

MINUTES

OTTAWA-CARLETON POLICE SERVICES BOARD

CHAMPLAIN ROOM

20 DECEMBER 1999

5:00 P.M.

PRESENT

Chair: Councillor H. Kreling
Vice Chair: Mr. G. Baskerville
Members: Mr. D. Adam, Ms. E. Buckingham, Regional Chair B. Chiarelli,
Councillor J. Legendre, Mr. J. McCombie

CONFIRMATION OF MINUTES

That the Ottawa-Carleton Regional Police Services Board confirm the Minutes of the 22 November and 6 December 1999 meetings.

CARRIED

PUBLIC DELEGATIONS

1. NICHOLAS PATTERSON

That the Ottawa-Carleton Regional Police Services Board receive this presentation for consideration.

DEFERRED

ITEMS OF BUSINESS

2. DRAFT POSITION DESCRIPTION FOR NEXT CHIEF OF POLICE
- Executive Director's memo dated 10 Dec 99 and attached draft
Position Description prepared by Renaud Foster Consultants

That the Ottawa-Carleton Regional Police Services Board approve the Position Description and Candidate Profile for the Chief of Police prepared by Renaud Foster Management Consultants.

CARRIED

3. REQUEST FOR SPONSORSHIP:
YOUTH SERVICES BUREAU OF OTTAWA-CARLETON
- Executive Director's report dated 10 Dec 99 and attached letter from
D. Paré, Executive Director, Youth Services Bureau of Ottawa-Carleton

Member Legendre noted that in order to consider using 1999 funds for this event, which occurs in 2000, the Board must make an exception to its Policy. He stated he was prepared to move that.

Member Buckingham expressed some difficulty with transferring money from one year to another. She felt that was inappropriate, from an accounting perspective, and that if the money is truly going to be spent in 2000 it should come out of that year's budget.

In response to a request for clarification from Chair Kreling, S. Kanellakos indicated since the expenditure will take place in 2000, it properly should come out of the 2000 budget.

Member Legendre wondered what would happen if the Board adopted a motion that called for spending a sum of 1999 money even though the expenditure will occur in 2000. He argued the money is currently in the budget and the Board is committing it now. S. Kanellakos explained it is a matter of accounting practices in terms of allotting the money for the year in which it is spent, though he stated it is the Board's prerogative.

Member Buckingham argued it is a generally accepted accounting principle to match revenues and expenditures in the year that they happen. This request is a 2000 expenditure. She acknowledged the money is in the budget but she had difficulty spending it before the end of the year. She preferred to leave it as a surplus to be carried over into reserves.

Vice Chair Baskerville agreed with member Buckingham's comments, but noted the Board is not spending the money in 2000, the Youth Services Bureau is. He suggested the Board make the donation in 1999 from its 1999 budget.

Member Adam wondered if unspent funds go into reserves and whether they would be available to the Board in 2000. S. Kanellakos explained that unspent funds go into reserves to help with the Service's capital funding.

Chief Ford re-iterated Vice Chair Baskerville's suggestion that the Board make its donation in the current year and let the Youth Services Bureau hold the funds until they are needed for the program.

Moved by J. Legendre

That an exception to the Board's Discretionary Fund Policy be made regarding the Youth Services Bureau's request for sponsorship of their 40th Anniversary Celebration in May of 2000 and that funds be provided from 1999 funds.

CARRIED

(E. Buckingham dissented)

Member Legendre suggested making a contribution of \$5,000. He noted the Youth Services Bureau is a huge, action-oriented organization that provides tremendous help to the OCRPS by taking care of youth at risk. It's a superb organization and he felt it behooved the Board to recognize their 40th anniversary appropriately.

Member Buckingham believed the amount suggested to be extremely high and thought its only justification was the amount of money left in the account. She did not feel compelled to spend it all and suggested a contribution of \$1,000. She felt that would be more in line with the average donations the Board has given to other organizations throughout the year. Given that the organization is seeking contributions for an anniversary celebration and would be pursuing other sponsors, she did not feel comfortable with such a high amount.

Vice Chair Baskerville supported member Buckingham's suggestion. He noted the Board normally contributes in the range of \$1000 to \$2000 for organizations that can justify it. He felt that contributing such a large sum would set a precedent for future years. He supported the motion to contribute \$1000.

Member McCombie reviewed the various levels of sponsorships listed in the request. He felt it would be appropriate for the Board to contribute at the Gold Sponsors level of over \$2,000, though he also felt that \$5,000 was too high a sum. He suggested the Board contribute \$2,000.

Moved by J. McCombie

That the Board provide sponsorship in the amount of \$2,000 to the Youth Services Bureau of Ottawa-Carleton.

LOST

YEAS: G. Baskerville, J. McCombie

NAYS: D. Adam, E. Buckingham, H. Kreling, J. Legendre

Moved by E. Buckingham

That the Board provide sponsorship in the amount of \$1,000 to the Youth Services Bureau of Ottawa-Carleton.

LOST

YEAS: D. Adam, G. Baskerville, E. Buckingham

NAYS: H. Kreling, J. Legendre, J. McCombie

Moved by J. Legendre

That the Board provide sponsorship in the amount of \$5,000 to the Youth Services Bureau of Ottawa-Carleton.

LOST

YEAS: H. Kreling, J. Legendre

NAYS: D. Adam, G. Baskerville, E. Buckingham, J. McCombie

Moved by J. Legendre

That the Board provide sponsorship in the amount of \$2,500 to the Youth Services Bureau of Ottawa-Carleton.

CARRIED

(D. Adam and E. Buckingham
dissented)

4. ANNUAL REPORT ON BOARD DISCRETIONARY FUNDING

- Executive Director's report dated 9 Dec 99

Member Legendre noted the report states that "existing funds would appear to be adequate to meet the demands placed on it". In fact, the amount allocated to discretionary funding in the 2000 budget estimates has been reduced to \$22,000 in recognition of the fact that the funding envelope was not fully expended in 1999. He recalled that this very issue was discussed recently at a Corporate Services and Economic Development Committee meeting and at that time, the Region's Finance Commissioner, J. LeBelle, explained it is very poor practice to base next year's budget on funds expended in the current year. He believed that if this is done once, then staff will find ways of spending it all for fear of being penalized the following year by a reduced budget. He suggested that the Board not engage in this practice. He preferred to leave funds unspent if they aren't required.

