



2016 ANNUAL REPORT



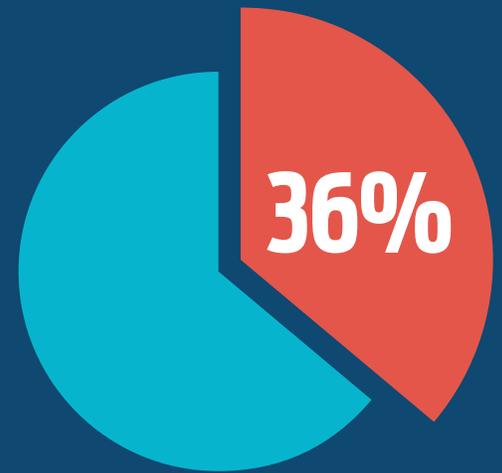
City of Ottawa

2,778 km²



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

In 2016, our clearance rate of Criminal Code of Canada Offences has remained consistent from last year's **36%**.



Policing in Ottawa 2016



Number of reports taken
91,000



On average it took **7 minutes** to arrive on scene at an emergency call.

93%
of **Priority 1** calls
were responded
within 15 minutes.

Cost of policing
\$277.0 M

236,000 calls required a mobile police response.

4,200 tips received through Crime Stoppers.

of Violations Causing Death* **25**

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

TABLE OF CONTENTS

SECTION 1. WELCOME	2	OPSOC.....	49
Message from the Chair, Ottawa Police Services Board, Councillor Eli El-Chantiry	3	Crime Prevention.....	50
Message from the Chief of Police.....	4	Drug Investigations	52
SECTION 2. OUR PEOPLE	6	Project Shatter	54
Responding to Your Calls.....	7	Human Trafficking.....	55
Commendations.....	9	Regulated Interactions.....	56
Remarkable Calls for Service	12	Elder Abuse.....	57
In the Community	17	Traffic Stop Race Data Collection Project.....	59
Staff Complement.....	18	DNA Forensics	61
Organization Chart (December 2016)	19	SECTION 5. OUR PERFORMANCE	63
2016 Staff Complement Summary	19	Crime Statistics.....	64
Wellness.....	20	<i>Violent Crime</i>	65
Volunteers	21	<i>Non-Violent Crime</i>	65
Polar Plunge	23	<i>Emergency Calls for Service</i>	66
Therapy Support Dogs.....	23	Assistance to Victims of Crime	67
YIPI – Youth in Policing Initiative	24	Traffic & Road Safety Statistics, 2015–2016.....	69
SECTION 3. PART OF OUR COMMUNITY	26	Cost of Policing	71
Awards to Organization and Our Members, from the Community	27	Compensation and Benefits.....	72
Community Police Awards.....	30	Retirement Costs and Leave Liabilities	72
OPS Gala	32	Efficiencies and Reduced Expenditures	72
Partnerships	34	Overtime Costs	72
SECTION 4. MAKING A DIFFERENCE	39	Revenue from Collision Reporting Centers (CRC)	72
Violence Against Women	40	Insurance Claims and Settlements.....	72
Guns and Gangs	41	Grant Funding Partnerships.....	73
Road Safety	44	Completed Joint Task Force Operations	74
Service Initiative.....	46	Professional Standards.....	75
		Police Intervention Requiring Force.....	76



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 2016 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 as the release of the Traffic Stop Race Data Collection Project Report and the Gender Audit; the initiation of a new policy on police-public interactions (also known as street checks); the launch of a number of projects under the Service Initiative Program; and most importantly, the day-to-day work performed by the sworn and civilian members to keep our city safe.

Throughout 2016, 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 welcomed a new member in November, Councillor Allan Hubley, to replace outgoing member Councillor Jan Harder, who had served on the Board since December of 2010. Also on the Board are Councillor Tim Tierney, and community representatives Jim Durrell (Vice Chair), Carl Nicholson, L.A. (Sandy) Smallwood, and Suzanne Valiquet.

This is an important time in policing. The Board is anxiously awaiting the results of the review of the Police Services Act, the legislation that governs policing in the province. The Board is hopeful that meaningful changes will be made to provide for greater accountability and transparency, and ultimately, enhanced community safety and well being.

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 2016 Annual Report. The members of the OPS are committed to the safety and security of Ottawa and this report highlights the excellent work they do every day preventing and investigating crime, working with our community and addressing issues raised by residents.

The *2016 Annual Report* offers residents information about *Criminal Code of Canada* (CCC) offences for the City of Ottawa and 23 City Wards. The information provides residents and visitors with a better understanding of crime trends and road safety in Ottawa. It also provides a comprehensive look at the statistics and performance metrics related to crime in Ottawa.

It highlights our focus on key issues facing the community like guns and gangs, traffic concerns and violence against women. It also shows how we are addressing new challenges like the influx of opioids and counterfeit pills.

As this report illustrates, policing continues to change as we adapt to many issues facing our society. Social disorder issues continue to change. Mental health increasingly plays a role in our calls for service. The landscape of policing oversight is changing.

All of these issues have an impact on our members and make their difficult jobs even more complex. I am proud of the work they do.

The report also provides information about some of the initiatives underway to ensure we are modernizing as a police service.

Here are some highlights:

- With approximately 33,000 reported *Criminal Code of Canada* offences (excluding traffic) in the City of Ottawa, the level of reported crime increased by 6.8% last year.
- The clearance rate for total *Criminal Code* offences (excluding traffic) remained constant in 2016 with 36% of all cases cleared by charge or cleared otherwise.
- Similar to trends seen right across the province, Ottawa's Crime Severity Index (CSI) rose by 10.5% last year – the Violent Crime CSI increased by 13.0% to 55.5, while the Non-Violent crime CSI increased by 9.4% to 45.9.
- In 2016 the rate of reported Violent Crime in Ottawa remained relatively constant, with a rate of 539.9 per 100,000 residents, however the overall severity of violent crime increased by 13% driven by murder, assaults, sexual violations, and abduction offences. The clearance rate for violent crime improved by 1.4 percentage points to 57.6%.
- Robberies were down 16%, as the OPS focused on clearing cases through enhanced enforcement measures.
- In 2016 the volume of reported Non-Violent crime in Ottawa increased 8.1%. The clearance rate declined slightly by -0.2 percentage point to 31.9%.

It's clear that 2016, presented several challenges. Gun-related offences increased substantially last year and we had to devote resources to suppress the violence. It continues to be a concern.

2016 also saw a number of initiatives like the Outreach Liaison Team (OLT) and the conclusion of the Traffic Stop Race Data Collection Project. New legislation was introduced in 2016 regarding Regulated Interactions (formerly known as Street Checks). While the regulations presented significant impacts and tight timelines, we are continuing to work with police and community members to ensure compliance.

Internally, we placed an emphasis on reviewing, assessing and enhancing the care and wellness of our members. We are making progress in improving our wellness strategies with a focus on employee health.

We also continued with our three year hiring plan to add another 75 officers to our complement.

As well, it outlines how we continued to seek new ways of delivering service that meet changing needs and expectations.

Ottawa is a safe city. We are fortunate to have the members of the Ottawa Police Service serving this community. Together we will continue to work hard to provide our citizens with the best police service possible.



Charles Bordeleau

Chief of Police

SECTION 2.

**OUR
PEOPLE**



RESPONDING TO YOUR CALLS

A ruling by the Canadian Radio-television and Telecommunications Commission (CRTC), requiring all cell phone providers to upgrade their networks to better support hearing- and speaking-impaired Canadians, saw the introduction of a new level of access to police service in Ottawa in 2016.

The Ottawa Police Service (OPS) was pleased to roll out an emergency texting ability for those with hearing or speech impairments. Those using the new system were required to register their phones ahead of time, and could then text directly to 911 in the event of an emergency. Prior to this new initiative, conversations

had to be typed out and sent to emergency response through landline phone systems, which sometimes meant delays in arrival on scene. The new software allows users to type in emergency information on their cellphones and let the dispatcher not only respond, but also hear what was going on in the background of the call to help them in determining the appropriate measure of action.

“This is a perfect example of how technology can be used to improve access to emergency services,” said Inspector Paul Gallant at the launch in February 2016.

The OPS believes in providing an inclusive service, and this new feature provided yet another way to connect for area residents.





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

For many residents in Ottawa, the first point of contact with the OPS is with the Communications Centre. This centre fields calls from 911 and frontline emergency service agencies across the city, and based on best-practices to determine how to get help to the victims as quickly as possible.

“Our team continues to meet the challenges of continually changing technology in order to meet the expectation of the public we serve,” said Inspector Michel Marin.

Changes implemented by the Service Initiative in 2016 saw the migration of a lot of commonly placed calls to online reporting. This included adding in theft, fraud, traffic complaints and drug reports. The ease of online reporting

offered city residents the option to contact the OPS from a computer and have their file reviewed within a 24 hour period for non-emergency incidents. As well, the OPS examined how it provides service for calls. In an effort to find efficiencies that could be redirected back into the Service, many of the lower priority calls were diverted to city By-Law for minor complaints like noise, freeing up frontline patrol officers to do more proactive work or prioritize more critical calls.

“We are trying to improve service to the community while still making it easy to report,” said Service Initiative lead Deputy Chief Jill Skinner. “We rely on information from the community in order to do our jobs.”



The OPS continues to work hard to respond to calls for service within the city, and with the inclusivity of the new texting reporting method, it has set the bar high in its efforts to serve and protect.

See the “Our Performance” section for more information on calls for service.

COMMENDATIONS

Community Police Officer making a difference one day at a time

Since 2014, the Jasmine Crescent area has seen an increase in violent crime which has included three homicides and several shootings. These incidents have had a major impact on the quality of life for residents.

Constable Brad Burleau took the initiative to address the crime issues by working with the Jasmine Crescent-area community. Through his leadership, he galvanized efforts towards building additional supports and resources to combat the issues.

These included a safety march with hundreds of residents; Crime Prevention Through Environmental Design audit; establishing a Neighbourhood Watch; the creation of the Jasmine Community Safety Committee; youth basketball games with members of the Ottawa Police Service; as well as other equally valuable initiatives.

City councillor Tim Tierney organized the Jasmine Safety Committee, which focused on reclaiming the neighbourhood through community effort. The group has met every month since its January 2016 inception and safety in the area has increased significantly. It's a great example of proactive positive partnerships established between the community and the OPS.

“In order to reduce crime in any given community, there needs to be a relationship that is built on trust, respect, understanding and transparency,” said Cst. Burleau, who was recognized with a Senior Officer Commendation. “It is a true pleasure as a Community Police Officer to have a positive impact and be able to demonstrate that police are members of the community as well.”

Officer responds to volatile scene ensuring safety of passersby

Officers are often presented with fast-paced and dangerous situations where keen observation and decisive action protect the lives and safety of those in our community.

During the early morning hours of June 25, 2016, at bar closing time, Constable Jason Bennett responded to a report of multiple shots fired and a stabbing in the 300 Block of Dalhousie Street.

After ensuring the safety of bystanders, Cst. Bennett located the suspects blocks away from the shooting location with the assistance of an eye witness. While other officers were enroute to assist, Cst. Bennett rounded up five suspects and observed the suspected shooter handing a loaded .9mm semi-automatic pistol to a female companion, who then made an attempt to flee the area.

Under his direction, back-up officers arrested the woman trying to escape.

Cst. Bennett's keen eye ensured that another weapon was taken off of Ottawa streets.

Three Officers pull man to safety from fourth floor ledge

On June 7, 2016, Sergeant Steve Boucher, along with Constables Wendy Marcuccio and Salomon Gutierrez, responded to a call for service involving a suicidal individual. The man had slashed his own neck multiple times with a razor blade.

