

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

26 July 2021 / 26 juillet 2021

Submitted by / Soumis par:

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SUBJECT: OTTAWA POLICE SERVICE 2022 BUDGET SCENARIO REPORT

**OBJET: RAPPORT DE SCÉNARIOS BUDGÉTAIRES 2022 DU SERVICE DE
POLICE D'OTTAWA**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board:

- 1) Receive this report in line with the board direction on the development of three options for the 2022 Budget;**
- 2) Approve the consultation plan contained in this report and provide a consultation feedback overview report for the October 2021 meeting of the Board.**

RECOMMANDATIONS DU RAPPORT

- 1) Recevoir ce rapport conforme à la directive de la Commission quant à l'élaboration de trois options pour le Budget 2022;**
- 2) Approuver le plan de consultation contenu dans ce rapport et fournir un rapport de survol de la rétroaction pour la réunion d'octobre 2021 de la Commission;**

EXECUTIVE SUMMARY

As per the direction of the Ottawa Police Services Board (the Board), the purpose of this report is to provide three options for the 2022 Operating Budget for the Ottawa Police Service (OPS); 0%, 1.5% and 3%.

In 2020, the Board approved the OPS' 2021 net Operating Budget of \$332.5M. At the time, the Board passed the following motion:

“Therefore be it resolved that the Board ask the Finance and Audit Committee to strike a working group to determine how the 2022 Ottawa Police Budget could be reduced or frozen at 2021 Levels.

The Board's motion, if achieved, would represent a 0% police tax levy increase for the OPS Budget in 2022.

It should be noted that in November 2020 the OPS forecasted a 3.6% requirement for the 2022 Budget. The forecasted increase represented anticipated Cost of Living Adjustments (COLA), specifically compensation and benefit increases that are mandatory as per Collective Bargaining Agreements (CBA). Furthermore, in June 2021, the City of Ottawa released its Budget Directions Report in which it allocated a 3% Police Tax Levy for the OPS' 2022 Operating Budget.

That said, the OPS has faithfully worked with the Board, its Finance and Audit Committee (FAC) and the FAC Working Group to support the Board's motion.

The Budget is entirely focused on improving community safety and well-being (CSWB) in the city, meeting the evolving policing needs of the community as well as addressing health, safety and wellness needs of our members. Over the last ten years the OPS has conducted a series of efficiency excises to ensure all resources are used as efficiently, effectivity and equitably as possible, which has resulted in \$20M inefficiency savings.

The OPS began the development of the 2022 Draft Budget in Q1 of 2021. There have been ongoing regular meetings with the FAC budget working group (as per the Board direction). In line with the Board's motion, this working group is meeting to determine how the 2022 Draft Budget could be reduced or frozen at 2021 levels. An update was provided at the April and May 2021 Board meetings.

The OPS has used the following principles to guide the development of this report:

1. Legislation – Legislated responsibilities are enshrined within the new Comprehensive Ontario Police Services (COPS) Act including the requirement for every municipal/regional government to implement a Community Safety and Well Being (CSWB) Plan.

2. Collective Bargaining Agreements Negotiations – The impact of the current CBAs along with the future impact from the results of the 2021 CBA negotiations between the Board and the Ottawa Police Association (OPA) and Senior Officer Association (SOA)
3. Community Consultations – The OPS’ 2021 “Change Budget” was the direct result of community consultations. This included additional resource investments in Violence Against Women (VAW) and Gender- Based Violence, Neighbourhood Resource Team (NRT) and Member Health & Wellness, etc.
4. Civilianization – To continue the process of identifying sworn Full-Time Equivalent (FTE) positions that could be civilianized such that it reduces operating budget costs and/or improve operational efficiency.
5. Reorganization - To continue the process of reorganizing and aligning the OPS organizational structure (command, directorates, units, sections, etc.) such that it reduces operating costs and/or improves operational efficiency
6. Supervision Span of Control - To continue the process of reviewing and rightsizing the supervisory spans of control across the OPS to reduce operating costs and/or improves operational efficiency.
7. Prevention/Service Integration – To continue the process of forming more effective community partnerships to better integrate service delivery and/or reduce current service demands without putting the members of the public and OPS members unnecessarily at risk.
8. Optimization – To continue the process of continuous optimization and modernization specifically, but not exclusively, in the areas of HR, IT and Fleet/Facility/Financial Management. This includes the potential for outsourcing, cost sharing, etc.
9. Equity, Diversity and Inclusion (EDI) – Continue the implementation of the OPS EDI Action Plan (and related projects like the Workplace Sexual Violence & Harassment project) to improve organizational culture and community services while reducing costs.
10. Innovation – The use of third-party research, innovative accelerators and evidenced based best practices to help the OPS better reduce operating costs and/or improve operational efficiency (i.e. HelpSeeker, CSKA, DiversiPro, Rubin Thomlinson, etc.)