Chair Kreling noted funds in this account are spent by the Board therefore, it is the Board's responsibility to monitor it.

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

RECEIVED

5. CONSIDERATION OF THE 2000 BUDGET ESTIMATES

- Budget documents previously distributed

- Chief's report dated 16 Dec 99 on Financial Impact of the Adequacy and Effectiveness Standards issued at the meeting

D. Frazer, Director of Financial Services and Materiel Management, presented an overview of the 2000 Operating and Capital Police Service Budget. In particular, she identified five topics

for discussion: a Strategic Perspective; the Budget Development Process; the Operating Budget Proposal; the Capital Workplan; and the Budget Approval Process.

Before getting into the discussion topics, Ms. Frazer highlighted some of the initiatives that have been implemented since the amalgamation of police services in 1995. In particular: the accommodation planning initiatives; the information technology roll-out; and the radio system development. Having completed the OPP transition from 1998 to 2000, the Service has seen the financial benefits that resulted from it and is now changing the way it delivers its services with the CIS 2000 workplan and implementation of the District Policing Model.

Strategic Perspective

Ms. Frazer noted the Provincial Adequacy Standards will have a significant impact on the Service's workplan for the next year. They cover such areas as Crime Prevention, Law Enforcement, Victim Assistance, Public Order Maintenance, and Emergency Response Service. As well, the Standards deal with the administration and infrastructure of the Police Service. They affect almost every area of the Service and their impact will be reflected in the budget in terms of equipment costs, criminal investigator accreditation costs, containment units, tactical teams, hostage rescue teams, as well as minimum training and technical equipment standards.

Budget Development Process

Ms. Frazer explained the Service started its budget development process in September by issuing material to the sections and holding workshops to give staff a feel for the high-level issues. Section heads developed their estimates in September and October. In October and November, detailed program reviews were held at which every section's senior officer met with their Deputy Chief and the budget group and went through their budget line by line so that they could put forward their case for changes, where needed, and so the Executive Command could get a handle on the kinds of issues that are coming forward through the Budget Process. The budget, in its accelerated format, was tabled on 6 December, five weeks earlier than planned, and on 15 December, a higher level document was made available.

Operating Budget Proposal

Ms. Frazer indicated the Service's total 2000 budget is \$130M, which represents a \$5.8M operational increase over last year in keeping with Regional Council's direction. She noted that the budget takes a couple of steps forward for the Service. It provides for the impact of collective bargaining, and it helps to increase the Service's financial stability which has been a long-term goal. In its budget, the Service has funds to pay its bills, develop proactive equipment replacement programs, and fund its capital works out of pay as-you-go-reserves instead of debt financing. The budget also supports the Service's new technology initiatives such as the mobile workstations and the new radio systems, and includes a work plan to meet the requirements of the Adequacy Standards.

Ms. Frazer highlighted the pressures driving the \$5.8 million increase. They include: a \$7.1M increase for compensation; a \$0.8M increase for equipment acquisition and replacement; a \$0.8M increase for program requirements; a \$0.7M increase for technology operations; a \$0.3M increase for facilities; a \$0.5M decreased pressure due to revenue; a \$0.3M increase for debt charges and fiscal expenses; a \$0.1M increase due to retirements and special funding; and a \$3.8M reduction from the OPP contract.

She explained the \$7.1M increase for compensation, which comprises 78% of the total operating budget, is due to the provisions for collective agreements, increments, benefits and WCB costs, overtime costs, hiring for the CPP program, and hiring for Kanata, West Carleton and Goulbourn.

Ms. Frazer noted the pressures driving the \$0.8M increase for equipment replacement and operations include: vehicle replacement, which represents approximately \$250,000 and will bring the Service closer to its target of replacing vehicles every 3½ years; a body armour replacement program; specialty squad equipment, which is related to the Adequacy Standards and includes a tactical unit, explosive unit, regional response team, and identification unit; and ammunition.

In terms of program requirements, the items affecting the \$0.8M increase include: the Police Services Board's role under the Adequacy Standards; an amount for contingency, also based on the Adequacy Standards; insurance claims; professional services; and printing.

She explained the increase of \$0.7M under technology operations is being driven by: the communication fee for the mobile work stations; specialized radio equipment for the tactical and traffic enforcement teams; software maintenance; and training.

She noted that the assumption of OPP facilities in Kanata and on Carp Road, community police centres and the Professional Development Centre account for the \$0.3M increase for facilities.

On the revenue side of the budget, Ms. Frazer explained that the phase-out of the provincial grant for community policing, the new provincial grant for front-line staffing and the Service's new responsibilities for paid duties at the Corel Centre account for the \$0.5M decrease in operating pressures.

Debt charges and fiscal expenses are responsible for an approximate \$0.3M increase in the operating budget. The new debt charges for the 1995 to 1998 capital program accounts for \$1.1M which is partially offset by the \$800,000 reduced costs for tax write-offs.

Ms. Frazer indicated that because of the demographics of the Police Service and the OMERS early retirement window closing, there has been an increase in retirements over the second half

of 1999. They are expected to peak in the years 2000 and 2001, causing \$2.1M in additional retirement costs which have been almost entirely offset by a contribution of \$2M in special funding from the Region.

There is a \$3.8M reduction in the operating budget under professional services, because the OPP contract is now complete. As a result, that provision has been eliminated and the costs for policing those areas will be reflected in the OCRPS accounts under salaries and benefits, vehicle costs, facilities costs and related program costs. The five year phase-in program for the cost of policing in the OPP areas has ended and as of the year 2000, everyone across the region will now be paying the same amount for policing.

Ms. Frazer highlighted the pressures that will impact the operating budget in the years 2001 and 2002. Specifically, staff are forecasting a \$4.3M increase in 2001 and a \$6.5M increase in 2002 for compensation costs; a \$0.3M increase in each of the years 2001 and 2002 for equipment replacement / operations costs as well as for program requirements; a \$0.2M increase in 2001 and a \$0.4M increase in 2002 for technology operations; a \$1M increase in 2001 for facilities; a \$0.1M reduction in 2002 for revenue loss; a \$0.5M increase in each of the years 2001 and 2002 for pay-as-you-go contributions; and a \$0.1M increase in 2001 and a \$0.2M increase in 2002 for debt charges and fiscal expenses. She explained that the significant difference in the projected costs for compensation between 2001 and 2002 reflects the impact of OMERS pension contributions returning to the budget.

