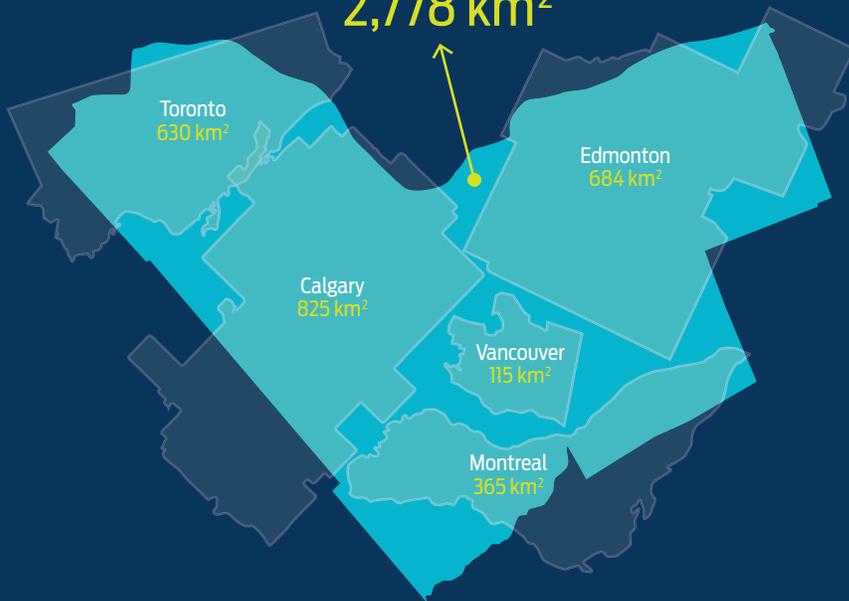




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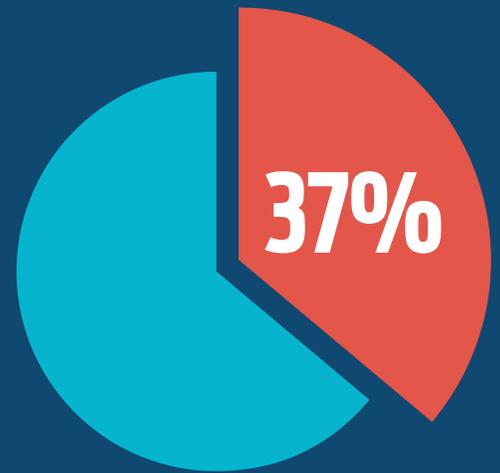
City of Ottawa

2,778 km²



The total of km² of Toronto, Calgary, Edmonton, Vancouver and Montreal = 2,619 km²

In 2017, our clearance rate of Criminal Code of Canada Offences has remained consistent from last year's **37%**.



Policing in Ottawa 2017



Number of reports taken
92,762



On average it took

7.4 MINUTES

to arrive on scene at an emergency call.

95%
of Priority 1 calls
were responded
within 15 minutes.



Cost of policing
\$289.2 M

 **5,300 tips** received through
Crime Stoppers.

of Violations Causing Death* **17**

* Includes murder 1st degree, murder 2nd degree, manslaughter, infanticide, criminal negligence causing death, and other related offences causing death.

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Section 1. Welcome



Message from the Chair: Ottawa Police Services Board, Councillor Eli El-Chantiry

On behalf of the Ottawa Police Services Board, I am pleased to introduce the 2017 Annual Report of the Ottawa Police Service (OPS).

The Board is very pleased with the many accomplishments made by the Service over the year. This includes milestones such the development of the Multi-Year Action Plan for Bias-Neutral Policing and the completion of the four phases for the Gender Project; the creation of a Post-Traumatic Stress Disorder Prevention Plan and an overall Wellness Strategy; continued work on the Modernization Roadmap (formerly called the Information Management/ Information Technology Roadmap); and most importantly, the day-to-day work performed by the sworn and civilian members to keep our city safe.

Throughout 2017, the Board worked to fulfill its obligations under the Police Services Act of ensuring adequate and effective police services and providing good governance and strategic direction for the Police Service. I want to thank each member of the Board for their commitment and contributions.

The Board bid farewell to Vice Chair Jim Durrell in July of 2017, who had served on the Board since 2011. Also on the Board are Councillor Allan Hubley, Councillor Tim Tierney, Andrea Blaustein, Carl Nicholson, L.A. (Sandy) Smallwood, and Suzanne Valiquet.

This is an important time in policing. Bill 175, the Safer Ontario Act was passed and received Royal Assent in March of this year. We are pleased to see the passage of these long overdue reforms and we feel they are a step in the right direction in terms of reflecting the needs, values, and expectations of our community.



I would like to conclude by thanking our sworn and civilian members who serve our community with dedication, compassion, integrity, courage, and professionalism. Ottawa continues to be one of the safest cities thanks to their commitment and hard work.

Sincerely,

Councillor Eli El-Chantiry

Chair, Ottawa Police Services Board

Message from the Chief of Police

I am pleased to present the Ottawa Police Service's 2017 Annual Report.

Our police service is committed to the safety and security of the people of Ottawa, and this report highlights the excellent work our members do every day to prevent crime, work with our valued partners, and respond to calls for service from the city's residents.

The 2017 Annual Report offers residents information about Criminal Code of Canada (CCC) offences for the City of Ottawa and its 23 Wards. It will give you a better understanding of crime trends and road safety in our city. It also provides a comprehensive look at the statistics and performance metrics related to crime in Ottawa.

We remain focused on our top three priorities: Traffic and Road Safety; Violence Against Women; and Guns and Gangs countermeasures. Police services across the country are facing new challenges, and in 2017 we had to find solutions to issues like the ongoing opioid epidemic. By the late fall of 2017, the OPS began training and distributing life-saving naloxone kits to frontline officers, which were used to counteract a drug overdose.

The report also provides information on how we are modernizing our service to meet those changing demands.

Here are some highlights:

- With approximately 34,500 reported CCC offences (excluding traffic) in the City of Ottawa, the level of reported crime increased by 4 percent last year.
- The clearance rate for total CCC offences (excluding traffic) improved slightly in 2017 with 37 percent of all cases cleared by charge or cleared otherwise.



- Ottawa's Crime Severity Index (CSI) rose by 1 percent last year to 49 - the Violent CSI increased by 5 percent to 58; while the Non-Violent CSI decreased by 1 percent to 45.
- The volume of reported non-violent crime in Ottawa remains unchanged from the previous year. Theft under \$5,000 decreased by 2 percent in 2017; fraud (mostly due to a rise in credit card related incidents) increased by 16 percent; while mischief and break and enters each decreased by about 7 percent.
- The rate of violent crime per 100,000 residents in Ottawa grew by 20 percent in 2017. This was driven by a rise in uttering threats, harassing communications, assaults and sexual violations due to internal process changes, greater public awareness and improved access to reporting online.

While 2017 saw a decrease in homicides from 2016, the number of shootings and shots fired with no injuries increased. The OPS invested in our Guns and Gangs Unit by adding personnel and focusing on an organization wide effort to respond to that activity.

The Service is seeking to add more officers to address this problem and we are very aware that this type of violence has a direct impact on residents' perceptions of safety in the city. Enforcement and suppression is part of the answer to addressing street level violence but we recognize that partnerships in the community, as outlined in the Street and Gang Violence Strategy, are vital to longer term solutions.

The OPS also started on the path towards modernizing the way we offer services to the public. We realigned our hours of operation for our front desk services, to ensure we were open during the times when the public demand was greatest. We added more ways to report crimes online, giving residents ease of access, and included hate crime reporting online - a first for any police service in the province. We also launched our online record check program. In the past, a record check could take upwards of a month to receive. It can now be received in as little as 24 hours.

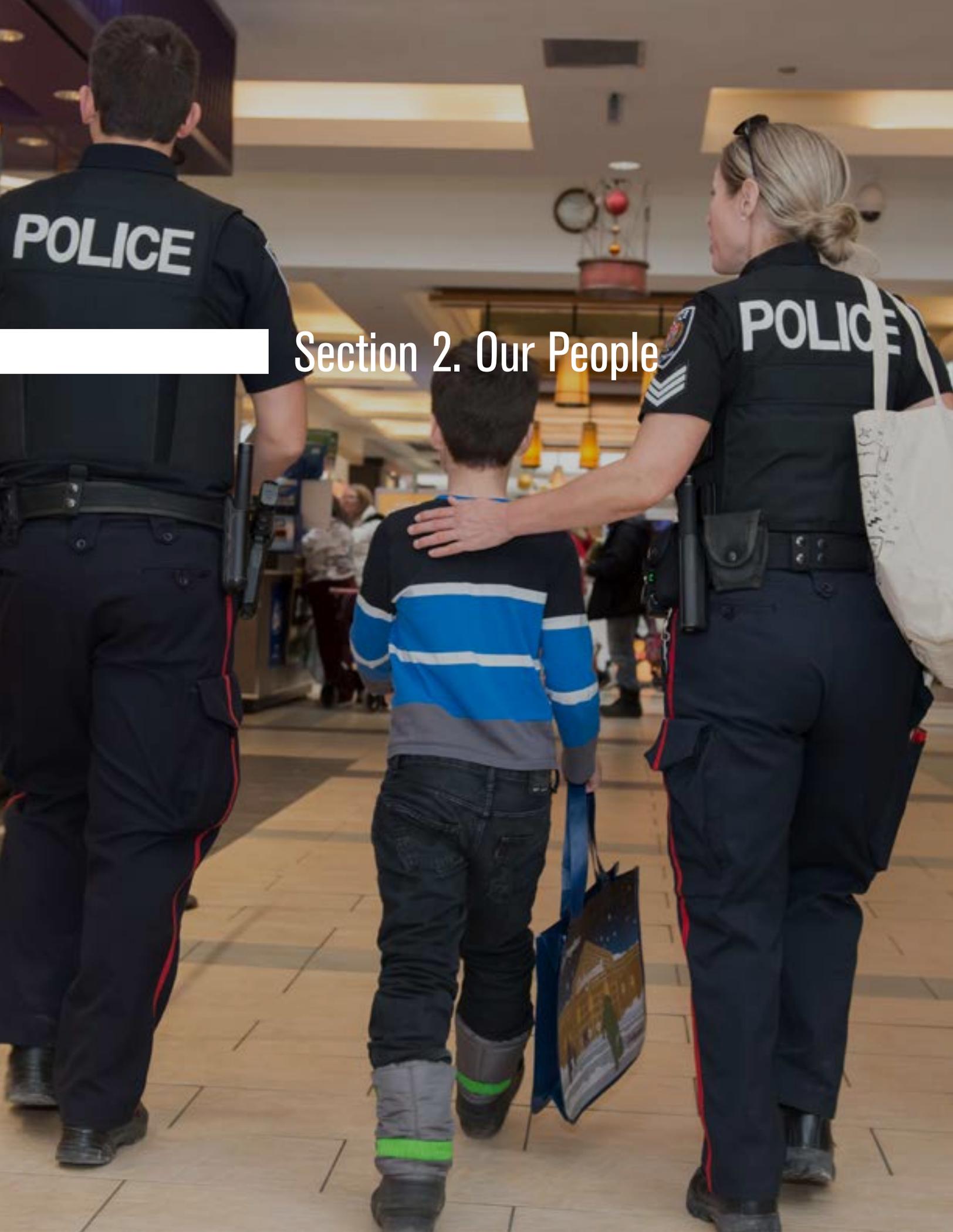
We are also taking a new approach to recruiting and outreach by partnering with different racialized community associations to encourage an increase in diversity in our membership. The goal is to ensure that our service reflects the community it serves through Equity, Diversity and Inclusion principles.

Policing is always changing; the one constant is the dedication and professionalism of our members who work hard every day to ensure the safety of our community.

Chief Charles Bordeleau
Ottawa Police Service



The OPS welcomed some new recruits in 2017, adding new and veteran officers to our staff complement.



Section 2. Our People

Section 2. Our People

Responding to your call

How Ottawa connects with us at the OPS is a critical element of what we do every day. In 2017, we saw the fruition of many projects implemented by the Service Initiative, including a rework of how our internal phone system works.

In May, in coordination with a remarketing of our “Make the Right Call” program, we introduced a simpler way to connect with us and get you the help you need. By eliminating what was often considered confusing two-number emergency call service and reducing it to one simple number to dial to call us, this streamlining allowed us to create efficiencies, and also get

people help faster. We also introduced a new Interactive Voice Response system to better direct queries to the right person or unit in the OPS.

Additionally, after assessing use of front desk services at our police stations, we realigned our hours to reflect the needs of the community, and centralized all records checks to our west-end facility on Queensview Drive. This shift of hours will allow us to save on staffing costs, while better-serving residents of the city by directing our resources to the appropriate demands for service.

Ottawa Police Service
MAKE THE RIGHT CALL
ONLINE + BY PHONE

ONLINE REPORTING
Don't wait on the phone, save time and use our online reporting service for non-emergency reports such as:

- Theft (excluding theft of passports)
- Theft from Vehicle
- Traffic Complaints
- Mischief/Damage to Property
- Drug Complaints
- Fraud Complaints

REACH US BY PHONE
Some incidents require an officer in person, while other reports can be taken over the phone by a Call Centre agent.

