIG 12 POLICE SERVICES BOARDS

- Board Secretary's report dated 22 Apr 98

Member Buckingham referenced the minutes from the last Big 12 meeting, noting in particular the more formal structure they seem to be planning to adopt. She expressed support for the direction the group is headed in, and suggested we should try to be active participants given the amount of changes occurring in policing. She stated it behooves us to be aware of the direction the Big 12 is going in, and to discuss the extent to which we want to influence it. She referenced the fact that staff of other boards have been assigned certain issues to investigate. She suggested this may at some point have potential resource implications for us. She also suggested the board should delegate someone to attend the meetings on a regular basis, with a back-up, for continuity.

Chair Vice stated he had been designated to represent the Board and has attended all but one meeting since assuming the responsibility from former Regional Chair P. Clark. Prior to the 1997 municipal election, Mr. Clark attended the meetings on a regular basis, and had invited Chair Vice along if a particularly critical issue was to be discussed.

Chair Vice noted that the Board Secretary, W. Fedec, as Executive Director of the Canadian Association of Police Boards (CAPB), has worked very well with her counterparts on the Big 12. However, the geographical distance separating us from the other members of the Big 12 in the Toronto area makes it financially impractical to send more than one representative from this Board. He was opposed to offering any staff time to the Big 12 unless they specifically ask for it, as the Board has already "loaned" Ms. Fedec to the CAPB and staff resources to the Board are slim.

Ms. Buckingham stated she has noticed some of the other boards have additional staff dedicated to doing policy work, which impacts on their ability to do that kind of work. She did

not necessarily mean that Ms. Fedec should provide support to the Big 12, but stated that if the other Boards feel we are not carrying our weight, she hoped they would let us know it's time to contribute.

Councillor Legendre also supported maintaining a presence at the Big 12 meetings. He stated this is the organization to which we naturally belong, and he was sympathetic with their move to more formally establish themselves. He believed it was natural that we would have more in common with the boards of larger police services than with boards of small police services. He suggested this is the organization into which we should be putting some focus and energy.

Chair Vice suggested that he continue to be the Board's representative and that if he cannot attend, Vice Chair Kreling could go.

With regard to policy issues slated for discussion at Big 12 meetings, Member Buckingham stated our Board should ensure these issues are placed on our own agendas in sufficient time to provide the Chair with our position. At Member Boudreau's suggestion, it was agreed agendas for Big 12 meetings would be circulated to all Board members as soon as they are received by the Secretary. It was further agreed that the agenda for the next Big 12 meeting on May 26th should be placed on our own agenda for May 25th.

9. **EXPRESSION OF SUPPORT FOR FEDERAL FUNDING OF NATIONAL POLICE SERVICES**

- Board Secretary's report dated 22 Apr 98

WHEREAS Solicitor General Canada is currently reviewing the delivery of national police services such as forensic laboratories, Identification services (finger-printing, DNA), the Canadian Police Information Centre (CPIC), the Canadian Police College and the Criminal Intelligence Service Canada (CISC); and

WHEREAS the downloading of the costs of using these services may result in some police services being unable to conduct thorough investigations due to financial restraints, and consequently inconsistent and poorer quality police work; and

WHEREAS initiatives of the Solicitor General of Canada (and the Minister of Justice) in areas such as child sexual exploitation, organized crime/outlaw motorcycle gangs, and technological crimes are of critical importance to police services, their governing bodies, and to the safety of our communities; and

WHEREAS the federal government is entering into debate about how to spend its budget surplus;

THEREFORE BE IT RESOLVED that the Ottawa-Carleton Regional Police Services Board write to local members of Parliament stressing the vital importance of the national police services and other initiatives of the Solicitor General of Canada, and

expressing support for the maintenance of adequate funding and leadership by the federal government in the delivery of those services.

CARRIED

10. **RESPONSE TO INQUIRY - RECOVERED STOLEN VEHICLES**
- Board Secretary's report dated 22 Apr 98

In light of the late hour, Councillor Legendre requested deferral of this item until the next regular meeting of the Board.

That the Ottawa-Carleton Regional Police Services Board receive this report for information.

DEFERRED

11. **REGULAR REPORT FROM THE CHIEF AND OPP INSPECTOR**
- verbal update from Chief B. Ford and Inspector L. Beechey

Inspector L. Beechey reported on three items:

1. He indicated the Kanata detachment received a call on 9 April about a found body. As a result of investigation it appeared the male had taken his own life. The investigation led to the residence of a female, approximately three kilometres away, who was found murdered in her home. The investigation is continuing but the incident is believed to be a murder / suicide. The investigation also found the two victims were living together and the police are awaiting toxicology results to determine whether there will be an inquest.
2. Referring to the strike at the Corel Centre, Inspector Beechey indicated an injunction is in place.
3. With respect to staffing of the OPP detachments, Inspector Beechey stated three new recruits came on board today. The OPP are now fully staffed at all their detachments in the Region with the exception of Manotick which is short one Sergeant who was allowed to leave one week ago for another posting.

Chief Ford reported on the arrest of a career fraud artist who was wanted across Canada. He commended an officer for her work in tracking this person. He advised the Board about a press conference with regard to the Support Link Project which is a joint venture between the Ottawa-Carleton Regional Police Service, the Ministry of the Solicitor General, Ericsson Communications and Rogers Cantel. The press conference will announce the launch of an 18-month pilot project designed to assist victims of violence. Up to 300 wireless phones will be

provided and free air-time to victims identified as being at high-risk for domestic violence, sexual assault and stalking. The phone will provide 1 button access to 9-1-1 only.

The Chief also reported on the drowning of a young girl in Ashton, stating the Ottawa-Carleton Regional Police Service's underwater squad worked in partnership with the OPP in assisting in that situation.

He indicated 215 officers of the Ottawa-Carleton Regional Police and the RCMP participated in Cops for Cancer. It was a very successful program raising a considerable amount of money. Lastly, Chief Ford reported that 32 new officers were sworn-in at a ceremony last week, as well as Deputy Chief Bevan.

Councillor Legendre inquired when the Board could expect to receive a report on the internal investigation currently in progress. Chief Ford expected to be able to brief the Board in 2 - 3 weeks. In response to the Councillor, he stated the Board could be briefed at the meeting in Rideau Township on May 11th, if the report is ready by then.

That the Ottawa-Carleton Police Services Board receive this report for information.

RECEIVED

IN CAMERA

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

CARRIED

ADJOURNMENT

The meeting adjourned at 9:55 p.m.

W. Fedec
Secretary

P. Vice
Chair