Upon police entering the apartment, the man fled to a fourth floor window and threatened to jump from the ledge. The three officers, working in unison, were able to grab hold of the sweat-drenched man on the ledge outside of the building. In spite of his efforts to push himself off of the ledge and to take the officers to the ground with him, they were able to pull him back to safety.



Officer spots dog attack in progress: saves man and baby

On September 23, 2016, Constable Jafeth Maseruka was driving on Wiggins Private when he noticed an unrestrained, large Bull Mastiff-Rottweiler dog running loose.

Without provocation, the dog lunged at a man holding his infant son, knocked them to the ground, and began mauling the man. The infant became separated from his father during the attack.

Cst. Maseruka engaged the dog and yelled to distract it. This had some effect, but the dog's attention was then drawn to the isolated infant. Cst. Maseruka positioned himself between the dog and man, drew his sidearm, and shielded the man with his own body. As the dog made to attack the infant, Cst. Maseruka made the difficult decision to use his firearm to stop the attack.

The man suffered non-life threatening injuries to his face, hands and buttock. The infant sustained minor injuries to his forehead due to his fall.

Sergeant's initiative garners national recognition for changing the presentation of fingerprint evidence

Among one of the many tasks they perform, Forensic Identification Section members analyze, compare and evaluate fingerprints. This is a detailed and technical process essential in identifying criminals. Recent court challenges and scrutiny of the science has demanded standardization and consistency in terminology.

Sergeant Ugo Garneau took the initiative to create an electronic Friction Ridge Analysis Report (FRAR) that incorporates all scientifically recommended procedures for the discipline. The electronic FRAR is a dynamic electronic form that forensic identification officers can use to generate standardized friction ridge analysis reports. It was designed with a blind verification phase built into it to eliminate potential bias and to streamline the documentation of the scientific methodology.



The FRAR has been universally accepted within the forensic community and by the Courts. It was designed to minimize the influence of any contextual bias that might lead to invalid results. The blind verification feature ensures the peer review process is completed with no, or limited, contextual information and no knowledge of the conclusion of the original examiner. The FRAR has been recognized by numerous authorities within the field of study and continues to be adopted by a growing number of Canadian police services.

“I had an idea for the concept of the electronic FRAR with the blind verification phase built into it to adopt the best practices in the discipline and raise the standard of reporting,” said Sgt. Garenau. “Constable Dominique Trudeau, a former computer programmer, was instrumental for the development of the FRAR. Without him, this concept would have never materialized. We are currently seeking collaborators to improve this concept so it can be used for operational, training and research purposes.”

Sgt. Garneau is commended for changing the way forensic officers do business as his initiative is expected to set a new national standard in the presentation of fingerprint evidence.

Afghanistan deployment inspires a new piece of equipment: tourniquets

Upon return from deployment to Afghanistan, Constable Umer Khan, having learned firsthand the life-saving potential of combat tourniquets, successfully equipped his platoon with these inexpensive and easy-to-use devices—a first for the Ottawa Police Service.

The purpose of the tourniquet is to constrict and compress an extremity which is in a state of continuous bleeding. In emergency situations, it can save lives until help can arrive.

Cst. Khan diligently pursued his desire to have all patrol officers equipped and trained with tourniquets ensuring our frontline officers have this vital piece of equipment for times when minutes count.

REMARKABLE CALLS FOR SERVICE

Officers prevent bush fire from spreading to residential area

As emergency responders, officers face difficult situations that require quick actions to ensure public safety. They often do so even though they themselves may be put at risk as a result.

On July 5, 2016 patrol Constables Eric Douglas and Hung Nguyen responded to a bush fire burning out of control between the Airport Parkway and a small residential neighbourhood in Ottawa’s South end.

The officers and a volunteer firefighter were the first three emergency responders to arrive on scene. For more than twenty minutes Csts. Nguyen and Douglas used tree branches they had cut to beat the flames. They did this in full uniform without fire protection and in excessive temperatures as the day itself already recorded 30 degrees Celsius without the heat of the fire.

Their actions prevented the fire from burning further out of control, avoiding injury and property damages to nearby residents.

Officer's quick actions may have saved man's life

Every day, officers must go out into the community and be prepared to respond to any type of call. When they are the first emergency responder on the scene, they may even have to perform first aid until medical help arrives.

On September 7, 2016, Constable Christine Schulz responded to a call that a man had been stabbed at the intersection of King Edward Avenue and Sussex Drive. When Cst. Schulz arrived on scene, she found the victim with deep lacerations to his neck, arms and abdomen.

Believing the injuries were life-threatening, Cst. Schulz applied pressure to the victim's carotid artery to stem the flow of blood until paramedics arrived on scene. The victim was transported to the hospital in critical condition.

Hospital staff advised that if Cst. Schulz hadn't taken the quick action she did to apply direct pressure to the victim's neck; he likely would have succumbed to his injuries.

Officer who performed CPR credited with saving young man's life

On Friday, April 29, 2016, patrol Constable Shawn Arcand was the first emergency responder to a medical call in the rural south end of the City where a 22-year-old man was suffering a Fentanyl overdose.

Cst. Arcand found the man without vital signs and turning blue in the face. He started manual cardiopulmonary resuscitation compressions and restored the man's breathing.

Fentanyl is many times more potent than heroin, making the risk of an overdose much greater.

There is no doubt that Cst. Arcand's actions saved this young man's life.

Cst. Arcand recently checked in on the young man.

"He has been struggling with staying clean but he has had periods of sobriety since the incident," said Cst. Arcand.

The whole family was receptive to accessing resources in the community to help him overcome his addiction.

"This isn't an easy battle but I'm glad to see that he has the support of family and community resources to help him," said Cst. Arcand.



Officer holds shoplifter, later identified as sex offender

On May 3, 2016, Constable Matt Jones was dispatched to the LCBO on Rideau Street in regards to a shoplifter. In these situations, it's normal procedure to release a suspect on a 'Promise to Appear' in court on a later date. The man told Cst. Jones his name but he didn't have identification to prove it.

"Something wasn't sitting right with me, so I decided to confirm his identity with fingerprints," said Cst. Jones.

His hunch paid off; the name provided by the suspect was false. The man was in fact a convicted sex offender and trying to hide his true identity.

The incident was particularly disturbing because the man was considered a high risk to re-offend if intoxicated. His previous convictions consisted of him breaking into homes and sexually assaulting women.

"We don't know for sure what this man's intentions were," said Alison Cookson, of the Sexual Assault and Child Abuse Unit. "However, we can say for certain that Cst. Jones' actions in this matter ensured there were no further victims."

Officers talk distraught man with a knife into surrendering and getting help

On November 16, 2016, Constables Darren Saunders, Jermaine Spence and Paul Hartnett attended a call regarding a mentally ill, suicidal man armed with a knife. When they arrived, the officers found the man seated at a table holding a knife.

Through conversation, the officers were able to calm the distraught man and convince him to drop the knife. He was then safely apprehended under the *Mental Health Act* and transported to the hospital.

"Sometimes a person may be in a mental state where they can't think of another way to get help," said Cst. Spence. "It's always a good outcome when we can de-escalate the situation to a point where the person puts down a weapon and agrees to get the help they need."

Observant officer makes gunpoint arrest of armed suspect

Officers rely on sharing of information and teamwork to do their job. That's why every patrol shift starts with 'parade', where officers receive their assignments and briefings about activities or persons of interest in their area, including BOLOs (Be On the Look Out) for wanted persons and vehicles.

On November 16, 2016, Constable Wayne Clayton was on patrol in an unmarked cruiser in the area of Bank and Heron when a vehicle pulled up beside him. It matched a BOLO alert issued for a vehicle wanted in connection with multiple armed robberies of marijuana dispensaries across the city.



Cst. Clayton advised the communications dispatcher, who confirmed the vehicle was related to these robberies, and advised that a handgun may be associated with the vehicle. As the officer followed the car into a parking lot, the dispatcher sent additional units to his location to assist.

However, before back-up arrived, the driver got out of the car and came towards Cst. Clayton. At the same time, two passengers fled the vehicle, while a third remained inside. As the two remaining suspects may have been armed, Cst. Clayton initiated a high-risk stop at gunpoint. The two suspects surrendered without any resistance. The other suspects were quickly apprehended when other officers arrived.

“These arrests are always the result of a team effort; the information we are given on parade, from other officers on other shifts sharing information and from our Communications Centre,” said Cst. Clayton. “Everything together enabled us to get armed-and-dangerous people off our streets.”

Communication is often an officer’s most effective tool

The Ottawa Police Tactical Unit is a highly trained, specialized team of officers who support patrol and investigative sections in high-risk situations. They have expertise in explosives, high-risk takedowns, hostage situations, rappelling and sniper tactics. Even so, communication is often their most effective tool.

On Monday, March 7, 2016, the Tactical Unit attended the Ottawa International Airport in response to a distraught man who was threatening to jump from the railing overlooking the departure area, 15 meters below.



Constables Sean Wright and Keith Cummings donned safety harnesses and approached the man. Through conversation with him, they developed a rapport, enabling them to gradually close the distance between them and him. When it was clear the man was becoming tired, the officers put their own safety at risk to pull the man to safety.

For these officers, though, it was all in a day’s work.

“Even though we have a lot of equipment to deal with high risk situations, we rely heavily on communication to resolve issues,” said Cst. Wright.

The fact that they deal with high-risk situations on a daily basis is why there is a need for so much training.

“There’s a lot of teamwork involved. We rely on each other to know exactly how we are going to react,” said Cst. Cummings. “The timing and coordination needed to safely grab someone in this type of situation is something people won’t see but it’s successful because of the training we do.”

Police pursuit training ensures public safety is top priority

When a driver refuses to stop as directed by an officer, a decision must be made whether to engage in a police pursuit. Regardless if an officer chooses to pursue or not, the determining factor is always the potential risk to public safety. That's why vehicle pursuits are monitored by a road sergeant and communications dispatcher, as well as the officer engaged in the incident. Any one of these people can call off a pursuit at any time to protect the public.

On August 24, 2016, Constable Louis Simon was going to a robbery call when he located the vehicle used by the suspect in the robbery in the south end of Ottawa. The officer directed the driver to stop, but when he did not, Cst. Simon initiated a Suspect Apprehension Pursuit.

At one point, Cst. Simon terminated the pursuit in the interest of public safety. However, when the vehicle headed towards a soccer field filled with parents and children, he assessed the threat to the public to be greater if he didn't stop the vehicle. He re-engaged in the pursuit and with the help of two other officers, a rolling block brought the incident to a successful and safe conclusion.

The man was arrested at the scene and charged with several criminal offences, including impaired driving and flight from police.

Officers commended for disarming man with a gun

On June 17, 2016, Constables Evan Hung and Kim Desjardins responded to a call of an armed man holding a woman hostage on Prince Albert Street.

They entered the apartment building while other officers maintained a perimeter outside.

Once at the apartment door, a woman ran out of the unit, screaming, "he has a gun."

Csts. Hung and Desjardins drew their weapons and entered the apartment. In the living area, they found the suspect with his back to them. They issued the police challenge "police don't move," but the man fled to the back of the apartment, where there was another exit.

Cst. Hung pursued the suspect and lost sight of him for an instant. When he got a visual of him, the man was eight feet away and holding a gun. Cst. Hung made a split-second decision to tackle the suspect. Using a hip throw, he threw the man to the ground and disarmed him. Cst. Desjardins was there immediately to assist in arresting the man, who continued to fight the officers.

"If he had been five feet further away from me than he was, there was a real risk he could have shot me and I may have had to shoot rather than tackle him," recounted Cst. Hung.