9-1-1 for emergency

613-236-1222 for non-emergency reports
TTY 613-760-8100
service for the Deaf, Deafened and Hard of Hearing

For anonymous tips, contact Crime Stoppers  **1-800-222-8477 (TIPS)**
crimestoppers.ca



Changes that were implemented by the Service Initiative saw a restructuring of resources to meet the emerging needs of city residents.

Service Initiative

The Service Initiative (SI) Program was established to assist with implementing changes to the OPS' overall service delivery with a view to improving service, enhancing partnerships, creating greater efficiencies, and streamlining police services that are delivered to the residents of Ottawa.

In 2016, the OPS' Criminal Investigative Directorate (CID) effected measures to improve its case resolution. A realignment of its reporting structure was carried out to balance workloads, heighten information-sharing, increase investigative capacity and improve services to victims of crime. Some improvements included realigning the Victim Crisis Unit under the Specialized Investigations Unit, the addition of Case Managers and Investigative Assistants to both the Sexual Assault/Child Abuse (SACA) Unit and the Partner Assault Unit (PAU), and the creation of a new Cyber Crime Unit in response to increasing computer-oriented crimes.

The introduction of the Ottawa Police Strategic Operations Centre (OPSOC)—in October 2016—saw the arrival of an enhanced coordination tool and a “virtual back-up” to road officers. Capable of providing near real-time intelligence on complex or high-risk calls while officers are en route to a scene or in the early stages of an investigation, OPSOC personnel can also provide a common operating picture

with respect to what is happening across the city at any given time.

In early 2017, the OPS saw a significant milestone occur with the implementation of its new Frontline Deployment Model. Based upon years of research and hours of member engagement, the model allows better coordination of road officers and a more efficient response to calls for service. As a result of changes to the OPS' service delivery model, whereby enhanced protocols have been introduced and citizen self-service is encouraged (e.g. telephone-reporting or online-reporting), there has been a notable decrease in the need to dispatch officers (allowing them greater capacity to attend calls requiring police response).

Also in 2017, the Demands for Service System (DFSS) was reintroduced with several enhancements that allows the OPS to coordinate requests for service and track resources. Through the DFSS, supervisors have access to information that provides situational awareness and allows them to expedite certain calls for service that may be affecting communities. This tool will also be instrumental in allowing the OPS to identify how proactive work gets assigned and executed, along with the ability to see which requests cannot be met because of insufficient resources.

Order of Merit of the Police Forces

The OPS was pleased to announce that both Deputy Chief Jill Skinner and Staff Sergeant Paul Burnett were invested into the Order of Merit of the Police Services. This honour was presented to them by the Right Honourable Governor General David Johnston and recognizes the exceptional dedication to community and policing exemplified by both D/Chief Skinner and S/Sgt. Burnett.



Order of Merit recipient Staff Sergeant Paul Burnett, right, with Ottawa Police Services Board chair Eli El-Chantiry at an OPS multicultural potluck lunch.

Governor General David Johnston awards Deputy Chief Jill Skinner with an Order of Merit.



Community Police Service Awards

Since 1995, members of the community and the police service have been publicly recognized for their assistance to others in the previous calendar year. The awards are categorized in the form of Valour, Merit and Community Service. The Diversity and Race Relations Section continued to coordinate, organize, and evaluate all aspects of the annual community police awards on behalf of the Ottawa Police Services Board and Chief of Police.

Although there were no nominations for the Community Service Award in 2017, 21 individuals received Valour recognition and 14 individuals were recognized for Merit.

Merit Award Winners:

- Johanne Mareli
- Cindy Cybulski
- Michel Vandal
- Christopher Jenkyn
- Zeki Bingol
- Olivia Dore
- Carissa Davis
- Colleen Scott
- Dawn Shaver
- James Clark
- Aidan Keller
- Matthew Dechnik
- Brandon Talbot
- Sophia Woodland

Valour Award Winners:

- Alexandre Diaz-Papkovich
- Terrance Davidson
- Geoffrey Davidson
- Gilles Hebert
- Katharine Eggins
- Salomon Gutierrez
- Wendy Marcuccio
- Kim Desjardins
- Evan Hung
- Iain MacLellan
- Matthew MacDonald
- Robin Gallie
- Christopher Reed
- Guy Gamache
- Steven Outhouse
- Nathan Breton
- Alex Bain
- Jordan Mitchell
- Yannick Roussel
- France Lavergne
- Luc Tessier



The 2017 winners of Valour and Merit awards.

Wellness

Policing is a complex and demanding profession. The demands of the profession along with media and public perceptions merge to create a challenging work environment.

Over the past year, the Ottawa Police Service continued to invest in the health and wellness of its members. A Wellness Strategy was developed that sets out a series of clear, specific and achievable steps we have begun to take in order to attain our vision of a healthy, resilient and engaged workforce.

Since personal and professional lives often impact one another, the OPS recognized the need to create a more robust system of health and wellness through cultural change, education, recognition, resiliency and support from pre-hire to post-hire.

Road To Mental Readiness

Road to Mental Readiness (R2MR) was originally developed by the Department of National Defence with the goals of providing the conceptual tools and resources to employees and leaders to manage and support colleagues who may be experiencing a mental health challenge, as well as to promote positive mental health in workplaces.

Throughout 2017, most employees received R2MR training as part of the comprehensive Wellness Strategy. The training—which will be ongoing—provides the tools and resources required to manage and support employees who may be experiencing a mental health issue. The model also assists members and supervisors with maintaining their own mental health and encourages promotion of positive mental health in all employees—reducing the stigma surrounding mental health.

Resiliency

Resiliency is built and strengthened in many ways. Although it is known that good nutrition, sleep hygiene, physical fitness and positive social supports are key to building and maintaining resiliency; the strategies that are chosen are individual and will be dependent on situational circumstances. It is because of this understanding that the OPS is cognizant about offering and building upon our current program portfolio (e.g. fitness assessments, fatigue management).

The Real You

This year marks the tenth anniversary of The Real You OPS Wellness Program that consists of a team of health care professionals offering effective solutions in helping individuals achieve their health goals. With a focus on prevention, over 700 OPS members have taken part in the 18-month program and have experienced incredible results including:

- 77% reported increased energy;
- 69% reported improved body fat/weight; and,
- 74% reported improved strength.

While there are a number of programs already in place, and attitudes around wellness within the OPS are beginning to shift, there is still much work to be done in order to sustain a healthy culture for current and future employees.

We look forward to continuing this work to improve the quality of members' lives and to enhance their ability to do their job well.

Youth

The Ottawa Police Service is committed to investing in youth in our community. It is why we have several engagement programs that, because of the careful curation by our youth specialists, continue to yield some impressive results.

In 2017, members from our Youth Advisory Committee (YAC) were invited to speak with Justice Michael Tulloch, after he announced that he would be reviewing the implementation of the new Regulated Interactions legislation that was launched in January 2017. Regulated Interactions replaced Street Checks and altered requirements of what information police were allowed to collect about people they interacted with during the process of their job.

The YAC team decided to take the complicated legislation and create a postcard, with easier to understand language, that outlined a youth's rights under the new laws. Justice Tulloch reviewed the content that the YAC team created and welcomed their unique perspective on the regulatory changes.

The youth in all our programs were heavily involved in helping out with all the many Canada 150th events across the city. Our Venturers' team, which is an OPS-led program in partnership with Scouts Canada, helped with everything from Winterlude to the Governor General's Teddy Bear picnic, and were even on hand to help with the annual gala festivities to ensure that the evening went smoothly. But it is not all glitz and glamour; these hard working Venturers also pitched in with park clean ups and were on hand for the Canadian Police and Peace Memorial event at Parliament Hill in September.

We value the role the Venturers play with community outreach and we are proud of the fine example they set for other youth when they represent the OPS. Normal duties for our Venturers include assisting with special events, crime prevention initiatives, giving tours of our OPS facility at Elgin Street, and participating in scheduled meetings and outings.



Our Venturer's team was busy with fitness tests and helping to make Ottawa beautiful by removing graffiti. Those are but a few things they do to help act as ambassadors for the OPS.

Volunteers

The backbone of our organization is strengthened by our network of volunteers, who dedicate their time to helping our city's residents. Whether it is providing information sessions about crime prevention techniques, representing the OPS at community events, or singing songs to lift spirits or commemorate those who have fallen; our volunteers not only enrich the lives of area residents, but provide a valuable service to the OPS.

In 2017, we welcomed 11 new Auxiliary Police members, added 15 new students to our Venturers program, attended a total of six city parades (including St. Patrick's Day, Navan Fair and the Barrhaven Christmas Parade), and assisted in the numerous Canada 150 events city-wide.

Two of our Ottawa Police Chorus members, Paul Rochon and Jean Roger, celebrated 45 years with the Ottawa Police Chorus and received the Brenda Landry Award for excellence in volunteerism and serving the community.

In between, our volunteers attended the OPS's 18th Annual Volunteer Brunch, went to the Ontario Association of Crime Stoppers Conference in Waterloo, and celebrated International Volunteer Day on December 5th.



Members of our Venturer team helped out at many events during the Canada 150 celebrations.



Chief Charles Bordeleau and Ottawa Police Services Board chair Eli El-Chantiry celebrate Angelina Gomes's 15th year as a volunteer with the OPS.

Exceptional Calls for Service

Officer convinces armed barricaded person to surrender peacefully

A lot of the time police officers have to tell people what to do, but sometimes their job is to listen.

Constable Amy Haggerty, an 18 year veteran of the Ottawa Police Service, was put to the test on April 11, 2017 when she responded to a barricaded person call.

“People in distress feel they are out of options and that no one is listening to them,” said Cst. Haggerty.

The man, who was suffering from physical and mental health issues, was armed with a knife and threatening to kill himself as well as any police officers who entered his home.

“The first thing I tried to do was find out what was bothering him and let him know I was there to help,” said Cst. Haggerty. “A person in crisis can be unpredictable, so you have to tell them exactly what is going to happen and you need to be honest with them, but usually things are not as bad as a person in this situation thinks they are.”

Cst. Haggerty spent six hours speaking to the man, who surrendered peacefully, opening the door and turning the knife over to her.

“I listened and he trusted me to get him the help he needed,” she said.

The man was taken to hospital where he received attention for his physical pain as well as his mental health issues.

Officers use taser to defuse volatile situation with armed suspect

Every day officers are faced with making split second decisions that can impact their safety and that of the people they are trying to help. When it comes to engaging with armed suspects, they have to employ use of force options.

One of the tools at an officer’s disposal is the Conducted Energy Weapon or taser, a less-than-lethal option in apprehending suspects and diffusing dangerous situations.

One such incident occurred on July 4, 2017, as Patrol Constables Lindsay Beattie and Michel Oger were dispatched to a domestic disturbance in Vanier. When the officers arrived at the apartment, they heard a woman’s scream.

They went inside and were confronted by a man armed with a machete and brass knuckles. The man charged at the officers and Cst. Oger deployed a taser while Cst. Beattie drew her gun.

Both officers credit the taser that Cst. Oger had at his disposal with resolving the situation quickly and without serious injury.

“This was a volatile situation that could have escalated if the taser deployment had not brought the incident to a quick resolution,” said Cst. Oger.

The man was taken into custody without further incident and he is facing criminal charges.

The victim sustained injuries but is expected to make a full recovery. “It could have been a very

different outcome if between the two of us, we did not have the option of using a taser,” said Cst. Beattie.

The Ottawa Police Service is planning to provide tasers to more officers in 2018.

Barricaded man surrenders peacefully to officers who use de-escalation practices

On February 4, 2017, Constable Bruce Marshall and Constable Jenny Campbell responded to a call about a man who assaulted his neighbour and then barricaded himself in his own apartment.

Police were called by a neighbour after the subject became irate and punched a hole in the wall between the two apartments. The officers used the hole to speak directly to the distraught man. It quickly became evident they were dealing with someone with mental health issues. Cst. Campbell, a former paramedic, was able to calm him down but he continued to be delusional.

The officers were successful in talking the man into surrendering himself into custody before tactical officers and negotiators arrived so that medical attention could be provided without delay.

“An assault call quickly turned into a concern for the health of the suspect,” said Cst. Marshall. “In this case, we recognized there was a mental health issue and we were able to focus on getting help for this man rather than engaging in a prolonged critical incident.”

The man was taken to hospital and treated for an existing condition.

Man’s best friend makes an excellent police partner

One of the specialized units at the Ottawa Police Service is the Canine Section. The OPS introduced its canine unit in 1991, and a dog’s incredible sense of smell makes them the perfect partner.

“We have all kinds of technology and sometimes it fails,” said Constable Brett Chisholm, “but a dog’s nose never does.”

Cst. Chisholm and his police service dog Riso have been together on the Canine Unit for three years.

Amongst other police work they do, on average, they perform one track per shift.

On January 26, 2017, Cst. Chisholm and Riso were responding to a neighbourhood in the city’s south end where two men were breaking into cars.

When they saw police, the suspects fled. Cst. Chisholm chased one of the suspects for about seven hundred metres before catching him and placing him under arrest.

He returned to his vehicle and with his dog, tracked the second suspect. Riso led Cst. Chisholm through the neighbourhood to a bag containing stolen property from the vehicle break-ins. A short time later they found the suspect hiding in a backyard.

After all this time, Cst. Chisholm is still incredulous over his canine partner’s unique ability. “It is not just bad guys we work to find. It’s missing people too. In some cases, if it were not for Riso, these people would not have survived to return to their families.”