The above 10 principles all played a role in developing the overview of the following three budget options presented in this report:

0% Police Tax Levy Option: This would result in a \$13.5M deficit in the OPS budget which is equivalent to 130-140 FTEs and represents a major reduction in OPS capacity and service delivery

1.5% Police Tax Levy Option: This would result in a \$6.75M deficit in the OPS budget which is equivalent to 60-70 FTEs and represents a medium reduction in OPS capacity and service delivery

3% Police Tax Levy Option: This would result in a \$2.3M deficit in the OPS budget compared to the 2022 Budget forecast which is equivalent to 20-25 FTEs and represents a moderate reduction in the OPS capacity and service delivery.

There will be more details provided for the three options in the body of the report.

The OPS will work with the Board to reduce the need for actual FTE impacts through a full commitment to consider all further efficiencies to address the funding gaps in all three of the options.

The OPS was also directed by the Board to engage in a significantly longer and more effective community consultation for the 2022 operating budget. As such, the OPS has designed a new extensive, multi-faceted, budget consultation plan using traditional and non-traditional techniques.

This consultation plan will also enable input from all Ottawa residents and stakeholders while specifically focusing on the concerns of marginalized and racialized communities.

Finally, the consultation plan will enable the full involvement of the Board along with the active participation of the Board's two vendors; PACE and StrategyCorp.

The OPS will continue to work with the Board on the completion of its motion while also using all information obtained in the community consultation process to present the Board with a final 2022 operating budget plan and final recommendation

BACKGROUND

In November 2020, the Board approved the OPS's "Change Budget" for 2021. Following that, the Board passed a motion that asked the FAC to strike a working group to determine how the 2022 OPS budget could be reduced or frozen at 2021 levels.

In April 2021, the Board directed that the OPS provide it with a high-level overview of three different budget options for the OPS' 2022 operating budget; a 0% budget, a 1.5% budget, and a 3% budget. The overview was to include the potential range of impacts on OPS capacity and service delivery.

It must be noted that the forecasted potential impacts of the 3 options outlined in this report must be taken with the understanding that several undetermined factors could likely affect the assessments, such as: the Board is still in the process of developing its new Strategic Priorities for the OPS, the Board and the OPS are still to complete our

respective budget community consultations, the Board is still engaged in CBA negotiations with both the OPA and SOA, etc.

The individual and combined effects of such factors as these will likely result in significant adjustments to impact assessments of the 3 options.

This report is the first formal step in what the Board has laid out as a four (4) month-long series of budget consultations, discussions all leading to the OPS final recommendations and the Boards final decision. As such, the Board directed the OPS to also provide them with a new community consultation plan.

DISCUSSION

The table below provides a snapshot of the implications and impacts of the three budget options.

| | | | |
|-------------------------|------------|-----------|-----------|
| Budget Scenarios | 0% | 1.50% | 3% |
| Budget Impact | (\$13.50M) | (\$6.75M) | (\$2.30M) |
| Staff Impact (FTE) | (130-140) | (60-70) | (25-30) |
| Service Capacity Impact | Major | Medium | Moderate |

High Level Overview of Impacts

Option 1 = 0% Police Tax Levy

- Budget Reduction: \$13.5M
- FTEs Reduction: 130-140
- Potential Service Delivery Impacts: “MAJOR” organizational capacity and service delivery impacts including, but not limited to;
 - The separation of approximately 130-140 members who are primarily officers and would affect all areas of service delivery.
 - The elimination and/or significant reduction of all non-essential, non-legislated and/or non-priority directorates/units/sections/positions.
 - The suspension of all recruiting, hiring and promotions – this will directly result in the immediate and long-term reduction in overall levels of diversity within the OPS (and at all ranks in the OPS).
 - The cancellation of any planned expansion/enhancement of services (NRT, VAW, Youth, Traffic, etc.).