During the arrest, two bags of crack cocaine weighing approximately 173 grams fell from his body.

It was later learned that the same man, a known member of a street gang, the Ledbury Banff Crips, had threatened two other people in separate incidents earlier that same day.

With respect to drawing his weapon and having one pointed at him, Cst. Hung said, "I have experienced other gun calls and every situation is different. I reacted the way I did this time. If there is a next time, I may have to react differently."

Csts. Desjardins and Hung received the Chief's commendation for their bravery.

IN THE COMMUNITY

What do Canada Day, concerts, parades, sporting events and demonstrations in Ottawa have in common? They are all coordinated, in part, by the Ottawa Police Service (OPS) Special Events unit.

It's hard to believe it but Ottawa hosts 1,200 such events every year. Sergeant Martin Groulx has been working in the Special Events unit for two years.

"It's our job to identify the security needs for each event to ensure the public's safety while minimizing traffic disruptions and inconvenience to residents," he said.

Sgt. Groulx sits on the Special Events Advisory Team along with the City of Ottawa and stakeholders such as Ottawa Fire Services, Ottawa Paramedic Service, the National Capital Commission and Ottawa Public Health, just to name a few. Together, they approve and manage these events using a multi-agency approach.

Several factors are considered when determining if something is a special event.

"The nature of the event, time, location and number of people attending are all factors," said Sgt. Groulx, "and then we plan accordingly with all of our partners. Recent events in other countries have played a significant role in security considerations."

Some events are quite complex: Canada Day, for example. It is the biggest event in Ottawa, with 250,000 people attending throughout the day. The OPS planning team starts working on the next Canada Day before the current one even takes place.

Things like Bluesfest, Jazzfest, Police and Peace Officers' National Memorial Day, the Army Run, and the National Capital Marathon happen every year. Marathon Weekend is the biggest sporting event that takes place on city streets, with 40,000 participants and 60,000 spectators over the two-day period.



In addition to the big staples every year, there were some significant new events that took place in Ottawa in 2016. There was the Canadian Road Cycling Championship, the National Canadian Triathlon and for the first time in 40 years, the Grey Cup parade.

Also unique in 2016, Ottawa hosted the North American Leaders Summit. An event such as this involves hundreds of officers from a variety of police services at the national, provincial and municipal levels, working in concert with an array of government organizations. Members of the OPS were attached to an Integrated Security Unit for several months of preparations for the summit, spanning multiple jurisdictions. The result of this collaborative effort was a successful visit where a strong balance was achieved in meeting the high demands of international security measures while mitigating the impacts upon the city.

April saw the introduction of a new event hosted by the OPS: the Crisis Communications Conference for emergency communicators and partners. In addition to bringing together communications professionals who deal with crisis management and respond to community emergencies, it helped agencies in building emergency risk-communication capacity. Speakers included Constable Mark Smith from the Calgary Police Service, John Rainford of the Warning Project, and Mary Devine, Emergency Management Coordinator during the Boston Marathon bombings. The event was so successful it is being rolled out again in 2017.

In August, the OPS hosted the 111th annual Canadian Association Of Chiefs Of Police (CACCP) conference at the Shaw Centre. The theme of *Public Safety in a Digital Age: Real Victims – Real Crime*, was attended by police service members from across Canada. It was

a chance to network and provide each other insight on how to resolve ongoing issues related to policing and technology. The four-day conference had more than 100 trade-show vendors and included experts discussing everything from online privacy and policing, to the evolution of cybercrime.

New Year's Eve had a little more significance in 2016 because it was the launch of Canada's 150th year celebrations.

"We're going to be busier than ever next year," said Sgt. Groulx. "2017 is going to be big."

STAFF COMPLEMENT

The Ottawa Police Service has a statutory requirement to comply with the *Police Services Act* and all regulations, including Provincial Adequacy Standards that mandate the provision of policing services to the community. Those services include: responding to emergencies, enforcing the law, crime prevention, investigating crime, maintaining public order and assisting victims of crime.

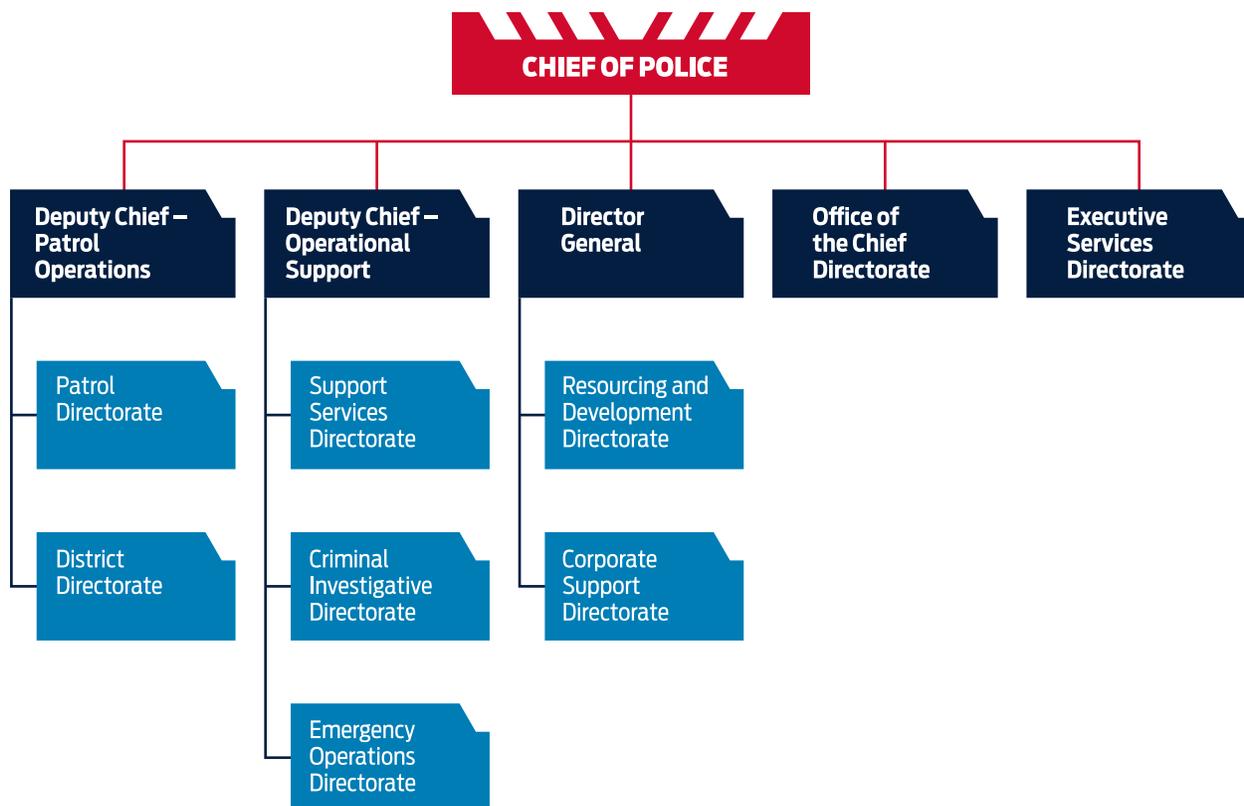
Every municipality in the province must have a civilian board to govern that police service.

In order to meet these requirements and community expectations for adequate and effective service, in 2016, the OPS employed a complement of 1,956.6 members, of which 1,351 were sworn and 605.6 were civilian members, allocated in nine directorates.

In 2017, the OPS will be changing their policing model, the following chart below is how the OPS was organized in 2016.

In 2016, the OPS initiated a gender audit which identified initiatives, policies and procedures which will be implemented beginning in 2017.

ORGANIZATION CHART (DECEMBER 2016)



2016 STAFF COMPLEMENT SUMMARY

DIRECTORATE	SWORN	CIVILIAN	TOTAL
Corporate Support Directorate	45	189.5	234.5
Criminal Investigative Directorate	244	33.6	277.6
District Directorate	292	8	300
Emergency Operations Directorate	134	7.8	141.8
Executive Services Directorate	22	56	78
Patrol Directorate	524	3	527
Resourcing & Development Directorate	64	28	92
Support Services Directorate	26	279.7	305.7
Grand Total	1351	605.6	1956.6

Source: 2016 Budget.

Notes: Executive Services Directorate numbers include the Office of the Chief Directorate.

Civilian staffing numbers include: full-time, full-time terms, casual

WELLNESS

Policing is tough and it's getting tougher.

In 2016, our demographics shifted. For the first time, we saw slightly more Millennials (ages 21–36) than Baby Boomers (ages 50+) in our workforce, while the majority (50%) are Gen Xers (ages 37–49). And as Boomers continue to retire over the next few years, we're expecting our demographics to move closer to being 50% Gen X, 50% Millennials.

So, what does this mean? It means, we have some mission-critical work to do.

The 2016–2018 *Ottawa Police Service Business Plan* outlined our commitment to member wellness through a variety of effective resiliency and peer support programs to support our workers' emotional, mental, physical, spiritual and familial health. The *Business Plan* also addresses the goal of building an organizational culture that supports workers' health and wellness by adopting the National Standard for Psychological Health and Safety in the Workplace and by strengthening our understanding of health and wellness issues in the workplace through education and training.

Early in 2016, we began to develop the Ottawa Police's first comprehensive *Wellness Strategy*. The strategy focuses on three elements: the environment, the culture and the individual. The concept is that, in order to effect real change, we must be committed to making improvements on all three levels. By promoting wellness, adopting better standards, changing the culture, and, educating and empowering our members, we envision the Ottawa Police Service (OPS) to be a healthier, resilient and more engaged workforce.



The *First Responders First Act* (Bill 163) was adopted in 2015 as an amendment to the *Occupational Health and Safety Act*. As we continue to encourage more dialogue on the topic, the OPS began working on a Post-Traumatic Stress Disorder (PTSD) Prevention Plan in 2016, as one part of our overall *Wellness Strategy*. The *Plan* will be presented to the Ministry of Labour in April, 2017.

In 2016, we hired and trained 15 coordinators to roll out the organization's first mandatory mental health training, known as R2MR (Road to Mental Readiness).

Also in 2016, the Real You (one of OPS's established Wellness programs) opened up enrollment to accept more members and we saw an increase from 100 to 138 new voluntary participants. By the end of 2017, we hope to have 200 members enrolled as we continue to adjust the program to meet the needs of our members and their changing environment.

With a holistic approach to health and wellbeing and while focusing primarily on preventing chronic disease through lifestyle changes and education, Dr. Neda Amani and her multi-disciplinary team once again helped our members diagnose a number of medical, nutritional and psychological issues.

Other wellness-related initiatives that launched in 2016 are also receiving positive feedback. These include the Therapy Dog Program, the SkillShare Program and Yoga. All three have been positive in bringing members together, encouraging dialogue, and giving people a break during a busy or stressful day. We continue to see requests for all three programs as members explore new wellness options that may suit their individual needs.

VOLUNTEERS

Volunteering at the Ottawa Police Service (OPS) in 2016 saw the addition of some new recruits, the dedication of our longtime volunteers, and even a few new furry faces around the organization.

The OPS Auxiliary Policing Program launched a new recruitment campaign in the first quarter of 2016, which included outreach on social media. From that push, it gained 11 new members, bringing the total of the team up to 20 people. The Auxiliary Program allows participants the ability to experience policing firsthand by pairing them up with an officer for things like patrol, helping with crime prevention programs, and representing the OPS at community functions. Auxiliary members are given a full uniform and handcuffs but no weapon. It's a great foot into the door to the service.



Louise Ebeltoft has been with the OPS Auxiliary program since its inception in 2008.

“I volunteer with a number of organizations,” said Ebeltoft, “but the Auxiliary is one of my main efforts.”