There are ten dogs with the Ottawa Police Canine Unit. Some are tracking dogs, others are bomb sniffing dogs and others still are used for drug detection. All of them help their human partners keep people safe.

Officer attributes experience and teamwork with capture of bank robber

Patrol officers call upon past experience, observation skills and teamwork to do their job.

On October 3, 2017, all three of these factors came into play for Constable Troy Forgie. He was working in the city's west end when a call came over the air about a bank robbery in Bells Corners.

"The dispatcher sent a message about a white Mitsubishi used in previous robberies," said Cst. Forgie.

Based on a similar experience he had months earlier, Cst. Forgie asked himself, how is he going to flee? "The logical answer was the 417."

He positioned himself on the Robertson Rd onramp and waited. Sure enough, a vehicle matching the description drove past him. Cst. Forgie followed the vehicle to Carling and Woodroffe while he waited for confirmation of the suspect description.

As Cst. Forgie initiated a traffic stop, the suspect sped off, disobeying traffic signals along Carling Avenue.

"He turned onto a side street I knew was a dead end, so I knew there was nowhere to go."

The suspect continued fleeing police on foot. Cst. Forgie advised dispatch and other units were sent to help search the area.

With the help of other patrol officers and the Canine team, the suspect was found a short time later in a wooded area.

Cst. Forgie was the arresting officer. "It was a team effort between patrol units, the Canine tracker and his dog as well as the Communications dispatcher."

In addition to the Bells Corners robbery, the suspect was charged with several bank robberies in the Ottawa area.

Officer overpowers man with a gun

An officer has to be ready for anything at all times.

"There is no such thing as routine in police work," says Constable Matt Jones, who is a patrol officer in the Rideau and ByWard Market area. "You never know what kind of call you will get hour to hour."

He experienced just that on April 8, 2017, when he attended a business on Rideau Street for a shoplifting investigation. Cst. Jones was in the back room processing the suspect when several customers and staff members rushed in. There was a man with a gun in the store.

Cst. Jones drew his weapon and engaged with the suspect as two security guards were struggling to subdue the man. The officer assisted in restraining him and he took possession of the gun.

The gun was later determined to be a replica hand gun.

"At the time it is happening, you do not have time to wonder whether or not it is fake. You always have to treat this kind of situation like it was real," said Cst. Jones.

The suspect was charged with robbery and weapons offences.

Officer commended for skill and dedication to safety in apprehension of break-in suspects

On April 17, 2017 at about 1 am, Constable Jeremie Brazeau was responding to a commercial Break and Enter in progress in the city's east end.

"I was driving to the location when I was passed by a vehicle matching the description provided by the dispatch operator," said Cst. Brazeau.

When he activated his emergency lights to stop the vehicle, it accelerated away.

Cst. Brazeau contacted dispatch and a decision was made to engage in a pursuit of the vehicle.

Once started, a vehicle pursuit is monitored by the officer, the dispatcher and a supervisor. Any of the three can call off the pursuit at any time.

Cst. Brazeau safely pursued the vehicle over a short distance. Once stopped, other officers in the area arrested the driver while he chased after the passenger, who fled on foot.

The second suspect was caught and both men were charged with a series of criminal offences, including flight from police.

Cst. Brazeau has been a police officer since 2015 and has worked on patrol in the east end during this time. He attributes his knowledge of the area, his training and the teamwork as the reason for the successful outcome to this incident.

Rookie's first foot pursuit ends in arrest of man wanted for shots fired

Constable Kaleigh Knox was a new patrol officer still riding with a coach officer on April 13, 2017 when they responded to a gun call on Augustus Street.

"We heard over the radio that Constable Brown was in a foot pursuit with an armed suspect. My coach officer, Cst. Christofilakis, used his knowledge of the area to position us ahead of the foot pursuit."

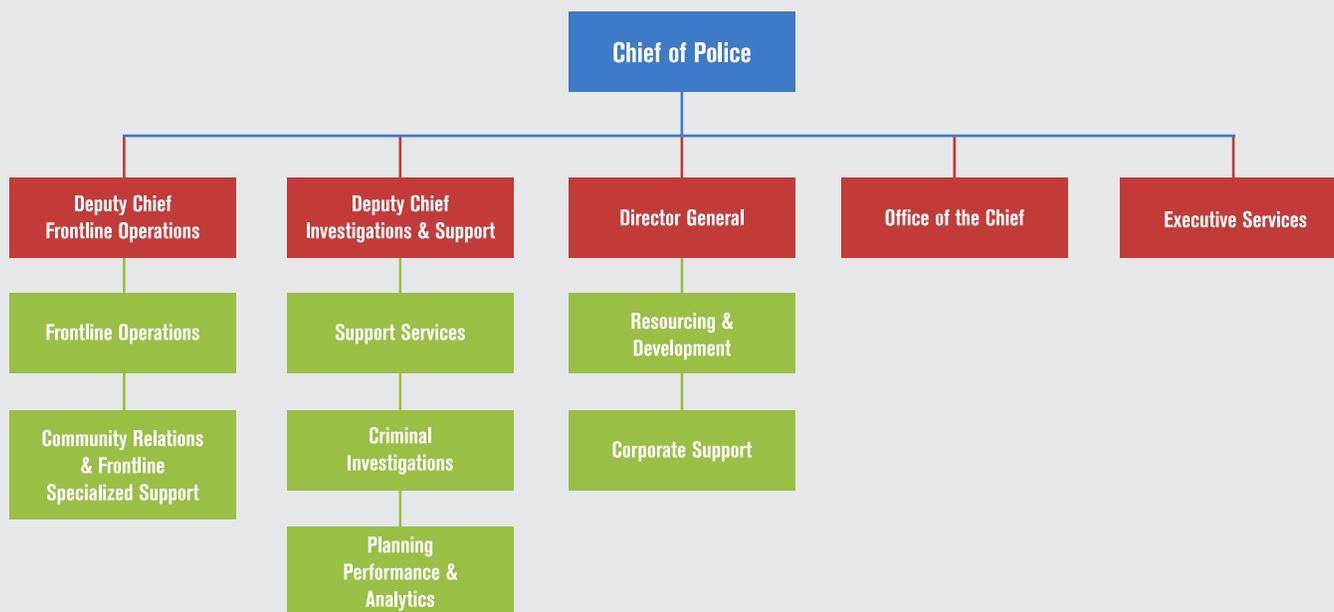
Constable Knox joined to chase. "It all happens so quickly, you do not have a lot of time to think; you can just react and use your training."

All three officers were able to reach the suspect, who was arrested at gunpoint. Cst. Knox handcuffed him.

"Even though the training I received taught me what to do, I was glad to be with experienced officers who knew the area. It definitely helped to ensure a successful outcome in this case."

The man is facing weapons charges.

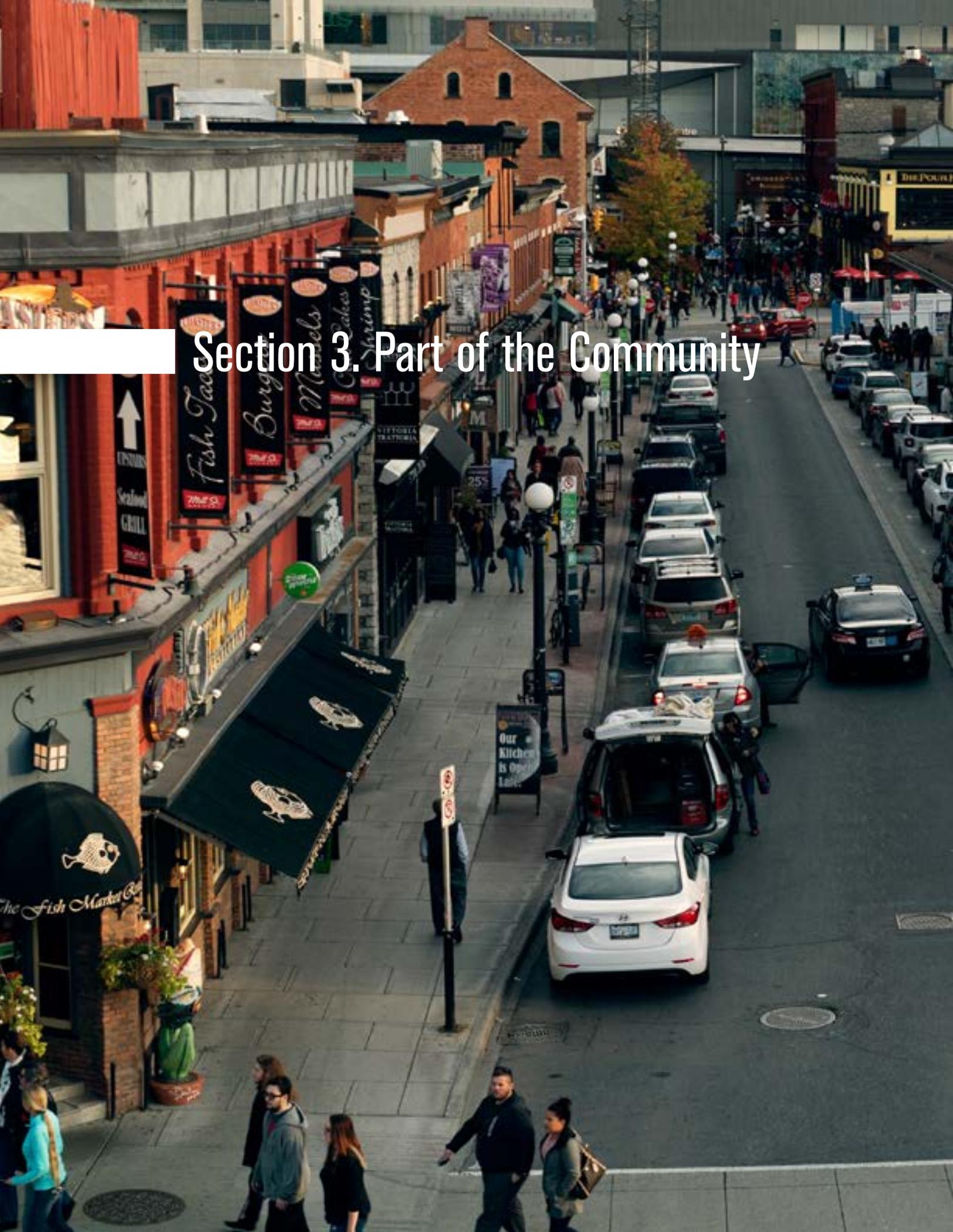
Organization Chart (December 2017)



2017 Staff Complement Summary¹

Directorate	Sworn	Civilian	Total
Corporate Support	55	207.5	262.5
Criminal Investigative Directorate	241	36.6	277.6
District Directorate	292	8	300
Emergency Operations Directorate	134	7.8	141.8
Executive Services directorate	22	54	76
Patrol Directorate	524	3	527
Resourcing & Development Directorate	64	28	92
Support Services Directorate	26	279.7	305.7
Grand Total	1,358	624.6	1982.6

¹Taken from the 2017 budget book.

A high-angle photograph of a busy city street, likely in a downtown area. The street is lined with various storefronts and businesses. On the left, there are several signs for food and drink, including "Fish Tacos", "Burgers", "Mussels", and "Shrimp". A sign for "The Fish Market" is visible in the foreground. The street is filled with cars, including a white sedan in the foreground and a black taxi. Pedestrians are walking on the sidewalks, and there are streetlights and signs throughout the scene. The overall atmosphere is one of a vibrant, active community.

Section 3. Part of the Community



Partnerships

We could not do the work we do as a police service without the valuable relationships we have with our community partners and invested residents. It is why we are equally invested in the communities we engage with and strive to be inclusive with our partners to determine how best to serve residents of this city.

Diversity and Race Relations

The Diversity and Race Relations (DRR) section had a very busy year responding to a lot of high profile events, including: PRIDE festivities, the restructuring of the Community Police Action Committee (COMPAC), and topics relevant to Ottawa's racialized communities.

While the issue of officers marching in PRIDE celebration parades in uniform became headlines for many police services across Canada, our DRR team met with representatives and came to a peaceful and respectful compromise for the day's events. The team even started an inaugural BBQ which raised \$1,635 for Capital Rainbow Refuge; a non-profit organization that helps sexual minority refugees.

The request to restructure COMPAC came from within the committee itself, as it sought to have representatives in the group that both reflected the communities they represented, but also the connections they had within those communities.

As 2017 came to a close, the process for a revamped committee was well underway. But key to its activities were its perennial events; the Human Rights Learning Forum, held each December, and the annual Diversity Celebration. In 2017, the Diversity Celebration was augmented with a live on-site swearing-in of Canadian citizens by Immigration Canada. It was a day to learn about new cultures and celebrate what makes us unique. The Human Rights Learning Forum focused this year's event on Facilitating Reconciliation by Understanding the History of Canada's Indigenous



Diversity and Race Relations Staff Sergeant David Zackrias introduced our guests, who showcased their cultural traditions with music, food and dance.

Peoples. It supported Recommendation 57 in the Truth and Reconciliation Commission's report by Justice Murray Sinclair.

The team ended the year by celebrating a few personal wins for of its members. Constable Lila Shibley was recognized for her efforts with new Syrian families to Ottawa with the Women Who Inspire Award from the National Canadian Council of Muslim Women, and Zoye Poulin was one of 150 people recognized in Ottawa in the #OC150 award, for working to build our community.