Capital Workplan

Ms. Frazer explained staff are tabling a ten-year capital workplan with a total cost of \$48.2M which means that from 2000 on, the capital expenditures will be in the range of \$5M per year. The components of the capital workplan are as follows: 49.5% for vehicles; 27.9% for technology; and 22.6% for buildings.

She explained that the facility workplan accounts for \$0.8M, the accommodation master plan will cost \$1.4M, the vehicle replacement program accounts for \$1.8M, the IT upgrade and expansion program costs will be \$1M and the telecommunications upgrade and expansion program accounts for \$0.2M of the total \$5.2M year 2000 workplan. She indicated that \$4.3M of the total capital workplan will be funded from pay-as-you-go sources and only \$900,000 will need to be debt financed.

To emphasize the progress the Service has made in its goal to reduce reliance on debt financing, Ms. Frazer explained that in 1998, less than 4% of the capital budget was funded from pay-as-you-go sources whereas in 2000, 83% of the workplan will be funded in this manner.

Budget Approval Process

Ms. Frazer stated there are two steps left in the budget approval process. The Board's consideration and approval this evening, after which a report will be forwarded to Regional Council for its consideration on Wednesday, 22 December.

In closing, Ms. Frazer thanked all those who contributed to the development of the budget estimates.

Public Delegations

Mr. K. Beattie indicated that he is in possession of a firearm registered to him on the basis of an application for registration which he never signed. He explained that his signature was transferred electronically without his knowledge by the police.

In response to a question from Chair Kreling as to how his complaint related to the budget, Mr. Beattie explained that he believes others are in the same situation. Since he is in possession of an invalid certificate, he has to get a new one at a cost of \$25. He argued that if there are ten such certificates in existence, that's a cost of \$250, and if there are a thousand such certificates, the cost will be \$25,000. Mr. Beattie felt it is insulting to find himself in such a position and he requested that the Board direct the Chief to have a new certificate issued that reflects the facts and which bears an authentic signature, at no cost to himself. In addition, he asked that the Chief identify other people who are in the same position, and do the same for them. He felt that as citizens and taxpayers, they are entitled to it.

Chair Kreling thanked Mr. Beattie for his comments. He confirmed that Board members were in receipt of his letter and indicated the Board would take the matter under advisement and have the Executive Command respond to it.

In response to questions from member Legendre for clarification, Mr. Beattie stated the cost for firearm registration is the result of a change in the law but the position in which he finds himself is the result of actions taken by officials of the Police Service.

Questions

Member Legendre stated that typically Regional Council is asked in September or earlier to give direction to staff in the preparation of budget estimates for the following year. He did not recall that happening this year and wondered if the Board normally has the opportunity to provide such direction to OCRPS staff. Ms. Frazer indicated that it normally happens in the spring.

Member Legendre recalled that at its last meeting the Board passed a motion to conduct an audit and he wondered whether there are resources in the 2000 budget to do so. Ms. W. Fedec, Executive Director, circulated copies of the detailed Board budget, noting it includes \$225,000 for Professional Services. Approximately \$70,000 of that has been earmarked for audit services. Member Legendre wondered if the motion passed at the 6 December meeting would impact on the amount estimated for that account.

Member Buckingham indicated she had provided the estimate of \$225,000. She noted that until the scope of the audit is known, it's difficult to estimate how much it will cost. She believed that staff of the Region's Management and Audit Services are currently working on the terms of reference. She explained that the funds in the account are intended for a number of things including audits and the hiring process for a new Chief of Police. She suggested the Board will have to monitor the account over the course of the year.

Member Legendre referenced his earlier comments with regard to the practice of budgeting based on the previous year's expenditures, and indicated he would be putting forward a motion to restore the board's "discretionary funding" account to \$26,000.

Chair Kreling cautioned that members wishing to put forward motions to add money to certain accounts would have to indicate the accounts from which the funds are to be drawn in order to maintain the total budget envelope. In response to a question from member Legendre with respect to the reasons for the reduction in that account, Chair Kreling explained that in order to increase the "Professional Services" account, it was necessary to reduce other accounts wherever possible.

Member Buckingham noted the costs for overtime were significantly over budget in 1999 and she wondered how staff expect to reduce this to a level more in line with those of the past several years. Ms. Frazer acknowledged the significant overspending in that area. She indicated the Service has recently implemented a program to deal with the problem and its effects were apparent in the last quarter of 1999. In addition, each Deputy Chief addressed the issue with section heads and asked them to outline their plans to control overtime costs.

Deputy Chiefs Bevan and Mackie highlighted some of the pressures that have been driving overtime costs such as: the transition to the new service delivery model and the Service's commitment to maintain front-line levels through the transition; staffing shortages that occurred at various times throughout the year; a transition period to allow for the recruitment and training of new staff in the communications centre as a result of an increase in its staffing complement; changes in the district configurations and resource allocations due to the new service delivery model; and some critical incidents that occurred over the course of the year. Both deputy chiefs re-iterated the Service is implementing plans to control overspending in this area.

Member Buckingham noted how staffing levels in the CommCentre have contributed to the under run in “Provision for Gapping” and wondered what other pressures have contributed to that. Ms. Frazer acknowledged under spending in that account is in the range of \$700,000 and she explained that maternity and parental leaves, leaves without pay and retirements are all contributing to it.

In response to a question from member Buckingham, Ms. Frazer indicated that by the end of 1999 there will have been approximately 60 retirements and resignations, of which 98% are sworn officers.

Member Buckingham noted the budget for “Advertising, Promotions and Publications” was more than 69% over spent and wondered what was driving up costs in that area. Ms. Frazer explained that some of the increase for that expenditure type is due to re-allocations so that the increases are balanced by reductions elsewhere in the budget. However, she stated most of the increase relates to the cost of the red pages in the telephone directory. Also, a small percentage can be attributed to the fact that the Service is doing more external advertising for vacancies.