- The termination of OPS financial and staffing contributions to INTERSECT and other similar secondments to external multi-agency operations.
- The discontinuation and/or reduction of community services (including the longer response times for call for service and more circumstances where the OPS will not be able to provide any response to certain calls/demands) and customer service functions.
- The reassignment of unreduced demands to the remaining personnel/units across the OPS.
- Delayed or discontinued modernization and optimization projects (including investments to improve HR, IT, Financial Management, Enterprise Risk Management, etc.).

Option 2 – 1.5% Police Tax Levy

- Budget Reduction: \$6.75M
- FTEs Reduction: 60-70
- Potential Service Delivery Impacts: “MEDIUM” organizational capacity and service delivery impacts including, but not limited to;
 - The separation of approximately 60-70 officers from the OPS which will affect all areas of service delivery but will be primarily officers in the investigative, operational support and customer service areas
 - The elimination and/or significant reduction of many non-essential, non-legislated and/or non-priority directorates/units/sections/positions,
 - The suspension of all recruiting, hiring and promotions – this will directly result in the immediate and long-term reduction in overall levels of diversity within the OPS (and at all ranks in the OPS)
 - The delay and reduction of planned expansion/enhancement of services (NRT, VAW, Youth, Traffic, etc.)
 - The termination of all OPS secondments to and external multi-agency operations.
 - The discontinuation and/or reduction of community services (including the longer response times for call for service and more circumstances where the OPS will not be able to provide any response to certain calls/demands) and customer service functions.

- The reassignment of unreduced demands to the remaining personnel/units across the OPS.
- Delayed or discontinued modernization and optimization projects (including investments to improve HR, IT, Financial Management, Enterprise Risk Management, etc.)

Option 3 – 3% Police Tax Levy

- Budget Reduction: \$2.3M reduction compared to the 2022 budget forecasted requirement of a 3.6% police tax levy.
- FTEs Reduction: 25-30
- Potential Service Delivery Impacts: “MODERATE” organizational capacity and service delivery reductions which can be offset by new OPS initiatives designed to advance public trust, duty of care and CSWB
 - New OPS initiatives potentially include, but are not limited to;
 - CSWB – new investments to create alternative Communication Centre systems to refer community calls for services to external partners/service providers rather than the OPS (this would support whatever Mental Health Strategy that is developed by the community through the City of Ottawa’s CSWB Plan)
 - VAW – further investments to provide a more victim-centered/trauma informed community services within our Partner Assault Unit (PAU), Sexual Assault and Child Abuse (SACA), and Human Trafficking units
 - Traffic Services Unit – new investments to the TSU use education, engineering/new technologies and enforcement to make our streets safer for all road users
 - Unsolved Homicide Section – new investments to create a dedicated Unsolved Homicide Section to solve cold cases while improving public trust/duty of care to the victims’ families in the impacted communities.
 - NRT – new investments to work with community partners/service providers to co-produce prevention, intervention, diversion programs vulnerable communities as well as to complete the full expansion of NRT’s in Urban, Suburban and Rural Communities

- Hate Crime Unit – new investments to enhance the HCU to enable more community outreach, education and prevention in addition to current investigation capacity.
- Indigenous/Inuit – Investments in partnership with the Indigenous and Inuit communities, to develop customized and culturally appropriate services to improve access to police services.
- No separation of officers but the inability to hire for average annual levels of attrition (30-40 per year) – this will result in a net reduction of 25-30 police officers – this net attrition reduction will be primarily officers exclusively from the investigative, operational support and customer service areas.
- The reduction of some non-essential, non-legislated and/or non-priority units/sections/positions in investigative, operational support and customer service areas.
- The reduction of recruiting, hiring and promotions – this will directly result in the short and long-term reduction in overall levels of diversity within the OPS (and at all ranks in the OPS) but the OPS will still be able to continue to hire, develop and promote some highly qualified and diverse police officers.
- The termination of some OPS secondments external multi-agency operations.
- The reduction or reprioritization of community services
- The reassignment of unreduced demands to the remaining personnel/units across the OPS and/or to new external partners/service providers.
- Reprioritized and/or new modernization and optimization projects (including investments to improve HR, IT, Financial Management, Enterprise Risk Management, etc.).

Budget Foundations

The *Police Services Act (PSA)*, requires every municipality in Ontario, through the function of the respective Police Services Board, to provide sufficient resources (budget) to enable the police of jurisdiction to provide adequate and effective police services to the community.

The Board approved a 3% police tax levy increase of 13.2M for the 2021 OPS operating budget. The following is a basic breakdown of the OPS operating budget:

The City of Ottawa's Finance and Economic Development committee has recommended a tax increase of no more than 3% to fund city services in 2022.