Immigration Canada joined in the Diversity Day Celebrations by swearing in some new Canadian citizens.

Outreach Liaison Team

The Outreach Liaison Team (OLT) emerged after the arrest and subsequent death of an Ottawa resident. In an effort to connect with the affected communities, the Chief of Police asked for the creation of this specialty team in order to address some of the growing issues and concerns in the community and the city. It was the role of the OLT to rebuild trust and build bridges between community members and the OPS.

In 2017, the OLT met with community stakeholders to brainstorm on ideas on how to improve public-police relations. From those meetings, two key issues emerged: 1. A need for accountability and transparency with the community; and 2. Addressing the need to find solutions to community fear and mistrust of police, which leads to lower reporting of crime. In an unprecedented approach, the OLT combined historical issues, concerns and recommendations into an enterprise-level plan which became a key foundational document for the Bias Neutral Action Plan.

In total, the OLT team met with 1,000 community members, averaging about an hour per person during the course of 2017.



The OLT met with more than 1,000 community members in 2017.

Community Development

Creating strategic community engagement and partnership strategies for the Ottawa Police Service that build trust between police and community is the responsibility of Community Development (CD). Having strong ties within the community is a long-term trust-building effort, and because of those ongoing efforts at inclusion and transparency, collaborative solutions are often found to emerging issues.

Partnership in Action (PIA) is the OPS framework for public consultation and wider community engagement. PIA is more than a traditional consultative approach because it aims to identify and build upon community involvement and engagement within policing.

In 2017, the CD team organized several engagement activities with community stakeholders, to enhance and promote professional and bias-neutral policing and to obtain community feedback, including reactions, issues, themes, and recommendations. Those engagement activities involved more than 40 community agencies and 150 students at post-secondary institutions. Participants were asked to make recommendations for changes to promote an organization-wide approach that embraces equity, diversity and inclusion.

CD, in partnership with Community Safety Services (CSS), coordinated Police Week activities to create events in priority neighbourhoods impacted by crime, and encourage a dialogue with police. More than 4,500 people came out to learn about how they could get involved and enhance the safety of their communities.

The CD team also partnered with City for All Women Initiative (CAWI) to develop a community engagement toolkit. This toolkit is designed to better support and assist Ottawa Police members in planning and implementing effective community engagement initiatives and to help mobilize local resources.



The Community Development team hosted a number of consultations with stakeholders in 2017.

Canada 150 & Ottawa 2017

Canada celebrated 150 years as a nation – and Canadians from all across the country gathered in Ottawa to join local residents in a year of celebration with 1,200 planned events of various sizes. Most years, Ottawa sees between 7 and 8 million tourists; in 2017, 11.25 million attendees were forecasted. In 2017, these events presented a specific challenge to OPS with respect to public safety.

In response to the increased number of activities, an OPS Planning Team was dedicated to 2017 event coordination and planning. The OPS Planning Team worked closely with the City of Ottawa, Ottawa 2017 organizers, and other policing and community partners at the local, regional and national levels in order to ensure that the year's celebratory events ran smoothly.



Canada 150 event La Machine presented a host of logistical deployment requirements as it moved around the city.

While some events had little or no operational impact on the police, there were 10 signature events with elevated risks. “La Machine” in July saw 750,000 people in attendance, and presented its own issues relating to traffic coordination and visitor safety. Each of these large events presented separate OPS staffing challenges, and the OPS Planning team ensured that staffing plans that had minimal impact or disruption to regular police operations.

The \$1.7 million spent by the OPS to police the Nation’s Capital during Canada’s 150th celebrations was recovered from paid duties and recoveries from both City and Federal funds.

The end result was a special year of national pride for all – and significant positive impacts for the city as a whole, including a boon for local business with the increase in tourism.

Outreach and Recruiting

The OPS continues to seek out and hire new recruits and increase its sworn officer complement with a focus on ensuring we reflect the community we serve.

Recruitment officers connected with racialized groups and related community associations to help with efforts to enroll more members from these marginalized groups. Each recruitment officer was paired with a specific community group and worked with those stakeholders on creating partnerships that would mean more successful candidates as well as providing support for area residents during the application process.

In 2017, our recruitment officers went to a total of 28 local events, averaging at least two events per month. They also attended monthly COMPAC meetings, went to the Women in Policing Conference in March, participated in Cross Cultural Competency Training in May, and helped host Police Week Events in May.

Additionally, Constable Claudio Escobar participated in a soccer mentoring camp, that connected him with under-served areas of the city and helped to establish new partnerships for the OPS in city neighbourhoods.



Events attended in 2017 by Outreach & Recruiting

Jan 28, 2017	Ujima Job Fair – City Hall
Feb 8, 2017	Canadian Friends of Somali Career Fair – Jim Durell Centre
Feb 8, 2017	Aboriginal Coalition Forum
Feb 25, 2017	RCMP Open House – RCMP stables
Mar 1, 2017	Employment Ontario Job Fair
Mar 3, 2017	Employment Summit – for new immigrants held at the Shaw Centre
Mar 9, 2017	Women’s only recruitment information session
March 16, 2017	Pinecrest Queensway Community Health Centre Job Fair – at Lincoln Fields shopping centre
March 18, 2017	Women’s only PREP test
April 10, 2017	GLBT Liaison Committee meeting
April 22, 2017	Somali Hope Gala – EY Centre
May 11, 2017	Recruitment session with Somalia youth
May 12, 2017	Somalia 12th Annual Youth Gala at the Ron Kolbus Centre
May 18, 2017	Women in Uniform event at Algonquin College
May 27, 2017	Odawa Pow Wow
Jun 3, 2017	CAADA 2017 event at City Hall
June 7 2017	SWAG program – recruitment presentation
June 17, 2017	Carivibe Parade
Aug 12, 2107	Jamaica Day at Mooney’s Bay
Aug 19, 2017	Annual Salvadoran Community Festival at Brewer Park
Aug 20, 2017	Trinidad Tobago cultural event at TD Place
Aug 30, 2017	Resettlement Resource Centre recruit information session at OPS Elgin Station
Nov 9, 2017	RYF community Fair at Confederation High School
Nov 20, 2017	Agenda Noir Présentation at the Somali Centre
Nov 30, 2017	Somali Youth Gala at the Jim Durrell Centre
Dec 5, 2017	Community outreach youth VS OPS basketball game at the All Saints High School
Dec 7, 2017	Recruitment presentation at La Cité Collégiale
Dec 13, 2017	Human Rights Learning Forum at the Hellenic meeting room.

School Resource Officers

The OPS is proud of the partnerships we have forged with area schools and students alike. In fact, one Ottawa school, St. Pius X High School, went out of its way to emphasize the value it placed on the work being done by its SRO, Constable Phong Le. In a letter sent to Chief Charles Bordeleau, both the principal and vice-principal sang the praises of the SRO program, and specifically the hard work done by Cst. Le.

“In cases where he worked directly with students and their families, he treated every individual involved with dignity and respect,” the letter read.

Cst. Le went on to spearhead a calendar project where students interviewed and took photos of men and women recovering from their addictions at The Oaks. The calendar humanized these men, told their stories, and incorporated both student artwork, a strong sense of community, and creativity.

But Cst. Le is quick to point out that all of the OPS’s SROs are equally engaged with the schools they serve. It’s part of the reason why these officers are so valued here in Ottawa.



Engagement with students is more than just visiting the schools. It’s often after-school games of football, or other projects, that encourage at-risk youth to interact with police.



A key component to crime prevention is the proactive work we do as officers.

Crime Prevention

Part of the best work we do as a police service is the preventative measures we employ to enhance the safety of all residents city-wide.

Our Crime Prevention Unit includes Crime Prevention Through Environmental Design (CPTED), Crime-Free Multi-Housing Program (CFMHP), Crime Stoppers Unit, and collaborative support with Ottawa Neighbourhood Watch Program. All of these units contribute to increasing the safety and quality of life for those living here in Ottawa.

Crime-Free Multi-Housing (CFMHP)

In 2017, the CFMHP welcomed two new landlords to the program, bringing the number of partners to 14 management companies, for a combined total of 276 certified properties. The CFMHP unit conducted 270 security audits to ensure program compliance, but also to increase the safety and security for those living in the participating communities. Every year, the CFMHP unit welcomes three student interns who assist with administrative duties and gain valuable work experience and insight into policing. The internship program is very successful and is slated to continue in 2018.

Crime Prevention Through Environmental Design (CPTED)

CPTED continued with its mandate to conduct audits on areas that have been targeted by crime. In 2017, the single-member unit conducted 43 site plan reviews and 63 audits. Additionally, Constable Matt Hunt trained 14 members of the OPS in the Basic Level 1 CPTED course, including members of the OPS auxiliary, school resource and community officers. Cst. Hunt also delivered a number of information sessions on the benefits of CPTED to Ottawa Business Associations, a Carleton University criminology class, and external partners.

Neighbourhood Watch

Neighbourhood Watch underwent a bit of a transition in the first half of 2017, including migrating from a committee model to a more formalized board model, consisting of five new positions. By the end of 2017, the board was fully filled with a mixture of both OPS members and community stakeholders. It is now in the process of reviewing its governance, memorandum of understanding with the Ottawa Police Services Board, and coordinating its outreach efforts with area communities.

Crime Prevention Week

The highlight of the year for the Crime Prevention Unit is Crime Prevention Week, held at the start of November. In 2017, events based on the province's theme of "Building Safer Communities Together," included several neighbourhood symposiums at various locations across the city. Topics ranged from personal safety, to swarming, elder abuse, online reporting, and insights from the OPS Robbery Unit. New to this year's lineup were two targeted events aimed at helping some of the more vulnerable members of our city; women at a women's shelter, and youth at a Boys & Girls drop-in centre in Vanier. The collaborative environment created by event organizer Sergeant Art Wong, led to a diverse cross-section of experts sharing their knowledge from many units of the OPS, as well as educational components from valued community partners like Ottawa Community Housing, OC Transpo, Boys & Girls Club, Ottawa ByLaw and Crime Stoppers.



Constable Marcus Cibischino, second from the right, hosted a public safety session at Greenboro Community Centre during Crime Prevention Week.



Representatives from Big Brothers Big Sisters Ottawa and Ottawa Victim Services each received cheques for \$45,000 as beneficiaries of the 2017 annual Ottawa Police Gala.

Crime Stoppers

It was a record breaking year for one of our most valued partners; Crime Stoppers. In 2017, Ottawa Crime Stoppers received more than 5,300 tips from the public. Those anonymous tips translate into valuable information that helps the OPS close cases and remove dangerous offenders from our communities.

One of the most popular initiatives from Crime Stoppers was offering a full \$2,000 reward for anyone who could offer information that led to the seizure of fentanyl and the arrest of fentanyl traffickers. With an opioid crisis sweeping the nation, this initiative helped police track down those offenders and get them before the courts for prosecution, removing this dangerous narcotic from our neighbourhoods.

Crime Stoppers Ottawa was recognized with a Longstanding Contribution Award at the Crime Prevention Ottawa Community Awards ceremony last November.

OPS Gala

The eighth annual OPS gala was held at the Shaw Centre on October 28, 2017 to benefit Big Brothers, Big Sisters Ottawa and Ottawa Victim Services. Both charities received a cheque for \$45,000 at the January 2018 Ottawa Police Services Board meeting. To-date, the gala has raised more than \$735,000 for local charities. While the gala is a celebration of OPS members and the exceptional work they do out in the community, it is also an opportunity to recognize the efforts of the invaluable partnerships we have with our frontline community agencies that serve some of the most vulnerable members of our city.



Section 4. Making a Difference

Guns and Gangs 2017

Ottawa, like cities across Canada, has continued to see an increase in gun violence and shootings over the last several years. Several strategies have been put in place to stem the increase including a community based guns and gangs strategy that leverages and coordinates the efforts of stakeholders and community groups as well as increased police enforcement.

The OPS has made preventing and suppressing gun violence an organizational priority and officers across the service including Frontline officers, Drugs, Street Crime, Direct Action Response Team (DART) and Guns and Gangs (G&G) have been leading efforts to hold offenders accountable. Resources have also been realigned from all covert operations to meet the current need. While these efforts have met with success it is clear that gun violence is an increasing and disturbing trend that requires more stable policing resources if our successes are to be sustained and increased.

Over the course of the year, the OPS worked closely with our city partners to help create the guidelines for a new strategy plan that was unveiled in the late fall of 2017 by Crime Prevention Ottawa. The new Street Violence and Gang Strategy plan was the culmination of several years of consultations, research, and collaboration with all of the city's frontline agencies.

What emerged from the research was a trend more towards a drug lifestyle than a gang or geographical affiliation; with previous rivals seen working together to push a certain commodity – whether drugs or weapons.

What also emerged was a need to look at the issue of street level violence on a holistic level. Instead of each public agency dealing with a specific role in the elimination of such threats from our streets, the strategy plan aimed to expand the scope of each involved. Instead of the OPS focusing on enforcement and suppression alone; it recommended that police

approach the issue from three additional pillars: Neighbourhood Cohesion (building resilient children, families and communities); Prevention (inclusive and preventative approaches to social development, community policing); and Intervention (identify areas where proactive measures can be implemented and help those seeking to exit gang life).