In response to a question from member Buckingham with regard to an increase in printing costs, Ms. Frazer explained that it relates mostly to a transition of the records management system. The Service is moving from paper to paperless and in the interim has bought into a forms method of delivering that service.

Member Buckingham recalled that in previous years, the Board would reimburse the Region for Legal Services and this would appear under “Internal Cost Redistribution”. She wondered where that item is listed in the 2000 Budget Estimates. Ms. Frazer explained the costs for legal services can be found in two places, \$75,000 can be found in each of the Board’s and the Executive’s accounts for “Legal Services” for a total of \$150,000.

In looking at the budgets from the past several years, Member Buckingham noted legal service costs are significantly overrun every year. She stated that in 1997, the projection for this expenditure was \$263,000, in 1998 the projection was \$240,00, and in 1999 total costs will be approximately \$269,000. She wondered why staff believed it could be projected at \$150,000 for the year 2000 without significant overspending. Ms. Frazer indicated the Legal Services budget, under Executive Command, is in fact increasing from \$278,000 to \$356,000 in 2000 based on receiving services in a different way. She explained this total amount will include services from the Region, the \$75,000 listed under “Internal Cost Redistribution”, a plan to hire an articling student, as well as drawing on external legal advisors.

Since Mr. Westwick was not present to confirm the explanation, Chair Kreling suggested that the question be passed on to him for a response. Member Buckingham noted the size of the

force is increasing and the outside world is becoming more litigious, therefore, she was skeptical about the likelihood of reducing costs in this area.

On the revenue side, Member Buckingham noted the false alarms fines were not as high as expected in 1999 and wondered why staff expected they would increase by 11% in 2000. Ms. Frazer explained staff are just starting to get a handle on the number of unregistered alarms and as the alarm registrations grow, the base upon which the Service can earn revenue increases. She indicated staff were comfortable with the projection of \$910,000 for the year 2000 and in fact, the projection might be a little bit low given both the under-reporting of alarms at the outset of the program and the recent growth into Kanata, West Carleton, Goulbourn, Cumberland, Rideau and Osgoode.

Member Buckingham recalled there was a plan to get rid of debt financing by the year 2001 yet she noted that debt financing will continue to be a source of funds for capital projects until at least 2004. Ms. Frazer explained that the Service works cooperatively with the Region on the financing of capital works and the revised funding plan before the Board was developed in conjunction with Regional staff. They suggested that continuing to fund \$900,000 worth of capital projects through debt financing would allow the Service to maintain an on-going capital reserve fund balance. The previous plan, to fund 100% of the Service's capital projects from pay-as-you-go sources, would have exhausted the capital reserve funds.

In response to a question from member Buckingham with respect to capital projects already underway, Ms. Frazer noted that an additional page on "Capital Works Not Requiring Additional Authority" was distributed at the meeting, to be inserted before page 63 in the Budget Document. She explained the Region distinguishes in its budget format between projects requiring additional authority and those which do not. The Capital Work Plan identified in the Budget presentation are those items that require additional authority. The additional page identifies the capital works that do not require additional authority, including those underway, such as the 1998 facility work plan and the facility acquisition plan for \$15 million. The latter includes such works as the east division facility, the west division facility and the property services facility. Ms. Frazer stated the Board is being asked to approve only those works requiring additional authority, although she suggested the page identifying the works already approved could be included as part of the Budget package. Member Buckingham indicated it would be helpful to include the extra page in the Board's annual budget package. Chair Kreling agreed, saying the page is needed in order to show that there are expenditures planned in 2000, such as the facility in the east end of the Region.

Member Buckingham noted a caption at the top of the insert which states "Thousands of dollars - adjusted for inflation" and wondered what would be used as a basis for adjustment. Ms. Frazer explained Regional staff have adjusted the figures so that in future years of the forecast, the estimates are adjusted to reflect inflation rates.

Member Buckingham felt such a practice makes it difficult to have a measure of accountability. Ms. Frazer believed the caption was meant to reflect that estimates for the outer years of a capital program have been adjusted for inflation. Because each year the Board approves the following year's expenditures, they are the important ones in terms of accountability.

Given the level of turn-over in the Board's membership, member Buckingham felt it would be beneficial to include such information in the annual budget package and to provide some explanation as to the various capital projects and their status.

Member Buckingham recalled that in May there was a presentation to the Board on air services and she wondered whether there are funds in the 2000 budget for acquiring an aircraft. Deputy Chief Bevan indicated staff have not given up on the project. The Service has made applications for funding and will have to make decisions through the year based on the results of those applications. He expected to have more information in the spring but believed there would be some funds forthcoming from the federal and provincial governments. He added the Service has also obtained public sector commitments that would be equal to or greater than the amounts staff had anticipated putting into the 2000 budget. In response to a further question from member Buckingham, Deputy Chief Bevan confirmed there are no plans or funds in the budget for the Service to acquire and operate its own aircraft but there are funds to continue to rent one.

Member Buckingham indicated that at the end of the budget discussions she would be putting forward a motion with respect to the Board's process with the intent to add to the Board's Policy Manual, under Section 3.3, Financial Planning and Budgeting, a sixth item that would read: "Accordingly, the Chief shall ensure that budgeting is completed in a timely manner so that a detailed gross expenditure forecast for the next year can be tabled with the Board by its regular meeting in November each year." She appreciated that the process is driven by the Region's timeframe but believed the Board's commitment is to ensure the OCRPS Budget is before the Region, in a format that is acceptable to them, within whatever timeframe they put out. She did not feel that should preclude staff's efforts to put together detailed budget estimates and have them before the Board in advance of the Region's timeframe.

Vice Chair Baskerville noted the 2000 budget estimates state the Service's sworn officer strength is 1,040 and he wondered: what the current sworn officer strength is; how many officers the Service is below that figure; and how many sworn officer retirements are anticipated for the year 2001. Ms. Frazer indicated there are currently about 25 vacant sworn positions as a result of resignations and retirements and there will be approximately 20 retirements occurring in 2000. Also, in 2000 staff will be implementing a Sworn Officer Staffing Plan to identify, each quarter, how many recruits will be sent to the Ontario Police College (OPC) and how many direct entry members will be hired. She explained that plan is currently being developed by

Human Resources and, matched against the number of vacancies, will give the exact number of positions the Service is short of its complement. She explained that she did not have information pertaining to the Sworn Officer Staffing Plan. Vice Chair Baskerville asked that the information be forthcoming.