The Budget is entirely focused on improving community safety and well-being in the city, meeting the evolving policing needs of the community as well as addressing health, safety and wellness needs of our members. Over the last ten years the OPS has conducted a series of efficiency excises to ensure all resources are used as efficiency and effectivity and equitably as possible.

From an operational readiness perspective, there are many costs OPS cannot plan for but must have the ability to respond to, this can include terrorist threats such as the 2014 shooting on Parliament Hill, natural disasters such as the six tornadoes that touched down in Ottawa in 2018, the Westboro bus crash, the major response to locate a kidnapped baby, and the service wide response to gun violence across the city.

The following is a breakdown of the OPS operating budget:

- 81% is spent on the salaries and benefits all of which is the direct result of the CBA negotiated by the Board with the OPA and the SOA.
- 9% is spent to materials, supplies, professional services, legislatively mandated training, fuel, uniforms, IT hardware/software, equipment, etc.
- 7% is spent on capital funding requirements for vehicles, buildings, IT infrastructure, etc.
- 3% is spent on City costs with the OPS leverages the City supports such as facility maintenance and utilities, fleet maintenance, legal, procurement and insurance related service.

Limited Discretionary spending

The OPS budget has very minimal "discretionary" funding that can be reduced without having significant impacts to staffing and/or capacity levels. This funding must be applied to a variety of priorities across the organization.

The Professional Services component of this budget which represents \$4.4M or ~1-2% of the total net operating budget is considered discretionary and can be applied to emerging Board strategic priorities or OPS priorities (\$500K budget for the Rubin Tomlinson pilot project to address Sexual Violence and Harassment, Anti-Black/Indigenous Racism training) unplanned major public safety events (criminal

investigations into guns and gangs shootings, managing terror related events, responding to natural disasters such as ice storms, tornados, floods, etc) changing community needs and expectations (community requests for increasing the number of members in the SACA/PAU/HT units Hate Crime, Operation NOISEMAKER, expansion of the NRT's to suburban and rural communities) as well as to address legislative changes (i.e. new CSWB requirements in PSA, new WSIB legislative changes, etc.)

This funding is also allocated to key operational priorities within the OPS such as the Mental Health Strategy, Workplace Sexual Violence and Harassment Project, EDI initiatives, and Member Health and Wellness initiatives. All of which are service priorities to move the service forward and improve CSWB, Duty of Care and Public Trust

There are very few remaining civilian members who can be reduced because, over the last decade, the OPS has already reduced the operating budget by \$20M mostly through back and middle office efficiency reviews.

This means that the primary way to achieve the level of budget reductions for the 0% and 1.5% options will require the OPS to reduce the number of FTE police officers employed at the OPS. The basic salary budget costs for each police officer employed by the police service is \$100,000.

Therefore, in order to reduce the OPS' budget by \$1,000,000 and it would primarily require the actual amount from pure financial savings or the separation of 10 police officers from the OPS to find the equivalent savings.

Lay-Off and Recalls must be done ethically and lawfully because there are many human and labour relations implications on the lives of the affected employees. As per the Sworn Collective Agreement Article 25: Lay-Off and Recall states that:

Lay-off(s) shall be made in reverse seniority order and recall(s) shall be on a seniority basis. For the purpose of this Article, seniority is defined as the length of service with the employer commencing from the date of hire and to include any leaves of absence, long-term disability, or extended sick leave.

There can be financial cost savings for such decisions but there are also a range of additional costs and risk implications for the lay-off and recall of police officers.

Another factor at play is the compound effect of reductions to the OPS' base budget. These reductions will not only impact the 2022 Budget (as described above in the 3 options) but will also have a compounding negative impact on the budgets in 2023, 2024 and beyond. For example, a ~\$3M reduction (1% reduction) to the OPS budget will compound to ~\$16M of base budget reduction over a 5-year term. This

compounding effect to in-year base budget reductions must be factored into the Board's 2022 budget decision.

That said the OPS is committed to continuing work to find efficiencies that reduce operating costs and/or improve organizational effectiveness.

For instance, we are in the process of conducting a fleet and facility review - we are developing a new youth strategy as a replacement for and an improvement over the previous School Resource Officer program. The results of such continuous improvement efforts will be part of the OPS final 2022 budget submission.