And the OPS is also lucky to have a core of very dedicated volunteers. They help out at public events like the Teddy Bear Picnic, provide information to the public at its Community Police Centres, set up booths at local fairs around the area to promote the OPS, and even help with ChildPrint initiatives in area shopping malls.

“A lot of our volunteers are the eyes and ears for policing in the city,” said Volunteer Coordinator Kyla Hyppolite about OPS’s 281 volunteers. “People have a chance to cross paths with those you normally wouldn’t meet in everyday life and they learn a lot from each other.”

Volunteers range in age from 14 to 86, and many have been with the OPS for 20 years or more. Two gentlemen, Jean Roger and Paul Rochon, have been volunteering for 45 years, as of 2016, as part of the Ottawa Police

Chorus (OP). Over the years the chorus has grown to become more inclusive. In the early 1980s it invited women on the OPS to join, and in the late 1980s it opened its doors to the public to audition.

“We sing at so many different events, I know so many of the members, it becomes a little something like a social club and keeps me in touch with the police service,” said retired OPS officer Paul Rochon.

The OP Chorus currently has 45 active members, and has an audition process annually to cultivate more aficionados of song.

The volunteer program underwent some modernization, as the storefront gift shop at Elgin Street was shut and moved online. The new online shop at www.ottawapolicegiftshop.com, offers a wide variety of OPS swag that can be shipped anywhere in North America. Pop-up shops, that offered everything from baseball caps to sweatshirts, and staffed by OPS volunteers, were plentiful around the city in 2016.



Volunteering is an integral part of the OPS membership, too. The dedicated men and women who serve and protect the city of Ottawa, also spend extensive hours out in the community doing volunteer work.

The OPS has partnered with many non-profit groups and programs. These efforts share the core values of the Ottawa Police, including community safety, crime prevention and mental health. It can include everything from after-hours soccer camps hosted by several OPS member volunteers to one-on-one reading tutorials through OttawaReads.

POLAR PLUNGE

The OPS hosts the Polar Plunge, in partnership with the Special Olympics. Constable Sherry Jordan has been engaged with the program and its athletes for more than 20 years.

“This is such a social thing for some of these kids,” said Cst. Jordan. “I find it very personally rewarding.”

Cst. Jordan also participates year-round in other fundraising initiatives, including Torch Runs and a Cops and Cowboys dinner at Lone Star restaurants. She recounts stories about individuals who struggle in their daily lives before finding personal strength and solidarity in their Olympic experience.

“I really love the personal connection I make with all the athletes,” said Cst. Jordan.



THERAPY SUPPORT DOGS

Finally, 2016 saw a new initiative get two full paws up from OPS members for its efforts to provide therapeutic animal support to enhance wellness in what can often be a stressful job.

The OPS Therapy Support Dog Program was created by Corporate Communications Specialist Julie Kavanagh, who saw a need to provide a progressive and proactive approach to wellness by introducing an animal-assisted program.

“With the type of environment we work in, I saw a need for this type of support in our day-to-day work lives to give people a break from their routine,” said Kavanagh. “Making time for wellness has become more and more prevalent for first-responders, for both sworn and civilian members, and this was my way of giving back.”

Volunteers visit various OPS stations with a certified furry friend, which permits the front-line responder a moment to just de-stress from their job and hug a dog.



YIPI – YOUTH IN POLICING INITIATIVE

The Ottawa Police Service (OPS) believes in investing in, and empowering, youth in the city. One of its flagship programs is the Youth in Policing Initiative (YIPI), which seeks to set our city's youth up for a lifetime of success. The program, started in 2007 with nine students, has grown over the years to include both a summer and winter session; hosting upwards of 60 or more students a year.

While the program places an emphasis on providing support for kids in priority neighbourhoods, it has welcomed teens from all walks of life; which in turn helps each participant learn different perspectives.

“We put an emphasis on building employment skills,” said OPS Supervisor of Youth Programs, Tom Patrick, “especially for some who may face barriers to success.”

Youth in the program get to help in multiple departments of the OPS, from Marine, Dive and Trails (helping city residents at the beach learn about water safety), to helping the Fraud Unit by attending various retail stores and shopping malls, to help educate the public about trends and concerns.

“We get over 650 applications a year for the program,” said Patrick, “and that’s mostly word-of-mouth referrals. We just don’t have the resources to place everyone who applies.”

While the program is a big win in terms of setting kids up with a strong resume and experience in multiple areas of work, it can also provide a solid platform to apply for scholarships or secure career options later in life.

The program is jointly funded by both the OPS and the province of Ontario, which has similar initiatives in multiple police services across Ontario.

It's more than just helping youth succeed. The positive police relationships that are cultivated from the program are brought back out into the community and help to enhance police partnerships. It also helps teens get exposure to diverse cultures and ideas that may be different from their own.

"All of these young people have impressive potential," said Patrick. "It's great to see how they influence and motivate each other to succeed."





SECTION 3.
**PART OF OUR
COMMUNITY**



AWARDS TO ORGANIZATION AND OUR MEMBERS, FROM THE COMMUNITY

It takes someone with a unique sense of civic obligation to embark on a path of policing. Our members have many reasons for joining the service, both as sworn and civilian, and it's the work they do day-in and day-out that makes a difference in our community.

Often, our members go above and beyond both in the line of duty and out in the community during their personal time. The men and women who are part of the Ottawa Police Service continually make us proud by setting an example of sacrifice and care for the city they serve and protect. And sometimes, they are recognized locally, nationally, and internationally for their efforts. Here are a few examples of outstanding work from 2016:

Sergeant Martin Leblanc was awarded the Governor General's Medal of Bravery for his work in Haiti after the nation was struck by a gigantic earthquake in 2010. Sgt. Leblanc was among a group of Canadian police officers who jumped in and immediately helped with rescue efforts on the tiny Caribbean island. Despite risks posed by the imminent collapse of unstable structures, Sgt. Leblanc and his fellow officers persevered and successfully rescued several trapped victims.

Sergeant Denis Hull was recognized in 2016 for his innovative approach to a growing problem – distracted driving. He realized that educating young kids, ones that hadn't started driving yet, was key to bringing change. For his efforts, Sgt. Hull was awarded the Canadian Council of Motor Transportation Police Partnership Award, and he accepted





the National Canadian Association of Chiefs of Police Traffic Safety Award on behalf of the OPS for his role in educating the public and bringing about change on our roads.

Our **Facilities section** was recognized for its innovation by the International Association of Law Enforcement Planners with the Phil E. Keith Project of the Year Award for its Police Facilities Service Delivery Modernization Project, which included a review of our Facilities, Security and Parking Operations. This award is granted in recognition of projects and persons who have made a significant contribution to the field of law enforcement planning.

Constable Mahamud (Moe) Elmi won the Gold Medal Award from the Human Rights and Race Relations Centre for his outstanding contribution to the promotion of racial harmony in Ottawa. Constable Elmi also helped to create the Somali Hope Academy Foundation, a non-profit organization

dedicated to providing access to education to underprivileged children in Somalia.

Constable Dawn Neilly received the Enforcement Professional Award at the annual Community Safety Awards, held in November. The 2016 award recognizes the people that have made a difference in preventing crime and making communities safer, across the city.

Staff Sergeant Gary Cashman was awarded the Business Engagement Award at the Community Safety Awards, recognized his efforts for introducing the Shop Theft Protocol program to Ottawa-area businesses.

Media Relations Specialist, **Carol Macpherson**, was recognized by the Ottawa-Carleton District School Board for her work with the OttawaReads program, an early literacy initiative for area school children. Macpherson was given the 2016 Community Partnership Award

for her strong commitment to student literacy. The program, started in 2008, has benefitted from more than 70 OPS volunteers paired with children to help them learn how to read.

Inspector Patrick Flanagan was recognized for his lifelong dedication to the OPS with the Governor General's Order of Merit for the Police Forces. The award, presented in September at Rideau Hall, was awarded to Insp. Flanagan for exemplifying excellence in both leadership and policing, and recognized his significant contributions and dedication to serve and protect the city of Ottawa.

Deputy Chief Jill Skinner and her team with INTERSECT, a multi-agency emergency service partnership in the Ottawa-Gatineau area, won the Esri Canada Award of Excellence for developing a Situational Awareness Network (ISAN) application that was successfully rolled out during the North American Leader's Summit (NALS). The app allowed different frontline agencies the ability to communicate seamlessly by allowing updates via smartphones and tablets that was relayed in real time. It's an excellent example of how innovative thinking sets the bar high for the future of policing.





COMMUNITY POLICE AWARDS

Every year the Ottawa Police Service (OPS) and the Ottawa Police Services Board (OPSB) honours community members who have demonstrated concern for residents, visitors, and police officers alike.

Nominated by sworn and civilian members of the OPS, the awards recognize extraordinary acts of merit, valour and community service. Recipients of these awards are selected by the nomination committee which consists of representatives from the Ottawa Police Association, Senior Officers Association, OPSB, and Executive Command.

“Starting in 1995, the Chief of Police and Chair of the OPSB wanted to recognize individuals for their dedication to the safety, security, and advancement of the city of Ottawa,” said Zoye Poulin, Trainer & Outreach Worker, Diversity and Race Relations. “Over the years, many community members have been recognized for a variety of actions, many times at great risk to their own safety and well-being.

“Whether these individuals are helping an officer in need, preventing a crime in progress, intervening with a person in crisis, or knitting blankets for victimized elders, each and every one of the recipients demonstrate an extraordinary level of concern for the city of Ottawa, and those who call it home.”

2016 Recipients included:

Community Service Award

Dr. Peter Boyles: For his assistance to the OPS Mental Health Section.

Ms. Joanne Law: For her dedication to the OPS GLBT Liaison Committee for the LGBTQ communities.

Mr. Kris Meawasige: For his assistance in enhancing the relationship between the OPS and Aboriginal Youth.

Ms. Heidi Danson and Cst. Sylvie Reaney: For their initiative on empowering homeless women and girls.

Certificate of Merit

Mr. Stephen Burke, Mr. David Bristow and Mr. Brian Clifton: For their assistance to an individual in medical distress.

Mr. Gabriel McReynolds and Mr. Sean Cale: For their assistance to an officer in need.

Mr. Herbert Greenidge: For his assistance during a robbery.

Certificate of Valour

Ms. Sandra Evans: For her assistance during a domestic dispute.

Mr. Charles Schachnow and Mr. Jason Steeves: For their assistance to an officer in need.

Mr. Chris Craig and Mr. Nick Purvis: For their assistance in an apartment fire.





OPS GALA

The annual Ottawa Police Service (OPS) Gala is more than just an excuse to dress up; it helps to send a positive message to the community about the men and women who protect and serve this city.

Last fall's charity recipients, The Ottawa Distress Centre and the Youville Centre, each received a cheque for \$50,000, raising the total amount collected for local charities to \$645,000 to-date.

"We will be using the funds towards implementing a text and chat function," said Ottawa Distress Centre Service Facilitator and Acting Community Relations Coordinator Breanna Pizzuto. "Right now our service is solely telephone-based and with forms of technology

and communication changing, we are looking forward to adding on to our service to be able to reach more people in need."

As a recipient, these charities can embark on some ambitious projects that had been put on hold due to funding constraints.

"We will be using the funds to support our Mental Health, Addiction and Attachment Counselling for the young mothers and children at our centre," said Executive Director Cindy Simpson of the Youville Centre. "This service is offered to help address a variety of challenges, including depression, anxiety, suicidal-ideation, eating disorders, PTSD, domestic violence and addiction. The funds will help us offer conditions that improve mental health outcomes for two generations, both our moms and their children."