In reference to the Draft Capital Estimates, Vice Chair Baskerville wondered if there would be standardized protocols in place with regard to the PKI, an encryption coding system which would allow the Service to share information with other police services. He was concerned that should the OCRPS take the lead on this project, it could end up not being in line with the majority of other police services or organizations. S. Kanellakos, Director General, explained that in 1999, the OCRPS commissioned a study to look at its requirements and he pointed out that the Service has pushed the authority request into 2001 specifically for the purpose of trying to align itself with what its major partners are doing. He noted the Region is also looking at a PKI infrastructure. He re-iterated, the Service is waiting until 2001 before making a commitment, but in anticipation of that, staff would like to get the funding authority on the books so that once many of the police services in Ontario and its other major partners catch up, the OCRPS will be in line with a standard that works.

Vice Chair Baskerville referenced page 50 of the 2000 Draft Budget and noted staff have stated that the accommodation master plan takes into account the number of staff in each section. He wondered if any provisions have been made in the plan to allow for growth or changes in particular sections, and whether it has the flexibility to avoid, in future years, having to do another major re-allocation because of growth. Mr. Kanellakos explained there are some safety outlets built into the plan: the plan allows for additional growth at the new East Division facility; space has been identified at the Elgin Street and the Greenbank Road facilities for potential conversion to office space; and the furniture standard selected provides flexibility in terms of ease of reconfiguration to fit different functional work requirements.

Vice Chair Baskerville highlighted the fact that no salary costs are identified in the Board's budget due to a protocol established upon amalgamation in 1995 between the Board and the Region. Staff are provided to the Board from the Regional Clerk's Department and the costs are not charged to the Police budget. He referenced upcoming changes to the municipal structure and the implementation of a Transition Team responsible for establishing the budget in 2001, and expressed concern that the Board's 2001 staffing costs be clearly identified and covered. He requested that an annotation be made, either in the Board's budget or the Regional Clerk's budget, indicating the amounts paid for salaries and benefits from the Clerk's Department on behalf of the Police Services Board.

Vice Chair Baskerville requested an explanation as to why the 1999 allocation for Staff Training and Development was under spent. Mr. Kanellakos explained that Staff Training and Development was under spent primarily for two reasons: the OCRPS did not obtain as many

places at the Ontario Police College as anticipated; and some external training was side-tracked by two major activities - the promotion process which ran from September through December, and planning for Y2K. However, he noted internal training was maintained as planned. Courses such as major case management, general investigation, advanced patrol, use of force and other specialty training provided at the professional development centre were actually increased.

In response to a question from Vice Chair Baskerville with respect to the reduction in spending for Ammunition and Range Supplies, Ms. Frazer explained that the amount reported for that line item reflects the status of the account as of the end of the second quarter. She assured Board members that since that time, a purchase order has been placed to ensure all ammunition planned for in 1999 will be purchased and delivered. In fact, because it hasn't all been used, it will provide an ample supply for 2000 training. The ammunition budget has been bumped up to reflect the various training needs and the different kinds of ammunition the Service is now using.

Vice Chair Baskerville noted the revenue line for Secondments is up. He wondered if it's the result of having a greater number of officers on reimbursed secondments or whether it is indicative of a lack of control over the number of secondments that are authorized. He maintained that having too many officers away on secondment impacts on other areas of the Service such as vacancies and overtime.

Chief Ford stated the Service reviews secondments very carefully. He maintained that not only does the OCRPS receive revenue for many of its secondment agreements, but it benefits from work done and the expertise gained by the officers during their secondment assignments.

Deputy Chief Bevan stated the number of secondments has remained fairly constant and the increase in the budget is reflective of demands placed on the OCRPS from the OPC. In order to accommodate the increased number of recruits, the college has asked a number of major police services to provide secondments to them in order to increase their number of teaching staff.

Vice Chair Baskerville concluded by voicing his support of member Buckingham's suggestion for a more timely process. He indicated he too was concerned with the timeframe and he felt the Board should review its draft budget estimates in November each year.

In response to a question from Chair Kreling with respect to lease agreements, Ms. Frazer explained that the Region leases the required facilities on behalf of the OCRPS, and then charges the Service for those costs through an internal account. She stated the \$405,000 in that account for 1999-2000 is primarily reflective of the OPP properties that came into the Service's portfolio. They include Carp, Kanata, and the OPP community centres. As well, it reflects the costs of the Service changing the location of its off-site drug facility. Chair Kreling believed

there are as many as eight community offices included as a result of the OPP transfer. Ms. Frazer stated she would confirm the number.

Member Legendre proposed a motion to increase the amount of money in the Board's discretionary fund (Grants - #072-507193) by \$4,000, to bring it back up to the 1999 level of \$26,000. He indicated his reason for doing so was not because he intended to spend it all, but to give staff the message that they do not have to spend all the money each year in a particular area in fear that the amount will be decreased the following year. He did not believe it was a good practice to set a budget based on the previous year's expenditures.

Chair Kreling indicated he would not be supporting the motion. He acknowledged member Legendre's concern but re-iterated the importance of identifying an account from which offsetting funds are to be drawn, and he stressed the importance of the funds the Board has set aside in its Professional Services account to fund external reviews.

Moved by J. Legendre

That the Ottawa-Carleton Regional Police Services Board approve an increase in the Board's discretionary fund (#072-507193 - Grants) of \$4,000, to bring it back up to the 1999 level of \$26,000.

LOST
(J. Legendre dissented)

The Board then voted on the main motion:

Moved by J. McCombie

That the Ottawa-Carleton Regional Police Services Board approve the 2000 Ottawa-Carleton Regional Police Service Operating and Capital budget estimates as presented, with the inclusion of the page on "Capital Works Not Requiring Additional Authority", and forward the Budget to Regional Council for approval at its 22 December 99 meeting.