The OPS also aligned its internal strategic approach in the same pillared manner. G&G implemented a risk-driven approach to identify those individuals involved in street violence in Ottawa's communities. One success story from this realignment was the results of Project Sabotage: this seven-month investigation culminated in the seizure of 24 crime guns, the arrest of 15 individuals, and laying of 300-plus criminal charges.

As the OPS moves forward in its plans to counter the trade of illicit drugs and firearms in our communities, it will encourage a broader community-based model to enhance existing partnerships, build new relationships, and eliminate these types of activities from our streets.



The OPS increased the number of officers in the Guns and Gangs Unit in 2017.

Drugs

As Ottawa came to grips with its own emerging opioid crisis, the Ottawa Police Service (OPS) worked with Ottawa Public Health (OPH) to reinforce its prevention mandate.

The OPS joined other city partners on an Overdose Prevention Task Force to raise awareness in communities about fentanyl and what can be done to combat the use of the drug in our city. The education campaign included a robust social media campaign which redirected to a centralized website at OPH (stopoverdoseottawa.ca), outlining preventative tips, how to recognize fentanyl, and overdose statistics.

In the fall of 2017, the OPS began the training and distribution of naloxone kits for frontline officers who may encounter a drug overdose victim. Naloxone has the ability to reverse the effects of a drug overdose and save lives. By the end of 2017, the OPS had trained nearly all of its officers, ordered 1,400 kits, and issued over 600 kits to officers. In total, eight kits were used by officers in 2017 while responding to a call.

Additionally, the OPS continued to put resources towards investigating marijuana shops in the city. The OPS Drug Unit executed 12 search warrants during the course of 2017, shutting down pop-up shops; only to have some reopen soon after. Efforts continued with area landlords as the OPS worked with them through eviction processes, resulting in a number of the storefronts being closed down permanently. As we wait for the proposed new laws to come into effect, the OPS continues to update and train its personnel on both enforcement and educational measures.

In 2017, the OPS Street Crime and Drug Units actively pursued those who would sell opioids in our city, which resulted in a significant number of busts, including: a series of arrests in May after search warrants were issued, which resulted in seven people arrested, and 466.9 grams of fentanyl powder (enough for about 233,000 doses) seized, with a street value of about \$186,000; Project Flurry which resulted in the arrest of 21 people in July and the seizure of a cache of drugs



In 2017, the OPS Street Crime and Drug Units actively pursued those who would sell opioids in our city, which resulted in a significant number of busts.

that included heroin, cocaine and opioids; and Project Mitigate, that saw arrests of seven people, the seizure of crack cocaine and the rescue of two children ages 1-1/2 and 3. Earlier in March of last year, our Drug Unit successfully arrested one man after an extensive investigation into his drug trafficking activities. During the arrest, 10 kilograms of cocaine were seized after being discovered in a hidden compartment in the man's vehicle. Additionally, the Drug Unit gained a major

win against the battle for illicit drugs in the city after issuing eight search warrants across the city and finding a pill press that was capable of producing 20,000 pills per hour, along with cocaine, ecstasy, a sawed off shotgun, a handgun and 400 rounds of ammunition. The quantity of chemicals seized in that raid could manufacture 600,000 pills; four residents were arrested and charged with various offences.



While the OPS Drug Unit's focus was on prevention in the face of a fentanyl crisis, the unit was also proficient in arresting drug dealers and removing their goods and weapons from our streets.

2017 Joint Task Force Operations

February 16, 2017: The OPS Drug Unit began investigating a group of people believed to be in control of a distribution network for counterfeit pills containing Fentanyl in September 2016. The Ontario Provincial Police (OPP) provided assistance during the investigation, as this product was also being dispersed to rural areas of eastern Ontario.

In 2017, OPS and OPP executed a total of six warrants in Ottawa including a single family residence, two town homes, two apartments and a storage locker.

A total of 12 people (7 males, 5 females) were arrested and charged.

Items seized included:

- 2 assault rifles;
- 2 rifles;
- 1 shotgun;
- 3 handguns;
- 3 sets of brass knuckles;
- 2 stun guns disguised as a cell phone;
- Ammunition;
- Canadian currency over \$130,000.

Drugs seized included:

- Counterfeit pills containing Fentanyl (pending analysis from Health Canada)
- Fentanyl powder
- Cocaine
- Methamphetamine

Charges laid included:

- Possession for the purpose of trafficking;
- Possession of Proceeds of Crime; and
- weapons charges.

June 9, 2017: A joint forces police operation involving the OPS and the Royal Canadian Mounted Police (RCMP) "O" Division Ottawa Detachment of the Financial Crime Unit resulted in one property and a 2016 Chevrolet Corvette being seized. The property and the vehicle were valued at approximately \$900,000. The investigation resulted in charges being laid against 12 individuals, and the dismantling of an Ottawa-based drug trafficking network.

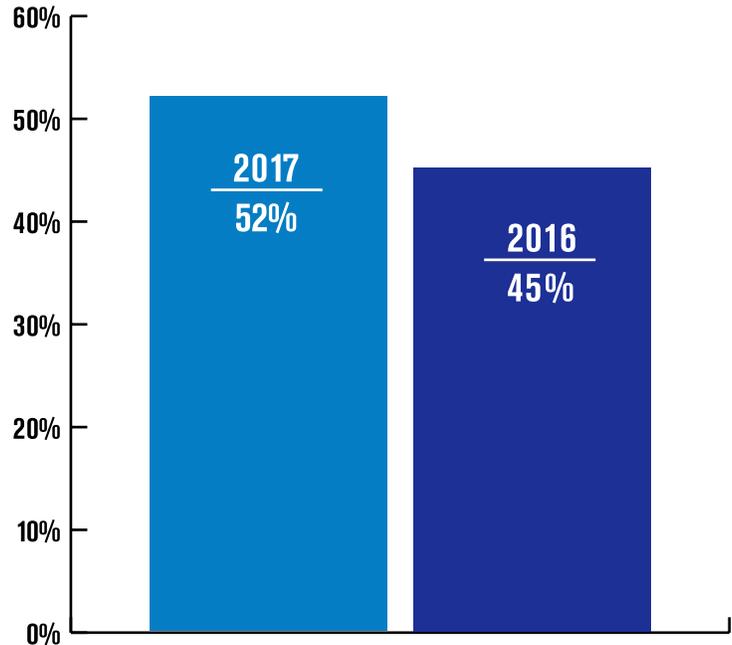
Robbery Unit

The OPS Robbery Unit continued its high solvency rate in 2017. After investigating a series of robberies in the first quarter of 2017, it was discovered that they were linked to another set of robberies in 2016. Two men were charged with 23 robberies, and upon further due diligence it was discovered that one of the men was linked to an additional four unsolved robberies from 2015. The unit closed out 2017 successfully solving a series of seven linked bank robberies, and a pharmacy robbery, linked to a suspect from Eastern Canada also wanted on a Canada-wide warrant.

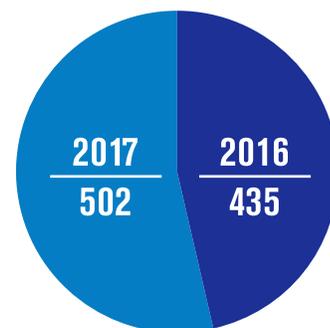
Part of the reason for the success rate for the Unit was due to the collaborative approach it employed with both frontline officers and other investigative units of the OPS, and outside agencies. By the end of 2017, the Robbery Unit achieved a 52% solvency rate, an increase of 7% from the previous year. This translated into the successful resolution of 74% of all business robberies, and 75% of all bank robberies.

But the Unit contended with more than just business and bank robberies. It also successfully dealt with several violent street-level robberies and abductions. In one instance the victim was abducted and forced to rob a business, and in another, the victim was stabbed. Several suspects were charged in this investigation. This led to the arrest of two suspects tied to eight additional robberies in the city. Another big win was the conviction of Ian Bush, which started when the Unit responded to a home invasion and robbery of Ernest Côté in December 2014.

Overall Clearance Rate

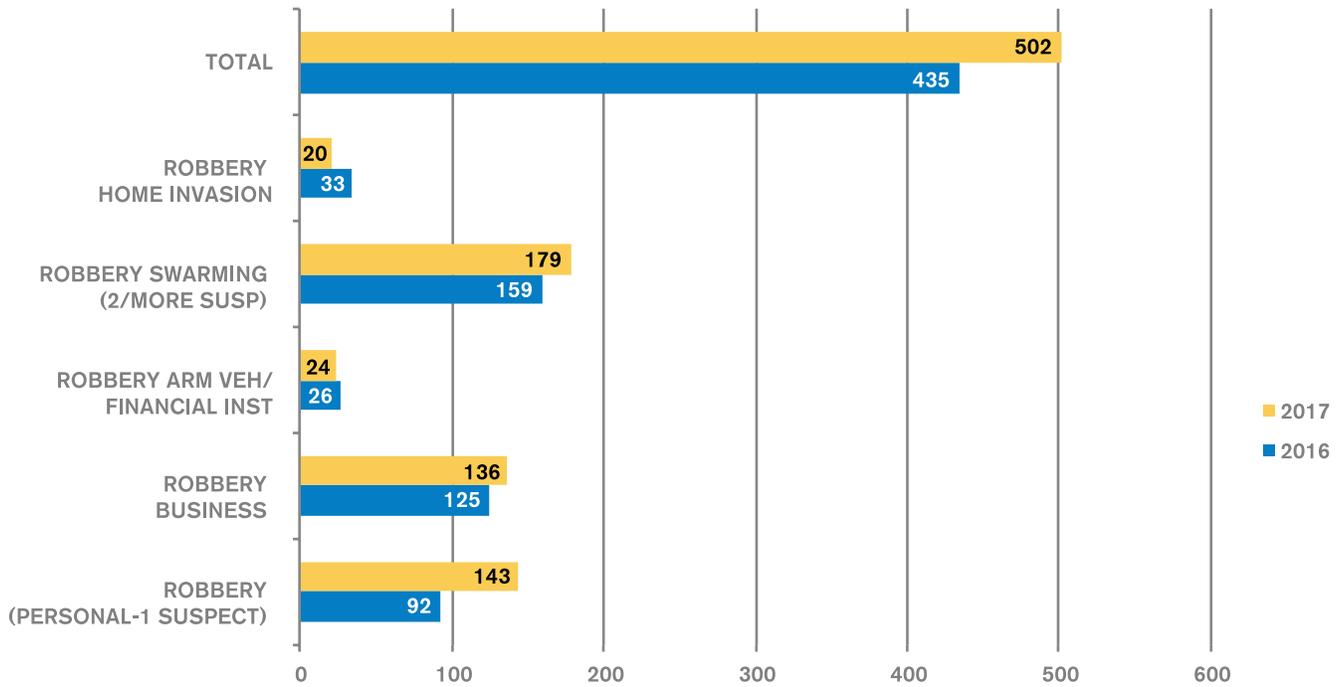


Total Robbery Cases

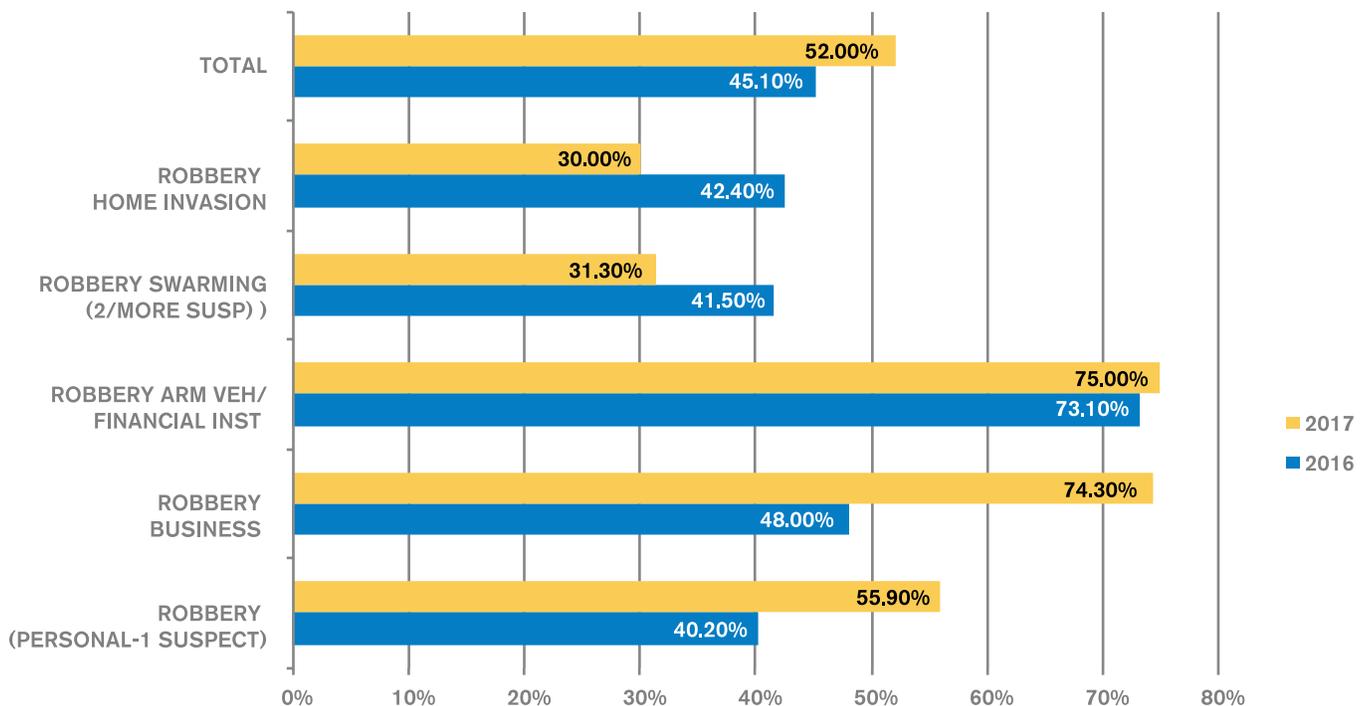


Robbery Stats

Actual Offence Count



Clearance Rate%



IT Improvements

The Ottawa Police Service (OPS) invested in technology in 2017 with the introduction of a new online records check system, an increase in the number of types of reports that could be filed online, and a new partnership with PriceWaterhouseCoopers (PwC) for a six-year Modernization Project.