“We are very grateful to have been chosen as one of the charities of choice,” said Pizzuto. “We know the competition is steep for that spot and it was a tremendous compliment to have our work recognized by the OPS in this way.”

Simpson echoes the praise.

“The Ottawa Police Service already supports Youville Centre in such meaningful ways, and has done so since 1985,” said Simpson. “To know that the OPS would take even further initiative to assist our young mothers and children was truly inspirational. It is a testament to the enormously positive impact the OPS has on its community.”

The OPS recognizes the efforts of all of our frontline partners, who help to make the city such a great place to live.

“Every year we celebrate not only our police service, but also those who work tirelessly to make this city one of the best places to live,” said Chief Charles Bordeleau. “The gala has a lasting impact beyond the event itself through the funds we raise for local charities that deliver much needed services and programs to the most vulnerable in our community.”

The OPS Gala was lucky to have partnered with corporate sponsors Telus and the Barley Mow in 2016, which helped to make the event such a great success. Tickets to the event sold out quickly.

“The real gist behind all of it is to provide an opportunity for the OPS to laud the work of its members and elevate the role of police in the community,” said OPS Gala organizer Inspector Mike Laviolette. “We wanted to show police in a different light and make a meaningful contribution to our community partners.”

Every year local charities are selected as beneficiaries of the gala fundraising. The charities are picked because of shared values with the OPS, a willingness to pitch in and help, as well as network within the community to fundraise.

“It’s an investment for us,” said Insp. Laviolette. “We value what these charities bring to the table.”



PARTNERSHIPS

The Ottawa Police Service (OPS) was quick to respond to a series of anti-Semitic vandalism incidents at multiple locations throughout the city in November of last year. This was followed by two additional graffiti attacks on places of worship — this time at Parkdale United Church and the Ottawa Mosque on Northwestern Avenue.

“These are hate crimes,” said Ottawa Police Chief Charles Bordeleau. “The OPS has zero tolerance for these kind of attacks.”

It was the longterm partnerships the OPS had built within the community that helped to not only find the suspect involved, but tie the community together. Religious leaders from all faiths were quick to denounce the incidents. The Congregation at Machzikei Hadas hosted

a Solidarity and Thanksgiving event for the entire Ottawa community.

“Such hate crimes have no place in our communities and are contrary to the spirit of inclusion that makes our city such a safe and wonderful place to live,” Ottawa Muslim Association spokesman Ahmed Ibrahim told the media. “We stand with our Jewish brothers and sisters in solidarity. Anti-Semitism hurts all of us in the same way that any other form of hatred hurts us. We hope those responsible will be apprehended by the police so that justice can take its course.”

Those existing partnerships also helped to present a unified voice to help mitigate fears with area residents. It was clear that incidents such as the red spray paint hate speech found at area Jewish temples across the city would not be tolerated.



Outreach

Part of the outreach efforts at the OPS to engage a diverse and multicultural Ottawa involve extensive consultations and relationship-building efforts conducted by both the Community Development Section (CDS) and the Diversity and Race Relations (DRR) Section.

In June, 2016, the CDS team hosted a community engagement session on *Targeting Hate in Our Communities*, in partnership with the Community Developers Network (CPC/CDN). This session brought together 69 members from all of Ottawa's diverse communities and members of the OPS to discuss the impact of hate crimes.

Included in the daylong learning forum were the National Council of Canadian Muslims (discussing ways to get the community to report these incidents more frequently), Statistics Canada (that spoke about hate crimes in Canada from a data collection point of view), representatives from the Ontario Police College (about understanding hate crimes and incidents), and representatives from the Peterborough Police Service (who spoke about community partnership and engagement in the aftermath of a hate crime). The forum was an example of collaboration with the community on seeking solutions to an under-reported problem.

The dialogue that was shared in June helped to facilitate a cohesive response to the spate of swastikas and anti-Semitic language that were spray-painted on various Jewish temples and community centres later that year.

The CDS team also hosts Police Week every year in May; which is an opportunity for the public to learn more about the OPS. In 2016,



the theme was *Discover Policing for Safer Communities* and showcased city-wide the diversity of career options in policing. More than 2,500 people attended events throughout the week.

Equally involved in building trust and relationships within Ottawa's diverse communities is the OPS's DRR team. Often the emergency response team to any emerging issue involving Ottawa's racialized community, the section works on building bridges and partnerships with marginalized sectors of the city.

The DRR team was there to welcome the Syrian refugees when they arrived in Ottawa. "Constable Lila Shibley was indispensable to this outreach as she is fluent in Arabic," explained S/Sgt. David Zackrias. Cst. Shibley worked with the families to help them adjust to their new lives in Canada and show a different face to policing that they had not previously encountered.

Community Partners

Any police service is only as strong as the partnerships it has within the community.

The OPS values the diverse voices within the city that share the same goals as the service in making Ottawa one of the best places to live.

Two key valued relationships with the OPS are the Community Police Action Committee (COMPAC) and the GLBT Liaison Committee.

COMPAC is a city-wide community police advisory and coordinating body that represents a partnership between police and Indigenous, racialized and diverse communities in Ottawa. In 2016, there was a change in leadership on the committee, ushering in a new vision for the group.

“It’s only through meeting with the community on a regular basis that trust can be built,” said DRR’s Zoye Poulin. “Relationships aren’t built overnight. Repeated positive exposure to

police within the community helps to build and enhance that trust.”

The GLBT Liaison Committee is a great example of trust-building. The committee was the first of its kind in Canada, and in 2016 it celebrated its 25th anniversary. It offers a venue to discuss hate-motivated incidents as well as to increase the visibility of lesbian, gay, bisexual and transgender realities when dealing with police.

Every year, the OPS hosts a pancake breakfast at the start of Pride Week to fundraise for a LGBTQ charity. More than \$700 was raised at the 2016 event and donated to the Capital Rainbow Refuge, which supports racialized LGBTQ refugees.

“Inclusion is key to public safety, and it’s important that we work with all communities, specifically the marginalized communities, to ensure the public trust and confidence in policing is maintained,” said S/Sgt. Zackrias.



Youth Advisory Committee

Strategic Youth Program Specialist Jessica Ripley, Constable Paul McCormack and 10 Youth Advisory Committee (YAC) members, showed their commitment to help homeless youth in 2016 by participating in the annual Youth Services Bureau (YSB) SleepOUT challenge. These members, along with Chief Charles Bordeleau and Deputy Chief Jill Skinner, braved the frigid December night, to raise funds for some of our most vulnerable residents in the city. Along with a massive bake sale of home-made goodies, the event raised over \$1,000 for homeless youth.

That was only one of many projects throughout the year that kept the YAC team busy. A recruitment push in the fall of 2016 saw the addition of 10 new youth, growing to a 22-member team. It also appointed new co-chairs Lucas Chénier, Sabrina Teklab and Saeed Ali.

Chénier is also actively involved in the Service Initiative's newly minted Community Advisory Group (CAG), that seeks to engage community members in providing insight and feedback on new initiatives at the OPS.

"YAC is a key resource for the Ottawa Police Service (OPS)," said Ripley. "It helps provide both the opportunity for youth to be heard, internally, as well as provide a resource to officers to better understand and respond to youth issues in the city."

And it's a way to introduce youth to the OPS: two former YAC co-chairs, Phil Charbonneau and Jennifer Warner, were welcomed on board as sworn officers in 2016.

YAC also facilitated three chat sessions in 2016 with several city youth programs, including Christie Lake Kids, to enhance police partnerships and enable communication between youth in the city and the police.



United Way

The OPS continued to celebrate its relationship with the United Way in 2016. A longterm partner with the Service, the Community Campaign was launched at the end of September with a new coordinator, Constable Jason Brown. This year's theme was *All that kids can be* and emphasized the OPS's commitment to children's programs and reaching the vulnerable youth sector. The OPS reached its target of raising \$25,306.06, with all donations going back into community programs in Ottawa.

MERIT

The Multiagency Early Risk Intervention Tables (MERIT) gained more momentum in 2016 with frontline agencies from across the province meeting to create situation tables to help with case assessment on the project. More than 25 municipalities across the province have jumped on board the program, which seeks to permanently resolve persistent and problematic cases in each city.



Using a blended response, MERIT in Ottawa combines more than 20 health, social and safety professionals to assess each case and offer a collaborative approach to resolution.

"It's not just about interacting with the police," said Chief Bordeleau. "It's about interacting with an entire network of support that examines every aspect of that individual's life and tries to find lasting solutions."

More than 85 percent of police calls for service are non-criminal in nature. MERIT examines each case holistically and determines which city resources are best used to permanently resolve chronic problems.

"As frontline emergency responders, police officers are experienced in identifying potential risk situations and escalation. We're now witnessing real results in how these skills can help community partners towards long-term sustainable solutions," said project lead Constable Ryan McEachran.

The program began as a pilot project in June 2015 and has since been extended indefinitely.





SECTION 4.
**MAKING A
DIFFERENCE**

VIOLENCE AGAINST WOMEN

The Ottawa Police Service (OPS) continues to investigate ways to better-serve victims and survivors of sexual assault and violence. Through ongoing community and partner consultations, the service recognizes that often the hardest step for victims is reporting the crime.

“We’re working on the process from the point of intake onward,” said Specialized Investigations Inspector Jamie Dunlop. “We have put ourselves in the victim’s place and have made what we believe are important changes to help those who need it most.”

Part of those changes include a new training program developed by Sexual Assault and Child Abuse Staff Sergeant Angela McDade and her team; Sergeant Tracy Butler and Sergeant Kelly Lyle. The Sexual Assault Response Officer (SARO) training course, in partnership with Ottawa frontline support agencies, helps officers better understand and respond to victims of sexual assault and domestic violence.



DOESN'T MEAN SHE'S SAYING YES.

sex without consent = sexual assault



Unfounded Sexual Violations

The Ottawa Police Service underwent a revision of how it codes its unfounded cases in 2012. As a result, the unfounded rate for sexual assault cases has steadily declined, and in 2016 was at 8%, as compared to a 38% rate in 2012.

It also incorporates feedback from extensive public consultations done between the OPS and its partner community agencies.

“In 2014, the Ottawa Police Service hosted a community consultation that was attended by VAW frontline workers, OPS members and the community,” said S/Sgt. McDade. “The consultation provided feedback and identified gaps in service to women who experienced violent crimes.”

In 2016, 43 officers attended the training and the overall feedback was overwhelmingly positive. Plans to expand the training service-wide, especially for all frontline patrol officers, is in the works for 2017 and in coming years.

The OPS also has a Violence Against Women Advisory Committee that is a partnership with frontline agencies in Ottawa that serve victims of violent crime. The group is committed to improving dialogue in areas of training of police on victim’s response, as well as educating the public on this issue. It helps to review changes being implemented and offers feedback on how to continually fine-tune processes based on committee members’ extensive experience.

During Sexual Assault Week in May, Bell Canada, who has been a valued partner in helping to raise awareness about the issue, created several public service announcements

in coordination with a social media campaign done by the OPS. These campaigns help to broach the topic city-wide and generate conversation about the issue to collectively find solutions.

New to 2016, we saw the introduction of a student-led program called the *Man Up Project*. This initiative was started by some local high school students who wanted to set an example of how men should treat women both at school and in public. The OPS partnered with this new project to provide educational materials, support, and to help with fundraising. While only at a limited number of schools in 2016, there are ambitious plans to introduce the program city-wide in 2017.