CARRIED as amended

On member Buckingham's motion with respect to financial planning and the budget timeframe, Vice Chair Baskerville expressed his support stating he was very concerned about the current

process. He felt there is a tendency to hurry, and though staff have done an excellent job of responding to Board members' questions, he did not believe it is the proper way to deal with a detailed expenditure budget.

Chair Kreling did not object to the motion but maintained the need to be flexible. He stressed the very close working relationship with the Region. He highlighted the fact that despite the Region's tax requirements being reduced by more than 2.5%, the OCRPS's budget is increasing by \$5.8M. He believed that was only possible due to the cooperation between senior staff from the Region and the Police Service. He felt the motion provides a good target to work towards but re-iterated the need to be flexible on the date.

Chief Ford appreciated member Buckingham's intentions but stressed it is essential that the OCRPS Finance Section work "hand in glove" with the municipal Finance Department. It is impossible to do otherwise because Council sets the budget envelope for the Police Service. He noted that if OCRPS staff were to set up a budget in isolation of the municipal Finance Department, they would have to do so without an understanding of the whole budget picture. In preparing budget estimates, staff need to know what the tax requirements are and what the burden will be on the community. He maintained it is not possible to do that within the timeframe suggested by member Buckingham's motion. He cautioned it will be especially impossible next year because of the upcoming election and the new city structure.

Member Buckingham stated her primary concern is that the current process, to a certain extent, is artificial. She maintained that by the time estimates are tabled with the Board, an agreement has been reached at the staff level in terms of what the Region is willing to accept, leaving the Board with nothing more to do than rubber stamp it. She indicated she spent six years in another special purpose municipal body and though staff had discussions with municipal staff to get a sense of direction, the board conducted its budget process separately. She stated that board decoupled its process and this Board should strive to do the same. She felt the budget estimates coming forward for the OCRPS should reflect what the Board feels the Service requires to do its job properly.

Member Buckingham felt this year's process was particularly hurried and argued no one can be expected to receive detailed estimates on a Thursday evening and be prepared to discuss and approve the budget on Monday evening. She noted her motion does not direct that the budget be approved in November, it only directs that estimates be tabled with the Board at its regular meeting in November. She believed that would be the first step to putting the accountability back with the Board, where it belongs.

Member Legendre suggested what he hoped would be a friendly amendment to the motion. He supported member Buckingham's motion but suggested that, in the late spring, the Board should

give direction to staff in terms of budget directions for the coming year to guide them in the preparation of the estimates to be tabled in November.

Member Buckingham believed member Legendre's amendment was unnecessary because it is already stated in the Board's Policy that in June of each year, the Board should contemplate and debate improvement areas for the coming year. In light of this, member Legendre withdrew his amendment.

Member Adam indicated he would not support member Buckingham's motion. He felt it would be a waste of time. He agreed with Chief Ford's comments and contended it would be putting the cart before the horse.

Member McCombie believed that member Buckingham's motion would be tying hands. He reiterated Chief Ford's comments with respect to the Service's budget being contingent upon staff working in conjunction with the Region's Finance Department.

Moved by E. Buckingham

That the Ottawa-Carleton Regional Police Services Board amend its Policy Manual by adding a new sub-section (6) to section 3.3 - Financial Planning and Budgeting - that states, "Accordingly, the Chief shall ensure that budgeting...is completed in a timely manner so that a detailed gross expenditure forecast for the next year can be tabled with the Board by its regular meeting in November each year".

LOST

YEAS: G. Baskerville, E. Buckingham, J. Legendre

NAYS: D. Adam, H. Kreling, J. McCombie

6. **APPOINTMENT OF R.C.M.P. OFFICERS**
AS SPECIAL CONSTABLES - MILLENNIUM CELEBRATIONS
- Deputy Chief's report dated 15 Dec 99

Member Legendre recalled that this is not the first time such an item has appeared on the Board's agenda. Though he did not have a problem with the Board appointing special constables, he wondered why the Board should do so without the benefit of the names. He noted from the report that the Board's Executive Director and the Ontario Civilian Commission on Police Services (OCCPS) have the names yet Board members do not. He believed that if Board members could not be provided with names then the Chief should be delegated the

authority to approve the appointments. He felt that the entire exercise, as it is being conducted, is meaningless.

Chair Kreling believed the process was being carried out in this way to allow the Board to conduct as much of its business as possible in the public domain. He believed that to release the names would be an infraction of the *Privacy Act*. D. White, Solicitor, RMOC, confirmed that generally speaking, this would be considered a personnel matter and would fall under the restriction on releasing personal information under the *Act*.

Member Legendre maintained that if the Board can not have the names of the appointees, the authority to approve them should be delegated to the Chief and he wondered if it was possible to set up such a system. Mr. White explained that pursuant to the *Police Services Act*, the appointment of special constables is a specific responsibility of the Board.

Chair Kreling suggested that an alternative would be to deal with the matter In Camera, at which point Board members could receive the names. Chief Ford confirmed that Board members could receive the names In Camera.

The Board agreed to deal with the item during its In Camera meeting.

That the Ottawa-Carleton Police Services Board:

1. **Appoint as Special Constables pursuant to section 53 of the *Police Services Act* those regular members of the Royal Canadian Mounted Police who have been recommended by the Commanding Officer of the R.C.M.P. "A" Division and whose names have been submitted to the Chief of Police.**
2. **Approve that the period of appointment be from Thursday, the 30th day of December, 1999 to Monday, the 3rd day of January, 2000 inclusive, and that the appointment be valid within the Regional Municipality of Ottawa-Carleton.**

DEFERRED TO
IN CAMERA MEETING

7. POSSIBLE USE OF VIDEO COURT AND COST OF TRANSFERRING PRISONERS
- Chief's report dated 10 Dec 99

By way of background into this matter, Vice Chair Baskerville explained that it was raised at a joint meeting of the Zone 2 Ontario Association of Police Services Boards (OAPSB) and Chiefs. As a director of the OAPSB, he took it upon himself to advise the association's

president of the desire for increased use of video conferencing. The issue was included in a submission which the OAPSB President presented to the Solicitor General, Mr. Tsubouchi. The Minister indicated he had been briefed by his staff, was aware of the concern and was monitoring the situation. Vice Chair Baskerville noted the greater involvement is with the Attorney General's office, therefore it will require some sort of collegiality within Cabinet before things move ahead. He wondered if the Chief or deputy chiefs could comment as to whether or not the Ontario Association of Chiefs of Police (OACP) is initiating any lobbying on this matter.