The OPS will continue its work with the Board including any consulting companies retained by the Board (i.e. PACE, StrategyCorp, etc.) to further explore opportunities to help the Board develop its strategic priorities and to make the most informed final decision on the OPS' 2022 budget.

Comparing OPS budget to other city services and other municipalities

The OPS has remained in line with City tax recommendations since 2012. This includes a period of no (0%) growth between 2012 and 2015 in sworn and civilian staffing.

An important difference to consider when comparing the OPS budget to other city services budgets is that the OPS budget and annual increases include capital funding to pay for the required infrastructure such as buildings, fleet and IT, which is *not* embedded within other city services budgets. When the annual police tax levy increase is broken down, a 3% increase, for example, is allocated at 2.4% for operating budgets and 0.6% for capital requirements. Therefore, the 2.4% figure is more accurate when comparing OPS to other city services budgets.

The OPS budget as a total percentage of the City of Ottawa budget has decreased from 9.9% in 2016 to 9.5% in 2021. At 9.5%, the OPS budget allocation is among the lowest in Canada and has been steadily eroding as population growth in Ottawa outpaces OPS budget growth.

Inflationary pressures

Like all police services, organizations, businesses and residents, Inflationary issues are real and affect the ability of the OPS to deliver policing within current budgets. All indicators and expected costs are significantly inflated in 2021 and 2022. The OPS uses a variety of sources and indicators for consideration to identify annual budget pressures.

For example, Statistics Canada reports increases in the consumer price index of 3.6% year to date for 2021, which is one of the highest increases in consumer prices since

May of 2011 with some forecast expecting to see inflation above 3% in the coming years.

The capital inflationary pressures for the City and the OPS is growing by 3.7%. This represents the minimum cost for OPS to continue to maintain its Capital Funding (vehicles, facilities, equipment, IT infrastructure).

Gas pricing pressures (up 25% year to date compared to average 2020 pricing), vehicle parts (5%+), and furniture and office-related equipment increases (10%+).

Even the recommended 3% police tax levy is lower than expected 2022 increases in specific costs that affect our operations. The City of Ottawa provides guidance on utility increases, including water (5%), natural gas (3%) and capital inflationary pressures (3.7%) which are budget increases required to support vehicles, IT infrastructure, and building infrastructure requirements to provide adequate and effective policing. The OPS also seeks guidance on annual premium increases from the services benefit provider, including medical premiums (20%) and dental premiums (15%).

These inflationary challenges are considerations the OPS Finance team leverages to manage budget pressures and apply risk mitigation strategies while maintaining budgets that adhere to the Board's direction and to tax targets set by modest tax increases.

These inflationary pressures have been greater than previously experienced by the OPS and we continue to monitor them and their impact on the total budget.

COMMUNITY CONSULTATION PLAN

On July 20, 2021 The OPS brought forward a draft Budget Consultation plan to FAC for discussion. Based on that discussion, several adjustments have been made to the plan.

The OPS will launch a Board directed community consultation plan. This report asks for Board approval of a multi-faceted, broad based, four-month long community consultation plan.

The plan has a multi-faceted approach process that would involve the Board at every step (from planning to instrument development), and would include both quantitative and qualitative data, and input from a diverse range of stakeholders, residents, community groups, and members. The survey will be made available in French and English as well as Spanish, Arabic, Cantonese, Mandarin, Farsi and Somali (paper copies will be made available upon request).

The plan includes in-person interviews, small focus groups and town hall style events (in line with current public health guidelines). It also includes direct outreach methods will also be used to gather feedback and input.

A special focus will be made on reaching racialized and marginalized communities as well as community agencies that serve them. We will also be seeking the input and coordination of the Community Equity Council (CEC) and DiversiPro along with the Board contracted vendors, PACE and StrategyCorp.

The OPS Corporate Communications and Media Relations sections are developing a communications plan that will include a variety of methods to encourage broad awareness and participation in the consultation that will include the use of traditional and social media, media outlets that reach a diverse and multi-lingual, as well as paid advertising and earned media.

There are a wide range of potential inputs/evidence to consider. Some evidence/data has already been collected and will only need to be synthesized. Other potential data/evidence that has not yet been collected would require cost, time, and effort. Both the summer season and ongoing COVID-19 restrictions make data collection more challenging.

All of these factors were considered in developing the following proposed “suite” of inputs/evidence to support the budget planning process. The overall budget for this community consultation is \$225,000.