Other initiatives implemented in 2016 included a new interview room installed at the Civic Campus of the Ottawa Hospital in part from a donation-in-kind from the hospital and through grant funding from the Ontario Attorney General's office. The room offers victims of sexual assault the choice of conducting their intake interviews at the hospital

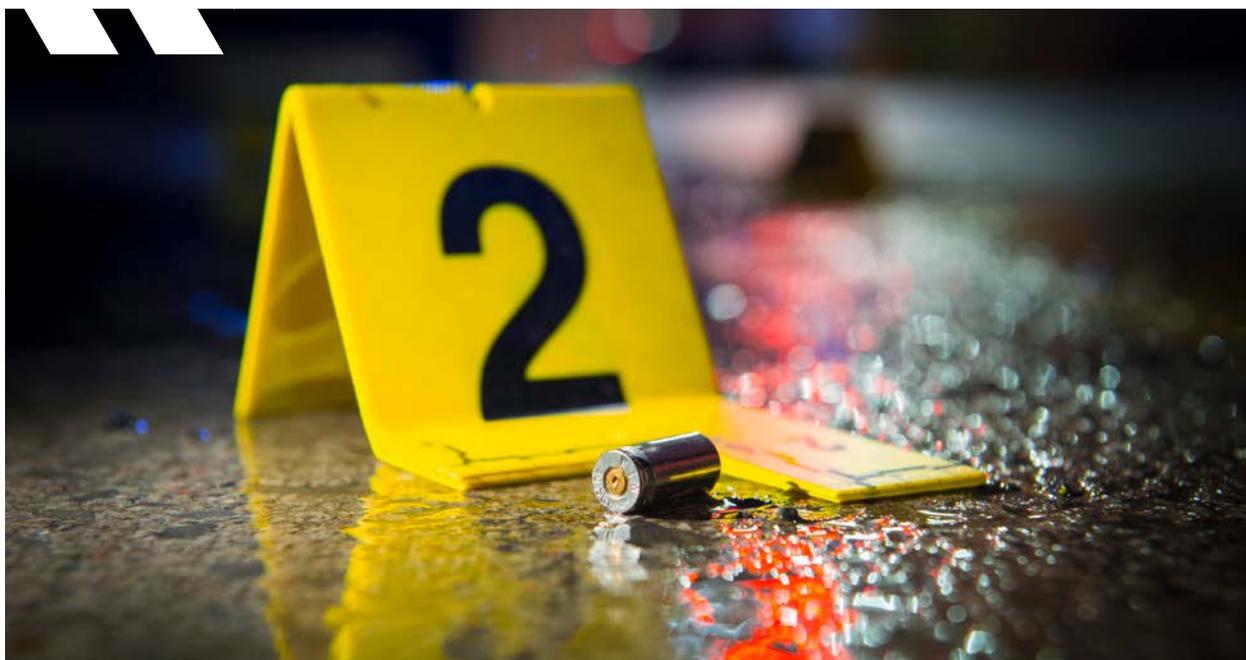
and return there to update their cases. While still in the fledgling stage, it is anticipated that this room will help in reporting cases of sexual assault by offering an alternative to coming into a police station.

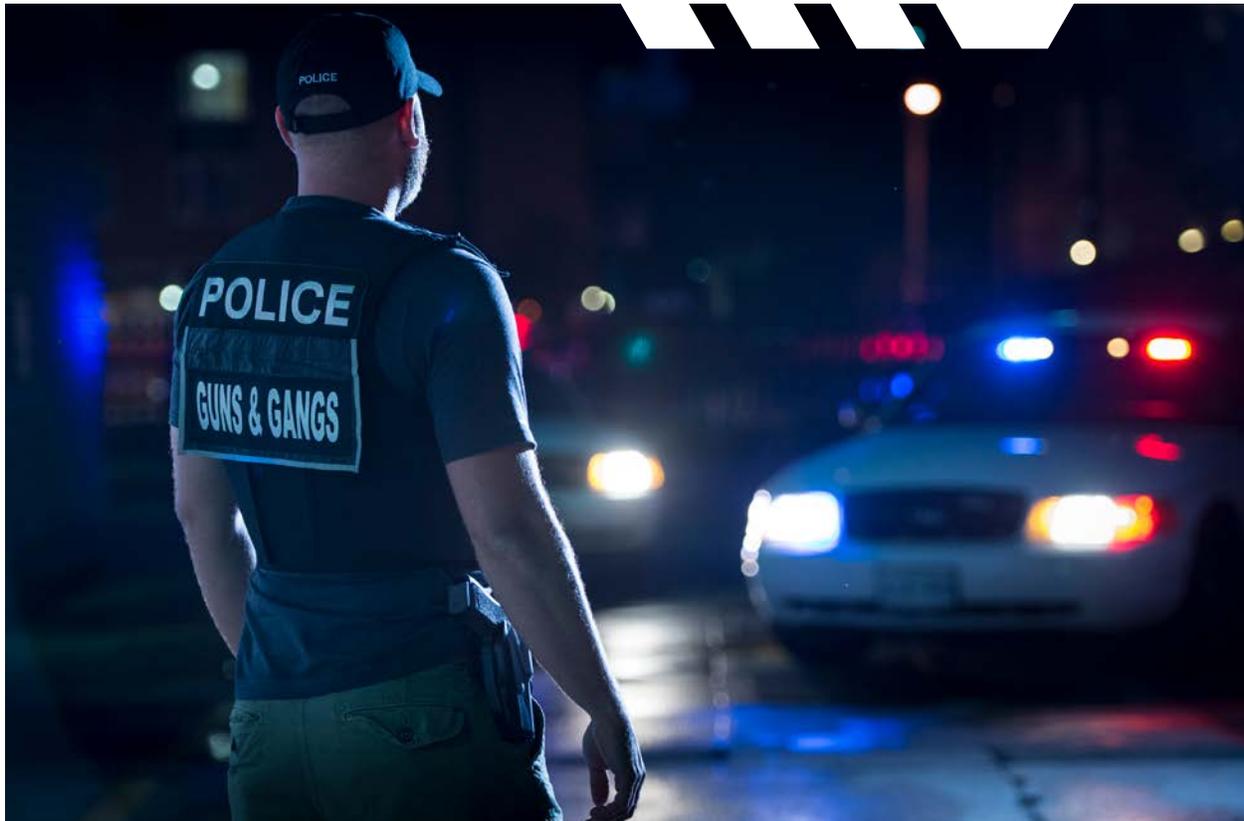
The issue of sexual assault and violence against women is a complex one; but with ongoing collaboration with partner agencies and the community, the OPS believes it can collectively find solutions that meet the needs of some of the most vulnerable in our city.

GUNS AND GANGS

In 2016, the OPS saw an increase in the number of gun-related offences throughout the city, as offenders normalized the use of the weapon; even for even minor issues.

"For some reason we're seeing individuals resorting to this kind of extreme violence," Chief Charles Bordeleau said in December. "People are carrying guns and knives and they're way quicker to use them. It's very troubling."





Throughout the year, investigators pursued leads and followed up on cases resulting from 12 homicides where firearms were used. Other officers were brought into the unit to temporarily help supplement the increased case work.

“In June we were offered additional internal resources to deal with this growing issue, after DART and district investigators were returned to their substantive positions,” said Guns and Gangs Unit Staff Sergeant Ian McDonnell.

Internally, the OPS worked with frontline patrol to help keep them engaged on guns and gangs issues. Included in this initiative was the development of Guns and Gangs Patrol Divisional liaisons and contacts with individual frontline platoon members.

As well, changes implemented in October saw a reorganization of the Criminal Investigations Directorate which saw a number of firearms related offences becoming the responsibility of the Criminal Investigations Unit (CIU). This freed up seasoned Guns and Gang Unit officers to do more proactive work to focus on solving more complex attempted murder investigations.

The OPS also worked on building Guns and Gangs-specific relationships with external partner agencies. The end goal was to take a more proactive approach to implementing effective neighbourhood cohesion, prevention, and intervention strategies; which ties in with the principles of the Ottawa Gang Strategy model. Specifically, the OPS worked with

community youth agencies to identify at-risk siblings for the Supporting Families: Siblings at Risk Program; worked with City of Ottawa Community Health and Resource Centers to develop the Post Incident Neighbourhood Support Framework; and the John Howard Society to develop the Time For Change (T4C) program to transition persons out of the criminal lifestyle.

The Guns and Gangs Unit worked closely with other patrol officers, who were active out in the surrounding communities, not only in gathering intelligence, but establishing relationships with community partners.

“We know most of this activity revolves around the drug trade,” said S/Sgt. McDonell.

“It’s a very small percentage of the people causing the biggest threat out there and we know who they are and the community knows who they are,” Intelligence and Covert Operations Inspector Chris Renwick told Crime Prevention Ottawa at its October meeting.

Homicides

In 2016, Ottawa saw an increase in the number of reported homicides, with the Major Crime Unit investigating 24.

This was an anomaly for the city in terms of homicide rates, compared to previous years, where Ottawa averaged 12 homicides per year. To-date in 2017 we are seeing more normative statistics, with 5 reported homicides in the city as of June 1, 2017.

Gang-related murders accounted for a significant portion of incidents last year, with the OPS Guns and Gangs Unit processing 10 homicides relating to gang activity.

Fifteen of the 2016 cases have already been solved, with charges laid. Nine remain under investigation.

The safety and security of our residents is paramount for the Ottawa Police Service. The cooperation and partnerships we have with our communities is the reason why we were able to identify those responsible for these crimes.



ROAD SAFETY

In 2016, road safety continued to be a priority for the Ottawa Police Service (OPS) and the community.

Several initiatives this year focused on our most vulnerable road users: cyclists and pedestrians.

Ottawa Police Sergeant Mark Gatien has been a traffic officer for 10 years.

“We encourage cyclists and pedestrians to take steps for their own safety, which means being visible, following the rules of the road and paying attention to what’s going on around you,” said Sgt. Gatien. “But motorists have a role to play in the safety of pedestrians and cyclists as well.”

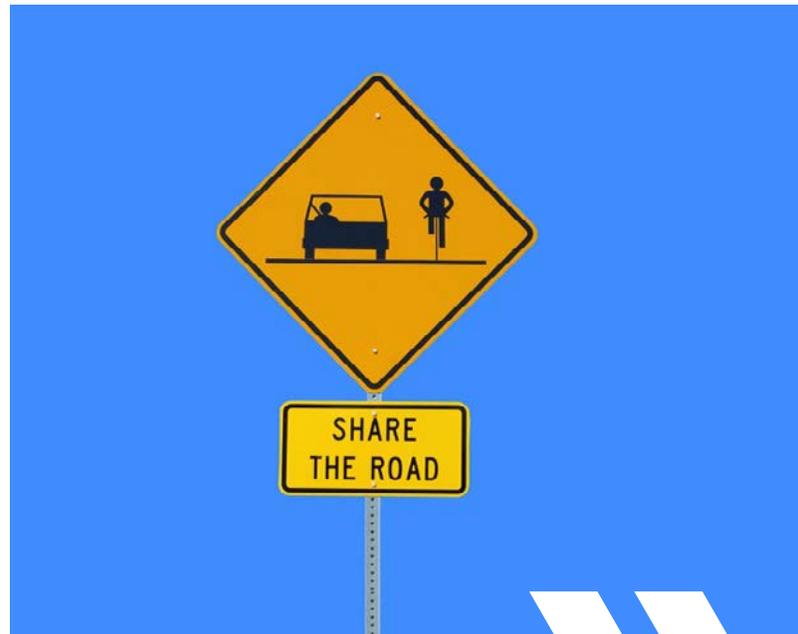
Sgt. Gatien says there are three things motorists can do to keep cyclists and pedestrians safe.

“Give cyclists plenty of room when passing and only pass when it is safe to do so. When making turns, always check twice for pedestrians and cyclists; and give driving your full attention at all times.”

He wants drivers to pay particular attention to the ‘A-pillar’ blind spot.