Deputy Chief Bevan noted that even before this report was requested by the Board, staff were exploring the matter. He indicated staff lobbied to ensure funding was available to repair some of the systems. He believed there is support at the local level to take the issue further with the Solicitor General's and the Attorney General's staff. However, he was not aware of efforts from the OACP to lobby the government.

Inspector H. Durand stated there is much renewed interest in the matter, and noted it is in the interest of the Ministry as well as the local judiciary. He believed the difficulty stems from the fact that the OCRPS is not the driving force. Though it is not up to the Service to decide who does video remands, it is definitely encouraging it. He indicated a committee has been formed, headed by Mr. Bielik, Project Officer, Ministry of Correctional Services, who is responsible for prisoner transportation issues. Inspector Durand noted Ministry staff are very interested in this matter because prisoner transfers are costing them money in revenue to the OCRPS. He indicated existing equipment has been repaired and was used in November, and increased usage is anticipated.

Member Legendre suggested one way the Service might get the Ministry to deal with this issue more quickly would be to bill them for the real costs of prisoner transfers and he wondered whether something prevented the Service from doing so. He noted that though the *Act* requires the Police Service to provide safe transportation to and from the detention centre, it also allows for the costs to be billed back to the Ministry. He believed that billing for the full costs would get the Province's attention and he requested that staff review the possibility.

Acting Staff Sergeant K. Logan confirmed the Police Service bills the Regional Detention Centre (RDC) for providing transportation from the Centre to the Court House. He indicated that Mr. D. Bartrand, the Regional Supervisor of the Justice of the Peace, had indicated to him that in January he would undertake to bring together the various stakeholders to discuss the possibility of implementing a system in Ottawa-Carleton as is currently in place in London.

In response to a further question from Member Legendre with respect to the Service's ability to charge the Province for the real costs of transporting prisoners, Inspector Durand indicated he was not sure of the origins of the cost recovery formula and promised to looking into its history.

Member Legendre clarified what he sought was information as to whether the formula was agreed to by the Service or imposed by the Province.

Deputy Chief Bevan indicated the OCRPS' cost recovery from the Provincial Government is the maximum amount allowed under the agreement. However, he also did not know the history of the agreement or how it was negotiated.

Chair Kreling requested that staff find out who controls the agreement and whether it can be renegotiated, and report back to the Board. However, he believed from discussions with Board members from other jurisdictions that the Province set the regulation and that the only way to reduce these costs is to get video capabilities for simple remands.

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

RECEIVED

8. UPGRADING THE OCRPS TELEPHONE SYSTEM
- Director General's report dated 15 Dec 99

That the Ottawa-Carleton Police Services Board authorize the OCRPS to enter into negotiations with Bell Canada and award a contract to upgrade the OCRPS Telephone system on a sole-sourced basis, subject to satisfactory pricing to an upset limit of \$347,521, taxes included.

CARRIED

9. COMMENDATION LETTERS (SINCE LAST BOARD MEETING)
- Chief's report dated 14 Dec 99

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

RECEIVED

10. CHIEF'S VERBAL REPORT

Chief Ford reported the following items:

- ◆ On Friday, 17 December, 11 recruits were sworn in as officers of the Ottawa-Carleton Regional Police Service. The recruits, having completed thirteen (13) weeks of training at the Ontario Police College (OPC), will undergo an additional eight weeks of training, including six weeks of practical training with a coach officer.
- ◆ The Ottawa-Carleton Regional Police have opened a Tuck Shop on the second floor at 474 Elgin. The Tuck Shop was also opened to the public at Regional Headquarters as a pilot project, with the profits to be contributed to a local charity. The event was a success and received considerable media attention. The Tuck Shop was also open at the Region on Friday, 17 December in conjunction with the swearing in ceremony. It will be at Carlingwood Mall on 22 December.
- ◆ The Ottawa-Carleton Regional Police Millennium Christmas Party in support of Special Olympics took place on 14 December. It was attended by approximately 200 people and raised about \$2,000 for Special Olympics.
- ◆ On 14 December, a 44-year-old Ottawa man was charged with the first degree murder of an 80-year-old man. The incident occurred on 12 December when the victim was beaten and robbed as he was entering the lobby of his apartment building.
- ◆ On 3 December, Regional Police responded to a "suspicious activity" call on Cummings Avenue. A subsequent investigation revealed that a male person was severely assaulted and abducted from his residence. Five people have been charged with several offences in relation to the disappearance, including charges of first degree murder. The body of the victim is still missing. A \$5,000 reward has been offered for information leading to its location.
- ◆ A 34-year old Gloucester man has been charged with possession of child pornography, distributing child pornography and sexual invitation of a 13 year old. The charges resulted from an undercover investigation conducted over the Internet in the IRC chat rooms, in which members of the high tech crime unit portrayed a 13-year old female.

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

RECEIVED

OTHER BUSINESS

11. PREPARED STATEMENT BY MEMBER MCCOMBIE RE: DR. KEON CASE

Member McCombie wished to make a few remarks in regards to recent reports in the media and especially the Ottawa Citizen's headline "Young Officers Blamed in Keon Case". He felt the headline did not match the story and stated that at no time did he blame the officers or say anything derogatory about them. He maintained that he praised the officers, saying they did their job, they did it well, and they followed policy. However, member McCombie felt that, had the officers known what would transpire in the days following the incident, they would have opted to issue a warning for this individual.

He expressed his respect for the men and women of the Ottawa-Carleton Regional Police Service and his understanding of their daily battle to make this a better community for the citizens of Ottawa-Carleton. He believed they do an excellent job. He did not know who the involved officers were nor did he want to know. They did their job by the letter and he agreed with that.

He stated that in speaking to the media, he made it abundantly clear that he was not advocating a two-tier system of justice, but he believed there has to be some other alternative put forth so that the next person does not have to be subject to the turmoil that this individual was put through. He was not charged yet he had to defend himself before the community and the country. A momentary indiscretion wiped out a lifetime of dedication to the community and the country. He believed police officers have wide ranging discretionary powers. He noted they exercised one of those powers on that evening by sending Dr. Keon to John School instead of charging him. He wondered why that discretion could not be taken one step further and a warning be issued.