The following is a list of community consultation techniques that will be utilized:

1. Advanis Public Opinion Survey – Random Sample

A national public opinion survey using a random sampling method was conducted by Advanis Research April-July 2021 on the topic of crime, personal safety, and perceptions of the police. This survey included validated questions designed by Public Safety Canada. Results for the sample in Ottawa will be purchased, and comparisons to 2020 results and to 2021 national benchmarks will be available.

2. OPS/OPSB Public and Stakeholder Opinion Survey – OPS Website

An open link survey will be posted on OPS’s website in late August 2021 and will be open until late September. Topics and questions are in development and will be approved by the Board / FAC working group. The survey will be available in multiple languages and promoted via traditional, social and ethno-cultural media, and using OPS networks and contacts in the business community, school

boards, community agencies, and partners to ensure broad participation, including amongst traditionally marginalized groups such as women, people with disabilities, LGBTQ2, faith-based, Indigenous, Black, and other racialized groups.

3. Consultations with City Officials, Community Agencies, CEC, SOA, OPA

A consultation process being led by DC Bell is underway to gather input from the Mayor and City Councillors as well as community agencies on issues relevant to the budget. In addition, consultations will be held in August and September with CEC, SOA, and the OPA.

4. Mayor and Councillor Survey

The OPS conducted an online survey in the Fall of 2020 with the Mayor and City Councillors.

Topics included perceptions of crime and public safety, trust, satisfaction, as well as trust, satisfaction and priorities in relation to the OPS.

5. Member Engagement Survey

The OPS conducted a survey with OPS members in the Fall of 2020 concerning perceptions about employee engagement, diversity and inclusion.

6. Social Impact Audit

A social impact audit is currently being conducted by HelpSeeker that will map “social safety net” ecosystem in Ottawa. This is an important step in improving system integration along with improving ecosystem equity, efficiency and effectiveness.

7. Community Safety Knowledge Alliance (CSKA) Research

The OPS has access to an external research organization that specializes in CSWB and is composed of academics and subject matter experts to help perform relevant research and inform the OPS on evidenced based best practices to achieve community safety and well-being outcomes.

8. Environmental Scan

The OPS is creating a brief summary of the various political, economic, social, technological, legal and environmental issues and trends impacting policing.

9. OPS Progress Update

The OPS will create a recap of progress on initiatives & priorities identified in 2021 Change Budget.

10. Social Media Analysis

The OPS will summarize key insights from social media analysis for 2021 that includes a review of the volume and sentiment of public social media posts pertaining to the OPS.

11. City of Ottawa Community Safety Well-Being (CSWB)

The OPS will access and utilize the research and key findings from an analysis of anonymized input gathered in 2020 via the City of Ottawa's CSWB community consultation.

12. New Technology or Approaches

Efforts are underway to secure vendors who are using new innovative technologies to conduct large scale community engagement/assessment initiatives – the OPS will engage external Privacy SME's to conduct privacy assessment prior to contracting or using any new technologies

SUPPORTING DOCUMENTATION

N/A

CONCLUSION

The purpose of this report was to provide three budget options for the development of the 2022 OPS budget, as per the direction of the Board.

With Board approval and active participation, the OPS will launch a multi-faceted, broad based, four-month long community consultation plan.

Our community has been calling for a renewal of policing service and the building of community capacity to deliver some of the social supports currently provided by the police – whether in a more integrated partnering approach and/or fully independent of the OPS.

We have heard such calls loud and clear and we welcome it. We *want* to assist community groups in working better with us to address these issues. We *want* to reduce calls for service to OPS while improving needed services to the community. That said, such a transition/transformation cannot, and should not, happen in any way that causes increased health and safety risks to community members, service providers and/or OPS members.

The OPS cannot and should not do this alone. This fundamental transition/transformation must be conducted under the new CSWB legislated

requirements – it should be co-produced with our City of Ottawa and Ottawa community partners. It must be conducted with maximum transparency, meaningful community input, real accountability, and sustainable resources for all community stakeholders, including the OPS.

While 2021 has been largely focused on putting our own house in order – (re)building a safe healthy trusting culture to allow our members to form trust-based partnerships to improve community safety and wellbeing.

Ultimately, the 2022 budget must be sufficient to enable the delivery of the new CSWB requirements while also allowing the OPS to adequately and effectively provide 24-7, 365-day policing services to the city's increasingly diverse residents Canada's largest municipality and the nation's capital (the seat of our federal government and the home of the Supreme Court of Canada).

Document 1

N/A