At the start of the year, the OPS was pleased to introduce a number of new ways to create a police report online, and included a number of high-demand issues like traffic complaints, fraud reports and drug complaints. It has leveraged those reports, specifically traffic complaints, to create proactive policing measures, including targeted speeding blitzes and distracted driving campaigns. In response to requests from the community, the OPS introduced a new method of reporting hate crimes through its online service. This new reporting method provides those with barricades, like language issues, the opportunity to report a crime with the assistance of a family member or loved one – all from the comfort of their own home.

And Ottawa residents used the new reporting system: In 2016, there were 7,930 online reports filed. By contrast, in 2017, the OPS received 17,126 reports – a 116% increase year over year.

One of the big success stories of 2017 was the implementation of an easier and more accessible way to get a record check completed. As the OPS streamlined its front desk services, it centralized all record checks to its Queensview Drive location. This removed redundancies at other police stations and simplified the process.

But that was not all: The OPS introduced a new online system to get a record check completed from any internet accessible computer. The online system allowed residents, no matter where they lived in the city, the ability to request a record check for employment or volunteer work, and have it mailed or emailed back to them. What used to take several weeks to complete was now being returned electronically to residents within 48-72 hours at launch of their submission. Mailed copies of the reports took about a week to reach residents requesting the checks.

At the start of 2017, there was an eight- to 10-week backlog of records checks to be processed. By November of the same year, the backlog was



The Ottawa Police Service moved its online background checks online, offering a hassle-free method of quickly getting a record check completed.

eliminated and all records checks were being completed and returned to the resident requesting the check within 24-48 hours. In total, the OPS processed 82,149 record checks in 2017.

The OPS wanted to develop a plan for modernizing the service to augment the tools officers and civilians use to do their jobs. In January 2017, a master services agreement was reached between the OPS and PwC to implement the idea. PwC began formalizing a plan for the IM/IT Roadmap in March of last year and in July presented the completed work to the OPSB, which gained approval to proceed. The roadmap seeks to provide better tools for members to support evidence-based decision-making, improve their access to information, and simplify some administrative tasks to capitalize on resources. This includes concepts like moving to a more mobile police service that can leverage technology to instantly share information, and foundational infrastructure to support the introduction of these new technologies.

Violence Against Women

Responding to issues surrounding violence against women remains one of the top priorities for the Ottawa Police Service (OPS). In 2017, our Sexual Assault and Child Abuse Unit, along with our Partner Assault Unit, worked diligently with both internal and external stakeholders to uphold a victim-centred approach to all investigations. This mandate was included in internal training sessions to officers, from frontline to investigative, which specifically outlined techniques to be employed when dealing with persons in crisis; from the moment they report the assault, all the way through to the conclusion of the investigation.

From that emerged a set of Violence Against Women advisory tables that renewed the terms of reference to ensure there was a consistent dialogue between the OPS and its partner agencies. Last year also saw the adoption of an Ottawa-based version of the Philadelphia model, after the OPS reviewed its effects on victims and survivors, and introduced a new community chair person to the OPS team. This led to the creation of a first-ever Domestic Violence and Sexual Violence Advocate review tables. The foundational work completed in 2017 will be further pursued into 2018, in order to ensure uniformity of process, right across the province, to better-serve some of the most vulnerable members of our community.



DOESN'T MEAN SHE'S SAYING YES.

sex without consent = sexual assault



An example of the social media communications that were used throughout the year to raise awareness on sexual assault.

Elder Abuse Unit

The OPS's two-person Elder Abuse Unit had a very busy and productive 2017. As Ottawa's population continues to age, this section of the OPS has seen an increase in demand for service, predominantly around issues like fraud, and verbal and physical abuse.

In an effort to reach a broader audience and provide essential services to this demographic, the Unit created a helpful pamphlet, specifically targeted at those who were either unable to, or uncomfortable with, using the Internet. The Elder Abuse Unit handed out these pamphlets, translated into Chinese, Punjabi, Arabic, English and French, when they made presentations at senior residences and at community partner events. Steps are already underway to do further translations in Spanish, German and Somali in 2018 to reach even more residents.

But outreach with the community does not stop with a pamphlet. After responding to the media over several big headlines that emerged in 2017 outlining shocking abuse allegations of elderly patients in residential homes in the city, the Elder Abuse Unit used a set of laminated pictographs to help collect report information with non-verbal residents. This new tool enhances communication between Elder Abuse Unit officers and those victims who have issues with speech or language. The Unit also spent a large portion of the year training officers and 911 staff on how to respond to complaints about elder abuse and better-serve those residents.

But the highlight of the year for the Unit is connecting with community partners like The Busy Fingers Knitting Club, coordinated by Mrs. Eileen McCaughey. This group of volunteers spend their time knitting mitts, hats, scarves and blankets, that our Elder Abuse Unit take out to the community and give to those in need.



Examples of the elder abuse pamphlets in multiple languages.

The Gender Project

The Gender Project, in Phase IV, undertook a number of complementary initiatives to support and enhance its work.

Along with extensive work to revise and finalize the new and/or amended OPS policies and procedures submitted in draft form as part of Phase III, Phase IV included:

- A gender audit by Dr. Carina Fiedeldey-Van Dijk and her team at ePsy Consultancy on the finalized policies and procedures, again using the Equality Framework© tool;
- The development of an education and awareness plan – including a training program – to ensure all OPS staff are well informed and educated about the new OPS policies and procedures;
- Consultations with OPS members to explain the changes to policies and procedures, and to identify specific concerns;
- The first use of the new approaches to OPS transfer and promotion processes; and
- Additional research by Dr. Linda Duxbury and her team comprised of in-depth interviews with OPS members to delve further into some of the cultural issues and other barriers identified during their Phase III survey.

As the OPS concluded its work on Gender Project, it began to transition the project into a sustainable OPS program. In 2018, the OPS will continue its work on gender equity and will transition the initiatives of the project into the Equitable Work Environment Program. This program will ensure continuous improvement of the gender equity initiatives and the continued development of the Equity, Diversity and Inclusion Office.





The OPS was proud to be out with its partners to raise awareness about distracted and drunk driving.

Road Safety

Residents in Ottawa care about safer roads for all users, and as a result it remains one of the top priorities for the OPS. And it was a busy year for Traffic Services in 2017, as it worked with our valued partner, Safer Roads Ottawa (SRO).

The OPS continued to use its Automated Licence Plate Reader (ALPR) with great success, detecting 273 suspended and prohibited drivers and recovering four stolen vehicles last year. SRO increased Traffic Services' capacity by purchasing a second ALPR to be used at different locations around the city. To-date, the ALPR's have generated nearly \$1 million in fine revenue.

Other initiatives included: the Smart Cone Project, which installed thermal cameras along the O'Connor Street bike lanes, to increase the safety of city cyclists; an enhanced motorcycle safety course, taught to 24 participants – one of which used her newfound skills on a drive home from class; and the Fatal Collision Review Committee (FCRC), a collaborative partnership with OPS, Chief Coroner's Office, Transportation Services at the City of Ottawa, and SRO. The FCRC consists of a panel that reviews each fatal collision to determine if education, engineering or enforcement initiatives or preventative measures might have mitigated the results and saved a life.

In 2017, Traffic Services added an analyst to help with proactive policing measures, as outlined by the Service Initiative. The analyst compiles all of the traffic complaints from area residents, data from city municipal speed boards, as well as collision data, and sets up targeted areas to strategically use resources for the most effective impact to public safety. Coupled with a robust social media presence, Traffic Services is educating and impacting the way we drive in the city.

The year ended with the completion and approval of the OPS Traffic Plan, now currently available for review at ottawapolice.ca/TrafficPlan.



Constable Phil Kane explains to a motorist why he was stopped.

Accessibility

The Ottawa Police Service (OPS) believes in providing inclusive and accessible services for all, and is always looking for opportunities to enhance service to our community.

Braille Laminates

In 2017, the OPS introduced transparent Braille laminates for officers to attach to their wallet ID badges. This provides officers with the means to effectively identify themselves to a member of the public who is blind or partially sighted.

Telephone System

In addition, the OPS introduced a single telephone number to call for all non-emergency enquiries. As well, instead of having to find the proper extension to reach a desired party, the new automated Integrated Voice Recognition (IVR) system connects you to the right section or person.

MedicAlert Connect Protect

The OPS partnered with MedicAlert Foundation Canada with their Connect Protect service. This new initiative, aimed at enhancing the safety of some of our most vulnerable residents, (for example, in the event they go missing), will help officers search more efficiently and which may be vital to saving a life. This service gives the OPS officers 24-hour access to registered subscribers' medical information through their MedicAlert IDs, whether they have Autism, Alzheimer's, or other medical conditions.



The OPS partnered with MedicAlert in 2017 in order to enhance the safety of Ottawa's most vulnerable residents.

Community Safety Services – Maintaining a Point of Contact

The OPS recognizes that community partners need to have a focused point of contact with whom they can raise their concerns and who understands their neighbourhood. As part of the Service Initiative (SI), the new Frontline Deployment (FLD) Model included the development of a Community Safety Services (CSS) Section. The section was designed to assist with mobilizing resources to address community safety issues, provide information, assist communities with concerns, and arrange for OPS members to attend meetings and events in the community.

Human Trafficking Unit

A year into its official launch at the OPS, the Human Trafficking Unit (HTU) is already making strides in identifying and charging those perpetrating this type of predatory behaviour, and rescuing those trapped in this dehumanizing trade. In 2017, the HTU saw a 21% increase in the number of case assignments, that resulted in 164 criminal charges being laid against 26 people and three young offenders, who are currently before the courts. Part of the reason for this increase is diligent police work, but the HTU has been proactive in educating the public as well with numerous community presentations, which has contributed to a rise in success stories.

The HTU initiated proactive policing measures throughout the year, including Project Touchdown, which saw OPS officers out in the community, checking in at various hotels and connecting with sex trade workers, in the days leading up to November's Grey Cup. Project Touchdown managed to identify numerous new predators, and rescue two sex trade workers.

The nature of the sex trade is not a localized problem. It affects cities and towns all over the world. It is why we value the provincial, national and international partnerships we have with other police services and agencies, in an effort to share information for this often transient trade.

Additionally, the HTU has been instrumental in helping to create new coursework at both the Canadian Police College and the Ontario Police College, in partnership with Criminal Intelligence Services Ontario, so that all police services are operating based on the same standard operating procedures. Consistent methodology will increase the chance for success not only in removing these predators from our communities, but also helping some of the most vulnerable members of our community.



In its first official year, the OPS Human Trafficking Unit saw a 21% increase in the number of case assignments.

Exceptional Calls for Service

Police officers are trained to respond to emergencies and it's not something they turn on and off as they put on and take off their uniform.

On March 25, 2017, Constable Tina Pippy was having breakfast with a friend at the Chances 'R' restaurant when she spotted a young girl choking. The child's mother didn't know what to do and Tina immediately went to her aid. After quickly identifying herself as a police officer she performed the Heimlich maneuver on the girl and dislodged the obstruction from her throat.

The girl was otherwise uninjured. As a result of Cst. Pippy's quick intervention, no further medical help was needed.

Cst. Pippy says, "it was all in a day's work, even if I was off. I never stop being an officer just because I don't have my uniform on. I'm thankful I have first aid training and that I was there to help."

So was the girl's family, who ended up going to media to identify the officer who assisted. At the time it happened, they completely forgot to find out who she was and wanted to thank her.

Cst. Pippy received a commendation for her actions.

Section 5. Our Performance



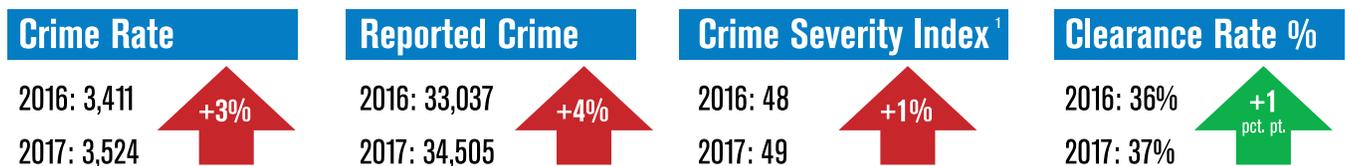
The OPS is continuously working to ensure that services to the public are efficient and effective. One way of ensuring this, is by monitoring our performance and crime statistics. This allows us to ensure that resources are directed to where they are needed the most.