He agreed with Chief Ford's statement that everyone be treated equally. However, he disagreed that Dr. Keon was treated equally. Of all the individuals who were sent to John School as a result of the sweep, Dr. Keon is the only one who had to defend himself publicly. Member McCombie was concerned that no one else have to do that. He felt the system had failed Dr. Keon and he asked that Chief Ford review the system to see if anything can be done to prevent such occurrences in the future. He suggested that staff look into the feasibility of obtaining a judge's order to protect the names of individuals who attend John School.

In closing, member McCombie offered his apologies, stating his intent was not to cause embarrassment to the Police Service or the Board but to bring the issue forward to see if the system could be improved.

12. MUNICIPAL RESTRUCTURING IMPACTS ON THE POLICE SERVICES BOARD

Member Buckingham noted provincial legislation pertaining to municipal restructuring in Ottawa-Carleton has been tabled and has received first reading. Several elements of the legislation impact on the Board and member Buckingham requested further information on it.

E. Johnston, Acting Regional Solicitor, confirmed the *Fewer Politicians Act 1999* was introduced on 6 December and given first reading. He believed it was slated for second and possibly third reading today (20 December 1999) to ensure it is enacted before the legislature rises for Christmas.

Mr. Johnston explained the *Act* contains a number of schedules. Schedule E pertains to the new City of Ottawa but there is very little in it that bears directly upon the Police Services Board. However, there are some relevant sections. The *Act* provides for the continuing existence of the Police Services Board under a new name. The size of the Board will remain as it is and its current membership will continue until the normal terms have expired.

The legislation provides for the repeal of the *Regional Municipality of Ottawa-Carleton Act*, which is the *Act* that created the new Ottawa-Carleton Regional Police Service and Board.

He did not believe the new legislation would have many practical effects on the Board, though he felt it is a prime example of the Provincial Government's penchant to have government by regulation. The *Act* speaks at great length about regulatory powers to be given, though regulations have yet to be released.

He noted there are some provisions that may have a bearing on the Police Service and the Board with respect to labour matters. There is a provision for all current collective agreements to remain in force until new ones are negotiated. He suggested the Board may wish to receive a confidential briefing on labour matters generally.

He pointed out that his comments are very preliminary in nature and staff will have to further review and analyze what the legislation is directing and what the regulations will provide. He also noted the legislation provides for the establishment of a Transition Board which will be given certain powers, one of which may be approval authority for the 2000 budget.

Member Buckingham asked that the Board be kept apprised of developments with regard to the legislation and ensuing regulations, and their possible impacts on the Service and the Board.

INQUIRIES

1. Ottawa-Carleton Police Tuck Shop

Member Legendre noted the recent sale of various clothing and other items bearing the OCRPS logo and/or lettering. He indicated a media report aired which suggested the possibility that items being sold could be used for nefarious purposes. He wondered if the material could be brought to the Board so that members could see the items and judge whether that possibility exists. He also inquired whether staff had sought the Board's approval for these sales.

Chief Ford stated staff did not seek approval for the sales. He noted the OCRPS is not unlike any other police service in North America who sell apparel, such as the RCMP, none of which could be construed as a police uniform.

Chair Kreling indicated he had seen some of the items being sold in the Police Tuck Shop and agreed that none of the items have the formal appearance of a police uniform. He suggested some pieces could be brought to the Board for their viewing.

2. Surplus Microwave Tower and Transmitter

Member Legendre indicated there is a microwave tower and transmitter next to the Rockcliffe Village station which belongs to the OPP but is no longer being used. He wondered if arrangements could be made to have the tower removed, or if there is anything the OCRPS can do to move the issue along. Chief Ford indicated he would write a letter to the Commissioner of the OPP requesting that action be taken on the matter.

3. Availability of Information on the Complaints Process

Member Legendre indicated he was in receipt of correspondence which suggested that police officers' business cards contain information with regard to the public complaints process. He wondered if officers have information on the complaints process which they can hand out.

Deputy Chief Bevan stated there currently are pamphlets in both official languages that explain the complaints process and they are widely available through police stations and community offices. He noted that typically, the business cards are English one side and French on the other, leaving very little room for additional information.

Member Legendre wondered if the Service envisioned putting those pamphlets in patrol cars. He suggested that officers, when on a service call where the resident seems dissatisfied, could acknowledge the citizen's discontent and offer a pamphlet as a gesture of good faith.

4. Recommendations from Audit of the Toronto Police Service Sexual Assault Unit

Member Legendre referenced a recently released report on an audit of the Toronto Police Service Sexual Assault Unit. He noted the report contained a number of recommendations and wondered if the OCRPS would be reviewing the report to learn from the Toronto experience.

Deputy Chief Bevan explained the report has been included in the Service's CIS review. Quite a bit of analysis has already been done to pick out the best practices from the audit and incorporate them into the OCRPS's regular work plan.

5. Officers' Comments to Victims of a Break and Enter/Vandalism

Member Legendre stated he had received a communication from a constituent who indicated that a police officer, when visiting a home that had been broken into and/or vandalized for the fourth time, told the proprietors that "it's not the end of the world". Member Legendre noted that victims of such offences feel violated and are understandably upset. He asked that officers be advised not to make such inappropriate comments.

6. Update on Media Communication Following Conversion to Digital Radios

Member Legendre referenced a media briefing session he had attended at the time of the transition to the digital radio system. He recalled that a number of proposals were put forward at that meeting with regards to how the Police Service communicates incidents to the press. He requested that the Board be updated, at its next regular meeting, with regards to what has been implemented and the media's level of satisfaction.

CONSIDERATION OF MOTION TO MOVE IN CAMERA

That the Ottawa-Carleton Regional Police Services Board adjourn the public portion of its meeting to move In Camera to discuss Confidential Items 1 and 2 pertaining to personnel matters, in accordance with Section 35(4)(b) of the *Police Services Act*.

CARRIED

ADJOURNMENT

The meeting adjourned at 8:15 p.m.

W. Fedec
Executive Director

H. Kreling
Chair