“That’s the metal frame between your front and side windows, where, at the correct position, a pedestrian can be completely hidden,” he explained. “Drivers should always lean forward or back to ensure a pedestrian isn’t hiding in this blind spot.”

In partnership with Safer Roads Ottawa, Ottawa Police ran the *Share the Road* social media campaign again in 2016.



“We all need to use the roadways, so let’s each do our part in ensuring everyone’s safety,” said Sgt. Gatien.

Along the theme of *Share the Road*, new legislation came into effect in 2015 that requires vehicles to leave a minimum space of one metre when passing cyclists.

“Drivers, remember that bicycles are vehicles too, just slower moving. That means you can only pass when it is safe to do so,” said Sgt. Gatien.

The OPS became one of the first jurisdictions in Canada to use a new sonar device called the C3FT to measure and record the distance of a vehicle passing a cyclist. In the fall of 2016, OPS staff laid seven charges against motorists in just over one hour. Additional education and enforcement initiatives are planned for 2017.

The Fall of 2016 saw the O'Connor Street bi-directional bike lanes opened as a new facility for cyclists wanting to travel north or south into the downtown core. The OPS and Safer Roads Ottawa (SRO) created a series of videos aimed at raising awareness amongst cycling and motorists on how to use the lanes safely. The videos focused on using the bike box, making a left turn on to side streets, and crossing the two travel lanes as well as the cycling facility. To-date, there have been over 5,000 views of the different videos!

"The afternoon rush to get home continues to be the time of day where we see the highest numbers of collisions" said Safer Roads Ottawa's Rob Wilkinson. "These collisions are all avoidable if we all work together."

Tips for road users: be alert, obey the rules, be courteous and be hyper-vigilant when interacting with pedestrians, cyclists, motorcyclists and residents who use mobility devices.

In October, in partnership with the Ottawa Fire Services, SRO ran the *Be Safe Be Seen* program, which provided free bike lights and pedestrian lights to residents who visited any of the city's fire stations. Over 2,000 sets of bike lights and 1,000 pedestrian lights were distributed by staff from Fire Services.

"We all need to do a better job of ensuring that we can be seen and that we drive, walk and cycle with care," said Wilkinson.

As well, Ottawa Police and SRO continued to create awareness about school bus safety.

"There is always that reminder that has to go out at the beginning of the school year and shortly after Spring break, for drivers to watch out for kids walking and cycling to school and the presence of school buses on our roads," said Wilkinson.



An *I Stop, You Stop* program that was introduced in 2015, returned in 2016, and was set up to remind drivers to stop in both directions when school bus signals are activated.

“The goal of the awareness initiative is to remind drivers that they are required to stop for school buses when their red lights and stop arm are extended, don’t take a chance!” Wilkinson advised.

Also around school bus safety, a school bus camera pilot project in 2015 saw 75 drivers charged with disobeying school bus signals in 2016. A full program is in the works and expected to be implemented in 2017.

“Our goal is to have 100 percent of road users paying attention 100 percent of the time,” said Sgt. Gatien.

SERVICE INITIATIVE

It takes a community to build a police service.

That message was abundantly clear as the Service Initiative (SI) rolled out its proposed changes for the Ottawa Police Service (OPS).

Both OPS members and external partners and stakeholders demonstrated their strong investment in the Service at the numerous consultation sessions that were held throughout the year.

“We received a lot of valuable information from the community that highlighted the importance of internal and external consultation,” said SI Project Lead, Deputy Chief Jill Skinner.

Changes introduced included assessing OPS demands for service to identify capacity for more proactive work, efficiencies gained through streamlining court processes, a realignment of criminal investigations units, the introduction of a new centralized command centre; but what captured the most interest and attention was proposed amendments to the frontline deployment model.



“The needs of our city are changing,” said Deputy Chief Skinner. “Our demographics are changing, our city borders are expanding, even the types of crime we’re seeing in Ottawa has shifted. We need to rise to meet those challenges with a solid foundation that will support us well into the future.”

Launched in 2012, the SI did its due diligence by examining best practices and creating business cases, to ensure that any proposed changes to the OPS were not only viable, but sustainable. Geared towards continuous improvement of service delivery and a renewed focus on policing responsibilities, the SI was commissioned to help address the challenges and pressures facing policing — namely budget expectations, growth, changing demographics, growing demands for service, and the increasing complexity of crime.

“There was recognition that we’d done a lot of good work to develop a model that was responsive to community needs and open to modification, while keeping the OPS to account,” said Deputy Chief Skinner.

“This restructuring provided more consistency in process while allowing for the flexibility to adapt to different requirements across the city,” said Deputy Chief Skinner.

More than 90 percent of positions remained unchanged after the implementation of the new frontline deployment model, with only 130 members of almost 2,000 employees affected by the roll out. Most of the changes for those 130 involved location, positions or both. “Change is hard; not changing is harder,” said Deputy Chief Skinner, citing American author Carol J. Adams.



Overview of SI Changes In 2016

Courts: Streamlined Court processes, including the addition of Nuance eCopy – a scanning software program that automatically adds officer's notes to the internal database and makes them immediately available to investigators. Courts will continue to update processes to gain further efficiencies and enhance communications between the Service and the Crown.

Demand Management: Identified processes that could be moved to online reporting and expanded our online reporting abilities; assessed hours of operations for front desk services to meet the demands of Ottawa residents; and moved lower priority calls (like noise complaints) to City By-Law officers. Efficiencies gained by these moves were reinvested back into the Service to help further proactive policing initiatives.

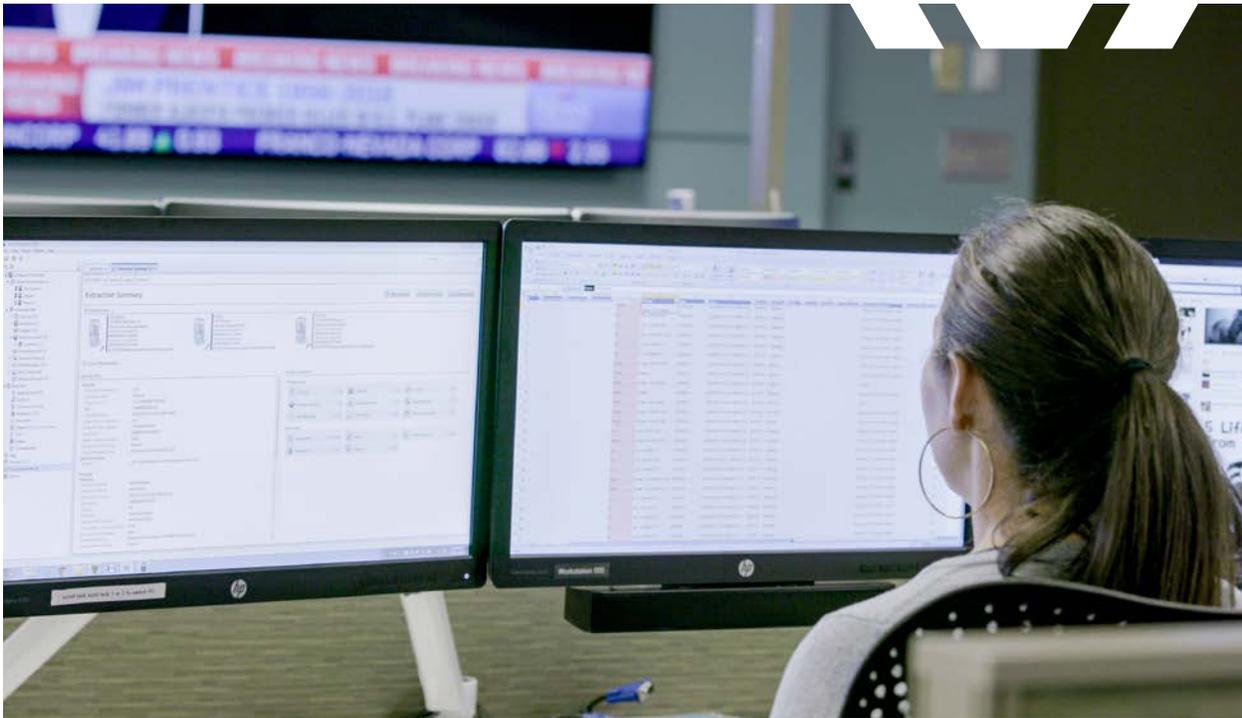
Criminal Investigations Directorate: Centralized command and realigned similar units to improve communication and case management. Introduced two new units:

Cyber Crime Unit and made the Human Trafficking Unit a permanent section.

Ottawa Police Strategic Operations Centre (OPSOC): Created a brand new centre for the OPS that serves as an operational hub for day-to-day police activity. It looks at issues city-wide and redirects resources to meet emergency needs as they arise. It also provides a virtual backup for officers out on the road, whether enroute, on-scene, or in the early stages of an investigation.

Frontline Deployment Model: Collapsed existing District, Patrol and some Emergency Operations Directorate members into more robust platoons and added a larger contingent of fixed-shift personnel. This included new geographical boundaries for patrol, less duplication of efforts, and an enhanced commitment to community safety with a new and flexible response model. The derived efficiencies will provide our frontline members more capacity for focused proactive community work.





OPSOC

The Ottawa Police Strategic Operations Centre (OPSOC) launched on October 24.

On October 26, a call came in about a student at a Barrhaven school, spotted with a gun.

OPSOC members sprung into action, coordinating frontline patrol, notifying school boards about police presence, cordoning off a wide section of residential streets to ensure neighbourhood safety, helping officers in the establishment of a staging area and updating command and patrol about on-scene information.

“We heard the call being dispatched to the officers, so we started focusing on that call and found ways to support it,” said Sergeant Paul Tremblay.

It ended peacefully, with the student apprehended and all clear given to the school and the surrounding neighbourhood. The situation was handled in a matter of hours, the gun was discovered to be a replica, and no one was hurt.

OPSOC assisted with more than 70 calls for service in the first 10 days of operations including; the incident in Barrhaven, a demonstration on Parliament Hill, a missing persons case, an armed robbery, and a suicidal person with a firearm. In its first 30 days of operation, the OPSOC had supported over 300 calls for service. In the first 90 day of the OPSOC, members provided support on 800 calls.

“The buy-in from frontline patrol has been progressive and increasingly positive,” Sgt. Tremblay. “There has been a substantial increase in the requests coming from frontline officers which signals that officers clearly understand and appreciate the support they can obtain by having OPSOC as a virtual backup.”

Additionally, we have created a database where we can receive community input, as well as track and report back on demands for service in relation to necessary proactive community policing. Crime analysts at OPSOC will use the data to better understand emerging trends and better direct resources, as well as offer enhanced intelligence to patrol out on the road. As the centre matures, it will play a more vital role in tactical and strategic coordination for the OPS. In 2017, it will be a key support during the 150th birthday celebration events that will unfold throughout the year.

CRIME PREVENTION

The Ottawa Police Service (OPS) continued to use a multi-pronged approach to crime prevention in 2016.

Included in the program was a new initiative called the Problem Address Framework (PAF) which was initiated in the spring. The framework plan identifies problem addresses in the city that are affecting entire neighbourhoods. Proactive policing is involved in offering countermeasures and sustainable solutions. In total, more than a dozen problem addresses were identified in 2016 and monitored by police Community Police Officers (CPO) and frontline patrol.

CPOs were given training, in partnership with Crime Prevention Ottawa, by Staff Sergeant Donna McNeil-Charbot to help to evaluate and resolve problem addresses in city neighbourhoods.

“PAF is another valuable collaborative approach that brings community stakeholders, police and other service providers together to reduce criminal activity and address harmful, chronic quality-of-life issues in our neighbourhoods,” said Staff Sergeant Paul Wilson. “This year’s training was very well received and included many external partners from other frontline agencies and service providers.”