As a way to demonstrate our progress towards achieving our goals the OPS has established a Performance Measurement Framework (PMF). The PMF is built on the work of Harvard Kennedy School of Government Professor Mark Moore, combined with input from a Citizen’s Advisory Committee. Additionally, it reflects more recent national benchmarking research conducted by Public Safety Canada.

Targeted Outcomes

1. Reduce crime and victimization
2. Call offenders to account
3. Reduce fear and enhance personal security
4. Ensure civility in public spaces through neighbourhood problem solving
5. Use force and authority fairly, efficiently, and effectively
6. Use financial resources fairly, efficiently and effectively
7. Ensure quality of service and customer satisfaction
8. Member engagement

Crime Statistics

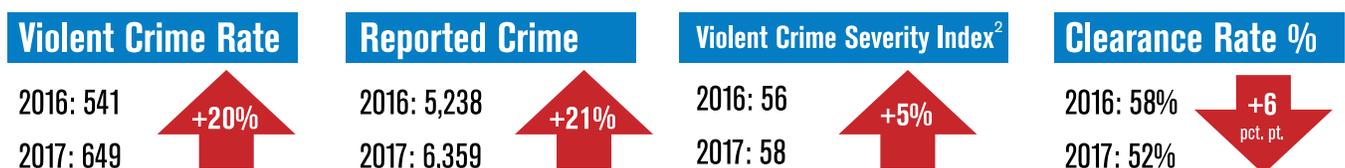


In 2017, the overall crime rate in Ottawa increased by three percent to reach 3,524 offences per 100,000 residents. The number of reported crimes also increased by four percent to 34,505 offences in 2017. Similar to past years, the OPS continues to clear over 37 percent of all Criminal Code of Canada offences (Excl. Traffic Offences).

The Crime Severity Index (CSI) for Ottawa increased slightly to 49, in 2017. The CSI is a measure of crime reported to police that reflects the relative seriousness of individual offences and tracks these changes in crime severity over time. It allows us to understand whether crime was more or less serious than in previous years.

Visit ottawapolice.ca to view Ottawa's crime trends for the City and by Wards, 2016–2017.

Violent Crime



¹ Values are estimated and do not represent the official CSI as published by Statistics Canada.

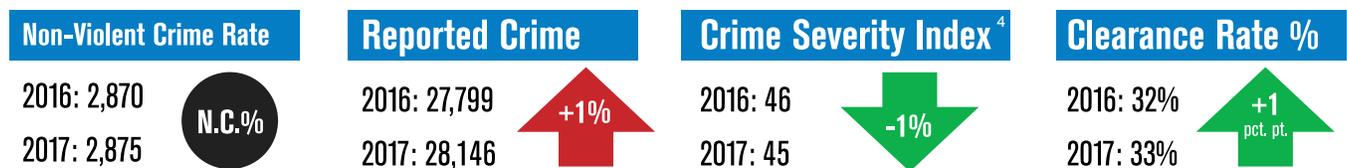
² Values for the Violent Crime Severity Index are estimated and do not represent the official CSI as published by Statistics Canada.

Violent crime refers to violations in the Criminal Code of Canada identified as “crimes against the person”. Specifically, a violent crime is any crime where physical or verbal threats of violence are made against a person. This category can include offences such as Homicide, Attempted Murder, Assault, Robbery³, Sexual Assault and Uttering Threats or Intimidation.

This increase was driven by a rise in Uttering Threats, Harassing Communications, Assaults and Sexual Violations offences. Factors such as greater public awareness and improved access to reporting have contributed to the increased reporting. A more detailed review of the drivers is covered in the Annual Report Statistical Story section.

The overall crime severity increased by five percent to 58 in 2017. While the clearance rate for violent crime decreased by six percent points to 52 percent in 2017.

Non Violent Crime



Non-violent crime includes both police reported property-related offences and other Criminal Code offences. Property-related offences that involve unlawful acts to gain property do not involve the use or threat of violence against the person. Crimes in this category include offences such as Arson, Break and Enter, Theft, Fraud and Mischief.

Theft Under \$5,000, Fraud and Mischief represented the majority of all non-violent offences committed in the city of Ottawa in 2017. Fraud-related offences rose last year (16%) mostly due to a rise in credit card-related incidents. Theft Under \$5,000 (-2%), Mischief (-7%) and Break and Enters (-7%) all declined last year. The non-violent CSI decreased one percent to 45 in 2017. While the non-violent crime rate remained static. The OPS continues to clear approximately 33 percent of non-violent offences.

Calls for Service



The OPS received nearly 670,000 calls in 2017, which included Police Reporting Unit communications, calls to switchboard, 911 and other emergency calls. A 17 percent decline in the overall number of calls is partially attributed to switchboard calls eliminated with enhancements made to the Interactive Voice Response (IVR) system.

³ Unlike theft, robbery entails a threat of violence

⁴ Values for the Non-Violent Crime Severity Index are estimated and do not represent the official CSI as published by Statistics Canada.

In 2017, over 312,000 calls were entered into the OPS computer-aided dispatch system (CAD) representing a three percent decline from 2016. Of these calls, approximately 75 percent required an on-scene police presence. Nearly 4,000 of these calls were categorized as Priority 1, meaning that there was an imminent danger to life; actual or potential danger for bodily injury or death; crimes in progress or imminent. Police arrived on scene within 15 minutes for priority one calls, 95 percent of the time representing a slight improvement from the previous year. Proactive calls generated by OPS officers decreased by six percent in 2017.

When you called (2017)



Total calls received
668,995



Entered in dispatch
312,559



Number of calls requiring
police presence
235,535



Calls from members
of the public
149,243



Proactive Calls Generated
by OPS officers
86,310



Reports taken
92,762



Online Reports
17,126

Priority 1
3,944

Priority 2
30,399

Priority 3
44,865

Priority 4
172,178

Priority 5
3,408

Priority 6
56,737

Priority 7
1,028

Emergency

Non-Emergency

Service time refers to the cumulative amount of time (in hours) that officers spend responding to and dealing with calls for service from the public. The service time metric is used for operational planning and the deployment of personnel. In 2017, service time increased by five percent to reach just over 287,000 hours.

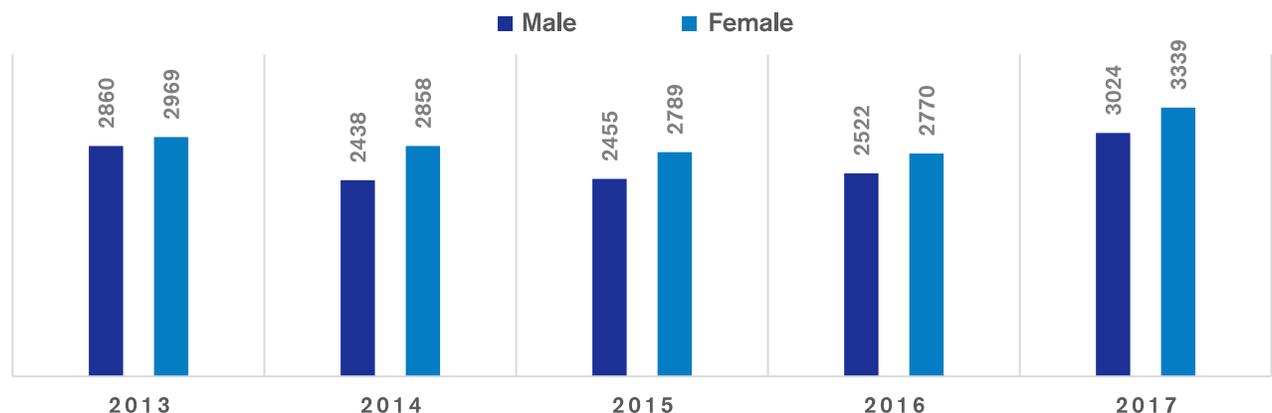
Assistance to Victims of Crime

In 2017, there were a total of 6,363 victims of violent crime in Ottawa. Consistent with past years, the proportion of male and female victims is split at roughly 50 percent. What differs however, is the nature of their victimization. Police reported data indicates that males were more likely to be victims of assault, robbery, attempted murder and homicide, whereas females were more likely to be victims of sexual violations and abductions.

The OPS Victim Crisis Unit (VCU) provides crisis intervention and post-trauma interventions to victims of crime and tragic circumstances. Assistance from the VCU is provided in parallel to the investigative process. The services provided to victims include crisis and post-trauma counseling, information on the criminal justice system process, support, advocacy, and referrals to community resources for longer support.

In 2017 the OPS VCU supported more than 2,700 victims completing, over 7,000 interventions. Partner Assaults, Threats and Sexual Assault represented more than 50 percent of the OPS VCU response. In addition, the OPS VCU / Ottawa Victim Services Partnership continued to build capacity to service victims of crime who come into contact with the OPS. More than 7,000 victims were triaged and provided service by Ottawa Victim Services through this partnership, resulting in over 13,000 interventions.

Victims of Crimes Against Person, 2013-2017



The VCU works in close collaboration with community partners and stakeholders and continues to build partnerships in the community. This year the OPS VCU has been working with Rideau Rockcliffe Community Resource Center to develop and deliver training on the Post Incident Support Network Response. This training focuses on providing information and knowledge to communities to provide support to communities impacted by violence or traumatic incidents.

The VCU participated in the 2017 National Victims and Survivors of Crime awareness week and partnered with Algonquin College and community organizations to host a day-long training session that allowed community leaders, justice partners and citizens of our community to engage in a much-needed conversation surrounding disabilities and victimization.

The Unit responded to the families, friends and witnesses of 14 homicides to ensure that support and resources were in place. The unit also engaged in numerous community development activities to ensure support and resources are established for the community at large when traumatic incidents happen in neighbourhoods throughout the city.

Traffic & Road Safety Statistics, 2016-2017

Criminal Code Traffic Offences

2016: 749

2017: 715

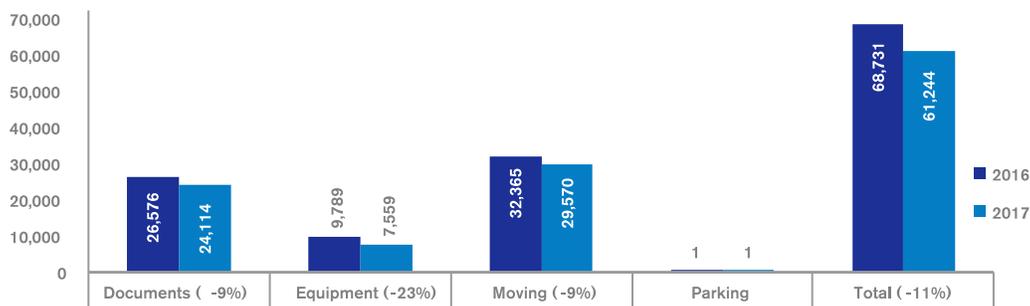


Criminal Code Traffic Offences include offences such as impaired driving, dangerous operation of a motor vehicle, driving while prohibited and flight from peace officer. Overall Criminal Code Traffic Offences decreased by four percent or 29 incidents, in 2017. The number of Impaired Operation of a Motor Vehicle offences declined for a second year (-5%) and contrary to last year Dangerous Operation of a Motor Vehicle offences increased (+31%).

Provincial Traffic Offence (Part 1) tickets are issued under municipal, provincial and federal statutes. There are four categories of offences: document, equipment, moving and parking. Document violations refer to “paper violations” such as offences relating to insurance, licenses and permits. Equipment violations are related to vehicle maintenance and the use of safety equipment such as seatbelts, and the use of hand held devices. Moving violations refer to violations where the vehicle is in motion, such as failing to stop at a stop signal or speeding.

In 2017, approximately 7,500 fewer Provincial Traffic Offences (PON) (Part I) were issued, representing an 11 percent decrease from 2016. This decrease in the number of PONs can be attributed to 5,828 fewer warnings being issued in 2017.

Provincial Offence Notices, 2016-2017



The total number of collisions in the City of Ottawa has remained relatively static in 2017, reporting 22 more collisions than in 2016. Collisions causing property damage accounted for 83 percent of all incidents investigated by the OPS. There were 2,657 collisions causing injuries last year, with 25 resulting in fatal injuries.

In 2017 there were no fatalities involving cyclists and there were two less fatalities involving pedestrians. Out of the 25 fatal collisions 29 persons were killed including 20 drivers, four passengers and five pedestrians.

Ottawa Road Fatalities, 2016-2017



Cost Of Policing

The OPS recognizes the community's expectation that an organization should deliver value for money. The net expenditures for 2017 are presented in the table below and highlight a deficit of \$3,367,247. This deficit was the result of multiple challenges caused by: an increase in WSIB and LTD costs, indemnification and legal costs, the Collision Reporting Centers (CRC) revenue shortfall, efficiencies delayed and overtime costs. These pressures were partially offset by a fleet program deferral and other reduced expenditures.

Cost of Policing

2016: \$279.7 million

2017: \$289.2 million



	2013		2014		2015		2016		2017		5-Year Average		Change %	
	Budget	Actual	Budget	Actual	Budget	Actual								
Compensation/Benefits	233,362	236,419	238,121	240,911	246,994	248,915	250,677	259,718	257,949	266,285	245,421	250,450	2.9%	2.5%
Material & Services	14,647	15,148	17,409	18,010	19,872	19,959	22,481	22,761	24,708	23,299	19,823	19,835	9.9%	2.4%
Other Internal Costs	8,188	8,548	8,542	8,821	8,445	9,264	8,673	9,910	9,028	8,033	8,575	8,915	4.1%	-18.9%
Financial Charges	18,893	18,897	17,523	16,923	19,024	19,789	21,541	20,690	23,972	23,959	20,191	20,052	11.3%	15.8%
Fleet Costs	5,103	4,953	4,995	4,606	4,293	4,125	4,243	4,162	4,243	4,498	4,575	4,469	0.0%	8.1%
Transfer/Grants	27	20	27	22	27	24	82	43	132	105	59	43	61.0%	144.2%
Total Gross Expenditures	280,220	283,985	286,617	289,923	298,655	302,076	307,697	317,284	320,033	326,178	298,644	303,889	4.0%	2.8%
Recoveries & Allocations	(23,959)	(27,828)	(24,736)	(28,144)	(28,757)	(32,248)	(30,701)	(37,539)	(34,173)	(36,952)	(28,465)	(32,542)	11.3%	-1.6%
Total Net Expenditures	256,261	256,157	261,881	261,149	269,898	269,828	276,997	279,746	285,859	289,226	270,179	271,221	3.2%	3.4%

For more information on the OPS budget, please visit www.ottawapolice.ca or to access the 2017 Annual Financial Report please visit www.ottawapoliceboard.ca

WSIB & LTDI Costs

WSIB & LTDI costs ended the year with a deficit of \$1,700,000. The increase in WSIB claims is mainly a result of new presumptive legislation allowing Operational Stress Injury (OSI) claims, along with an increase in the volume of claims and lost time. With respect to LTDI, the OPS was given notice in April that Great West Life would be increasing Long Term Disability Insurance (LTDI) premium rates by 12 percent, effective May 1st, 2017, as a result of the rising number of LTDI claims.

Claims, Settlements, Indemnification & Legal Fees

The OPS is self insured for claims up to \$3,000,000. As settlements occur, they are approved as required, reported to the Board and paid. Although we do have a budget for legal costs and claims, the magnitude and timing of these claims vary significantly from year to year. This year, several claims and settlements occurred late in the year, including a large ruling on indemnification costs, which resulted in a deficit of \$1,500,000.

Efficiencies Delayed

A \$2,000,000 efficiency target was adopted as part of the 2017 budget. The primary contributor was expected to be new on-going annualized revenue of over \$2.0 million from the on-line Background Check fee schedule proposal. Due to the delayed implementation there was a \$1,400,000 shortfall in the efficiency target.

Overtime Costs

Overtime ended the year with a deficit of \$1,100,000. There were 14 homicides and 71 shootings in 2017 that caused significant overtime pressures on our investigative units, but the primary factor was staff shortages and high workload throughout the organization.

Revenue from Collision Reporting Centers (CRC)

Sales of collision reports continue to be lower than expected. The CRC model was developed assuming that reports from 55 percent of collisions would be sold. To date the actual figure has been closer to 15 percent. Staff are starting to work with the insurance companies to explore the reason for the low sales figure. In 2017, we had a revenue shortfall of \$1,000,000.

Fleet Replacement

A key solution to the 2017 budget pressure was the one-time deferral of the planned replacement of approximately 60 fleet vehicles. This action – on a one time basis - enabled the Service to transfer \$2,400,000 from the Fleet Replacement Reserve to the Operating Budget. The deferral plan was managed by extending the service life and the rotation of low and high mileage vehicles.

Reduced Expenditures – Discretionary Spending Freeze

A discretionary spending freeze order was issued in May 2017 to OPS managers. It required that spending be focused on goods and services that support the health and safety of members and critical operations and infrastructure. This action resulted in a savings of \$1,700,000.



Our Auxiliary police members help us with community outreach initiatives and at OPS-hosted events.

Grant Funding Partnerships

In 2017, OPS secured more than \$11 million through government partnerships. These are outlined in the table below.

<p>Provincial Strategy for Protecting Children from Sexual Abuse and Exploitation on the Internet \$445,720</p>	<p>Reduce Impaired Driving Everywhere (RIDE) \$50,403</p>
<p>Funding from the Ministry of Community Safety and Correctional Services for specialized investigative teams to investigate cases of online child-luring and identify their victims.</p>	<p>Annual funding from the Ministry of Community and Correctional Services to conduct year-round RIDE spot checks and enhance measures to counter impaired driving, such as additional enforcement on roadways, waterways and trails.</p>
<p>Provincial Anti-Violence Intervention Strategy (PAVIS) \$327,020</p>	<p>Provincial Electronic Surveillance Equipment Program (PESEDP) \$105,188</p>
<p>Funding from the Ministry of Community Safety and Correctional Services that supports targeted enforcement in the geographical areas of street gangs by establishing crime prevention initiatives, building relationships with at risk youth and mobilizing the communities</p>	<p>PESEDP funds activities directed at organized and serious crime, and initiatives focused on proceeds of crime.</p>
<p>Youth in Policing Initiative (YIPI) \$209,175</p>	<p>Policing Effectiveness and Modernization (PEM) \$3,459,000</p>
<p>Funding from the Ministry of Children and Youth Services that provides high-school students ages 15 to 18 with summer and winter employment opportunities within the Ottawa Police Service. These youth enhance police community relations while developing job skills that could lead to a career in policing.</p>	<p>Funding from the Ministry of Community Safety and Correctional Services that supports the Strategy for a Safer Ontario. Three initiatives were supported;</p> <ul style="list-style-type: none"> • Human Trafficking • Mental Health • Strategic Operations Centre
<p>Court Security Prisoner Transport (CSPT) \$3,544,600</p>	<p>Federal Support for Extraordinary Policing Costs in the Nation's Capital \$2,000,000 plus one time additional funds of \$1,200,000 for extended Canada Day Celebrations</p>
<p>This seven-year provincial subsidy from the Ontario Municipality Partnership Fund (OMPF) offers municipal expenditures for providing security at provincial courts and for transporting prisoners.</p>	<p>Since 2010, the Federal Government has provided the City of Ottawa with compensation in the amount of \$2 million a year, to cover the costs associated with providing extraordinary policing services in the nation's capital that are not otherwise covered by a cost-recovery agreements tied to specific events. For 2017 there was an additional \$1.2M funding for incremental Canada Day costs due to the three day celebrations.</p>
<p>POC FLP – HealthIM – Improving Collaborative Mental Health Crisis Response Through Technology \$70,000</p>	
<p>Funding to innovate the ways to improve the response to individuals in crisis with mental health issues.</p>	

Professional Standards

Total Number of Complaints Received	Complaints Received From the Public	Complaints Resulting In Discipline	Complaints Resolved Within Year Received
2016: 401 2017: 353 -12%	2016: 216 2017: 192 -11%	2016: 57 2017: 48 -16%	2016: 82% 2017: 76% -6%

The OPS takes complaints and the investigation of complaints very seriously and understands the importance for complaints to be investigated in an impartial and transparent manner. One of the ways we seek to earn public trust is by ensuring we have levels of oversight that hold our service and our members accountable.

Oversight is an essential aspect in ensuring public confidence in policing. Various levels of oversight exist in Ontario that ensures complaints are handled in a transparent, fair and effective manner. These oversight bodies, both internal and external serve as accountability mechanisms for police services and their members. As delegated by the Chief of Police, our Professional Standards Section (PSS) has the authority to investigate and facilitate the resolution of internally generated complaints (Chief’s Complaints) and public complaints generated through the Office of the Independent Police Review Director (OIPRD).

Each type of complaint is classified according to the type of allegation that was made. In a situation where an officer is facing more than one allegation, the complaint is classified using the most serious allegation. The classification provides an idea of the types of situations that generate complaint investigations. A total of 353 complaints were lodged in 2017, a 12 percent decrease from the previous year. This decrease can be attributed to fewer complaints in both public complaints (-11%) and Chief’s complaints (-13%).

Improper conduct includes a broad range of allegations ranging from inappropriate actions such as unauthorized search and seizure, red light camera infractions, poor judgment, at fault motor vehicle collisions, abuse of authority, breach of confidentiality, and insubordination. In contrast to 2016, complaints of improper conduct decreased by 16 percent in 2017.

Further information on all PSS activities and how to make a complaint can be accessed at www.ottawapolice.ca



Regulated Interactions

On March 22nd, 2016 the Ontario Government announced Ontario Regulation 58/16, the Collection of Identifying Information in Certain Circumstances – Prohibition and Duties. The Regulation establishes new rules for voluntary police-public interactions that are designed to ensure that interactions are conducted without bias or discrimination. It establishes rules for: data collection, retention, access and management, training and policy and procedures with audit and public reporting requirements. This new regulation requires officers to receive extensive in-class and online training on regulated interactions that must be completed every three years.

The new regulation applies when officers are attempting to collect identifying information from an individual they do not know during a 'face-to-face' interaction. However, the regulation does not apply when officers are conducting an investigation into an offence which they reasonably believe has been or will be committed. The OPS worked alongside police members and provincial partners to ensure compliance with the new legislative requirements. This new regulation presented several unplanned impacts for the OPS such as training, data management processes and storage, auditing and reporting requirements.

The OPS launched the new procedures March 28, 2017. Since then, the OPS has collected information from seven individuals, six of whom were male, and one female from various age groups and racialized groups. The data collected also showed that the regulated interactions took place in various locations

Number of attempted collections (incidents).

2016: -

2017: 5

NA%

Number of individuals from whom information was collected

2016: -

2017: 7

NA%

across the city. Given the small sample size in the first year it is difficult to identify patterns, assumptions or conclusions from the available data. The number of regulated interactions in Ottawa has been consistent with other agencies across the province.

An independent review of the legislation is being led by Justice Tulloch. The review aims to gather feedback from the public, private and government stakeholders to ensure the effectiveness of this new legislation.

Further information on the Collection of Identifying Information can be found in the January 29, 2018 report to the Ottawa Police Services Board [https://www.ottawapolice.ca/en/about-us/resources/Regulated_Interactions_2017Annual_Report_Final.pdf].

Police Intervention Requiring Force

In the course of their duties police officers may face certain situations that require them to use force in order to maintain public safety and to ensure their own safety. The Equipment and Use of Force Regulation 926, under the Police Service Act, sets out the requirements in relation to use of force, including use of approved weapons, training, reporting and use/technical specifications for approved use of force options.

Annual Use-of-force training is a required component of officer training. It provides officers with the training and skill to assess, plan and then act appropriately to resolve the situation. It is important to note that good communication and de-escalation techniques are at the forefront of every encounter with the public.

Officers are required to submit a use-of-force report whenever they draw a handgun in the presence of a member of the public, points a firearm at a person or discharges a firearm, and when a weapon other than a firearm is used on another person, or where physical force has been used on another person that results in an injury requiring medical attention. A use-of-force report is also required when a Conducted Energy Weapons (CEW) is used in cartridge/probe mode, three point contact, and drive/push stun mode and when the CEW is used as a demonstrated force presence (overt display of the CEW with the intent to achieve compliance).

In 2017, members of the OPS submitted a total of 440 use-of-force reports, three more than the previous year. The 440 use-of-force reports account for a total of 684 applications of force. That being said, a single use-of-force report can include more than one application of force. For example, an officer responding to a situation, possibly escalating, could be required to use several different options to

Application of Force

2016: 658

2017: 684



Use-of-force Reports

2016: 437

2017: 440



resolve the situation. In other situations, a single report may be submitted for members of a specialist team involved in a same incident. For example, members of the Tactical Team may have reported an incident, but only one report would have been submitted (tactical team reports account for 11 percent of the reports submitted). On the other hand, a single incident can result in multiple reports being filed if it was responded to by multiple officers.

The use of physical control (soft or hard) is any physical technique used to control a subject which does not involve the use of a weapon. Soft techniques have a lower probability of causing injuries and can include restraining



The OPS values the trust the community places in us to protect and serve this city.

techniques, joint locks and non-resistant handcuffing. Hard techniques have a higher probability of causing injury and may include empty hand strikes such as a punch or a kick. The use of empty hand techniques both hard (+4) and soft (+18) have increased since 2016.

Intermediate weapons involve the use of a less lethal weapon. Less lethal weapons are those whose use is not intended to cause serious injury or death. Impact weapons such as a baton (hard and soft option), aerosols such as OC spray, and Conductive Energy Weapons (CEW) fall under this category. The use of impact weapons has declined slightly since 2016.

The frequency of firearms being pointed (+19%) increased in 2017. There were 41 reports of firearms being discharged a 32.2 percent increase from 2016; however it should be noted that of the 41 reports, 39 involved officers having to put down animals. Only one case involved a person and the remaining case was an unintentional discharge.

The “other” use-of-force category includes the use of CEWs, occasions when carbines have been readied for use (but not pointed or fired) and actions by the Canine Section. The use of “other” use-of-force options has decreased by 17 percent in 2017.

Did You Know?

Less than 1 percent of all calls received by the OPS are resolved using force. In other words, the vast majority of calls are resolved using officer presence and communication alone. Effective communication and de-escalation has always been the foundation of police interaction with the citizens we serve. In 2014, the OPS adopted a De-escalation Model and provided all officers training on this model. Subsequently, all officers receive refresher and scenario based training on communication and de-escalation techniques each year during annual use of force training. This training acts as a refresher for officers, providing techniques that officers can apply while dealing with people in crisis, including cases of citizens with mental health issues.