Crime Free Multi-Housing Program

Equally important to the safety and security of Ottawa neighbourhoods was the Crime Free Multi-Housing Program (CFMH). After the shootings on Jasmine Crescent at the start of the year, OPS member Diane Larocque pushed to get more landlords on board with CFMH. Larocque held two-day training sessions for area landlords to encourage them to be participate in the program.

In Ottawa, there are a total of 13 landlords/property management companies signed up with CFMH. This accounts for about 315 buildings in the city with a total of 18,154 certified rental units.

The program is designed to help owners, managers, residents and the police work together to keep illegal and nuisance activity out of rental communities. Buildings must comply with basic security standards set out by the program and undergo a yearly Crime Prevention Through Environmental Design (CPTED) audit to ensure compliance.



“CFMH is an effective program developed to assist rental communities in crime reduction,” said Crime Prevention Sergeant Arthur Wong. “We are looking forward to engaging new landlords for 2017.”

Relationship-building programs like the CFMH help to ensure the safety of residents, result in fewer calls for service from police, and enhance the quality of life for all those in the immediate neighbourhoods.

Crime Stoppers

January is Crime Stopper’s Month and the efforts of the organization were recognized by Minister Yasir Naqvi, Ottawa Police Services Board Chair Eli El-Chantiry, President for the Ontario Association of Crime Stoppers Dave Forster, President of National Capital Area Crimes Stoppers Richard McMullen, and Chief Charles Bordeleau at a press conference in the lobby of the Elgin Street police station.

Crime Stoppers is an integral tool for policing – allowing residents the option to anonymously provide information about a crime and receive financial compensation if the tip is used.

“It’s interesting though, only about 20 percent of tipsters ever call back to claim a reward,” said Sgt. Wong. “So we know that people are visiting Crime Stoppers because they want to do the right thing.

Tips to Crime Stoppers help provide closure to longstanding cases.

“It’s an invaluable tool,” said Sgt. Wong. “Some unsolved cases get solved because of Crime Stoppers information. If the public knows their identity is protected, and they don’t have to testify in court, they’re more willing to help police.”



NUMBER OF CALLS TO TIPLINE IN 2016:

4,200

NUMBER OF ARRESTS FROM TIPS:

60

NUMBER OF CRIMINAL CASE CLEARED:

47

NUMBER OF CHARGES LAID:

206

VALUE OF NARCOTICS SEIZED:

\$280,000

**NUMBER OF VISITS TO THE NCR
CRIME STOPPERS WEBSITE PER MONTH:**

15,000



Crime Prevention Week

This year's theme was examining frauds and scams and educating the public on how best to protect themselves.

"We held events all across the city that were very well attended," said Acting Staff Sergeant Alison Cookson. "We went through some common scams, like the fake Canada Revenue Agency refund emails, and even talked about some local ones; including the snow removal scams."

Almost a dozen different presentations, focusing on fraud prevention, took place from November 6 to 13. The launch of the campaign coincided with the Community Awards night that saw several OPS members recognized for their efforts in making Ottawa a great place to live.

DRUG INVESTIGATIONS

As word began to spread about the increasing number of deaths attributed to the Fentanyl epidemic in Vancouver, British Columbia; first responders in Ottawa gathered together to set up a plan.

The Ottawa Police Service (OPS), in a partnership with other frontline agencies in the city, began to evaluate how it would deal with what appeared to be an impending epidemic locally. Part of the solution came from the Ottawa Overdose Prevention and Response Task Force (ODPRTF), which is a city Board of Health initiative that coordinates community partner agencies to deal with preparedness, collaboration, response and communication, relating to the risk of overdoses.

“Fentanyl itself has been around for a long time for pain management,” said Drug Unit Staff Sergeant Rick Carey. “What was new was the increased availability of the illegal version of the drug that was being shipped in from overseas and was starting to move across the country from B.C. into Ontario.”

Users typically snort or inject the illegal Fentanyl, which was resulting in a series of overdoses and deaths in different cities across Canada. Vancouver saw more than 750 deaths attributed to the drug in 2016.

“We looked at what resources we could put in place in the event of multiple simultaneous overdoses here,” said Staff Sgt. Carey. “We were all prepared to coordinate a mobilized response with daily communication between all the involved agencies.”

The OPS Drug Unit coordinated internally with the Joint Health and Safety Committee to ensure that all frontline officers were educated on proper safety procedures for handling seized Fentanyl. It also assisted in developing a business case to provide naloxone more widely as a countermeasure to accidental exposure. Over 16,000 naloxone kits were distributed in 2016 through the province’s Take Home program, with plans to equip police officers in 2017.

“Overdosing is an increased reality for all drug users now because Fentanyl is being mixed in to unexpected drugs, including cocaine,” said Staff Sgt. Carey. “Our job on the task force really focuses on prevention.”

Last year saw an increase in case clearance rates from 92.4% in 2015 to 100% in 2016 for trafficking, and a drop in possession charges from 1,056 to 933.



The unit also responded to public complaints related to marijuana dispensaries. In October, shops were shut down, with six more to close in subsequent months as the year came to an end. The raid was a prime example of the OPS working with community partners to enhance the safety of all residents.

“We take community complaints regarding criminal activities seriously and have been conducting investigations on these locations for an extended period of time,” said S/Sgt. Carey. “The reality is that each of these warrants requires a great deal of time and resources. We will continue to investigate dispensaries as complaints come forward.”

It was a busy year for the OPS Drug Unit.

“We had some major highlights in 2016 with the conclusion of some projects and the completion of our usual level of investigations with some big drug and gun seizures,” said S/Sgt. Carey. “Drugs and guns have always gone hand in hand.”

In May, search warrants were executed at three addresses and five people were arrested in relation to a butane marijuana extraction lab (to create Shatter) that saw the seizure of over 1.5 kilograms of THC concentrate, over 49 kilograms of marijuana and over 800 grams of hashish along with a Taser.

“Extraction labs of this type pose a huge explosive hazard to the community,” said S/Sgt Carey.

PROJECT SHATTER

In June, the OPS Street Crime Unit completed *Project Shatter* which saw the arrest of 31 people operating in the Byward Market



area. This massive bust yielded everything from cocaine to Fentanyl, crystal meth to speed, and included 123 criminal offences. That same month saw *Project Step* execute 16 search warrants resulting in 14 people facing 103 charges. Cocaine, marijuana, nine firearms, several vehicles and over \$350,000 were seized.

In September, two separate raids saw more drugs and guns seized. In the first case, seven people were arrested and 49 charges were laid. Seizures included seven hand guns and two carbine rifles, and over 1,200 rounds of ammunition along with cocaine, a press and three vehicles. The second case saw the arrest of one person facing seven charges after cannabis resin and marijuana was seized along with two rifles and hundreds of rounds of ammunition.

In October, three search warrants were executed resulting in four people facing 46 charges after cocaine, crack cocaine, marijuana, MDMA, methamphetamine and a 12-gauge shotgun and ammunition were seized.

In November, four people were facing 28 charges after search warrants yielded another handgun and ammunition along with Fentanyl patches, cocaine, crack cocaine, marijuana, pills and cash.

In December, the Street Crime Unit completed another Byward Market area project dubbed *Sweeper* that saw the arrest of 26 people who are facing a total of 103 charges and included the recovery of a stolen vehicle.

The key, for the OPS Drug Unit is to get these harmful and illicit drugs off the street.

HUMAN TRAFFICKING

The Human Trafficking Unit (HTU) was introduced to the Ottawa Police Service (OPS) as a pilot project in October 2013. A little more than two years later, it was made an official section of the OPS as part of Chief Charles Bordeleau's mandate to combat Violence Against Women.

"Human trafficking is not just a local issue, it's an international issue," said HTU Staff Sergeant Dave Bal. "It's a problem in the city now because gang culture has become mainstream and these offenders are looking for the fastest way to make money, so they often turn to prostitution."

Offenders often target at-risk youth who are vulnerable. Many of those exploited are from group homes, or have a history of mental health or drug abuse issues. Often human trafficking victims will be transported between cities, or even countries.

In 2016, the HTU was assigned 106 cases which yielded over 156 charges being laid. However, the bigger picture is that many of the charges associated with prostitution are tied up with other charges, including drugs and gun activity; which means a higher number of cases being processed.

Since its inception in 2013, the HTU has had 366 cases assigned to the team. It has yielded over 489 criminal charges being laid, greatly reducing the number of offenders targeting at-risk youth.

The five-member team includes one sergeant and four investigators. A crime analyst also provides support to the unit.

The HTU coordinates with multiple police agencies to keep on top of human trafficking issues.

"Some pimps and victims are generally transient in nature, they don't stay in one city long," explained S/Sgt. Bal. "They move from city to city. Being part of a police network helps us to identify and help those being exploited."

The HTU is an active partner with: the Canadian Border Service Agency (CBSA); the Human Trafficking National Coordination Centre (HTNCC) run by the Royal Canadian Mounted Police; and provincially with the Ontario Provincial Police's Anti-Human Trafficking Strategy. On a regular basis the HTU works hand in hand with numerous police services right across Canada.

It also works closely with Ottawa's Children's Aid Society and several victim-based support frontline agencies in the city.

The work is challenging, but provides a much-needed service to the community. Every step HTU officers make to provide education and build trust, means the chance that one less victim is out on the streets, risking their lives.

“It can be hard when victims are reluctant to provide information because they’re afraid and under the control of one of their pimps,” said HTU Sergeant Damien Laflamme.

But hard work yields results.

In 2016, the CBSA Bawdy House Project concluded a four month investigation in Ottawa that resulted in the discovery of an Asian-based trafficking operation working out of massage parlours in the city. One offender is now facing more than 80 criminal charges.

The HTU also participated in an international initiative called Northern Spotlight, which was a collaboration between both Canadian and U.S. law enforcement agencies, attempting to rescue human trafficking victims. The OPS HTU came into contact with 10 sex trade workers in Ottawa that resulted in two males being arrested and charged with various offences.

“We are starting to see more victims coming forward,” said S/Sgt. Bal. “We’re working hard to help provide a safe place where they can come and report and take that first step to making a change in their lives. We continue to encourage all members of the public to report human trafficking.”



REGULATED INTERACTIONS

Major Changes for Street Checks – New Rules for Police

On March 22, 2016, the province announced major changes for street checks.

Ontario Regulation 58/16, called the *Collection of Identifying Information in Certain Circumstances – Prohibition and Duties*, provides new rules for voluntary police-public interactions which are designed to ensure that regulated interactions, commonly referred to as street checks, are conducted by police without bias or discrimination.

Inspector Mark Patterson is the Ottawa Police Service's (OPS) lead for implementation and is an active participant on the Ontario Association of Chiefs of Police (OACP) special working group. This group is developing model practices to address the policy, data/records management, and training requirements of the regulations and ensure consistent implementation across the province.

"While the regulations present significant unplanned impacts and tight timelines, particularly on training, IT/data management and reporting, we will continue working with police and community members as well as provincial partners to ensure compliance with the regulations which take effect on January 1, 2017," said Insp. Patterson.

The regulation requires that police officers conducting Regulated Interactions receive extensive classroom and online training, every three years. By the end of 2016, 624 officers had completed the new mandatory training.

"We are continuing our training until the end of February where we anticipate that most, if not all, of our OPS officers will have the required in-class, as well as online, training completed," said Insp. Patterson.

The OPS is already in compliance with the new regulations; and the Ottawa Police Services Board approved the new policy for Regulated Interactions in June 2016. In 2016, the OPS conducted 1,748 street checks.

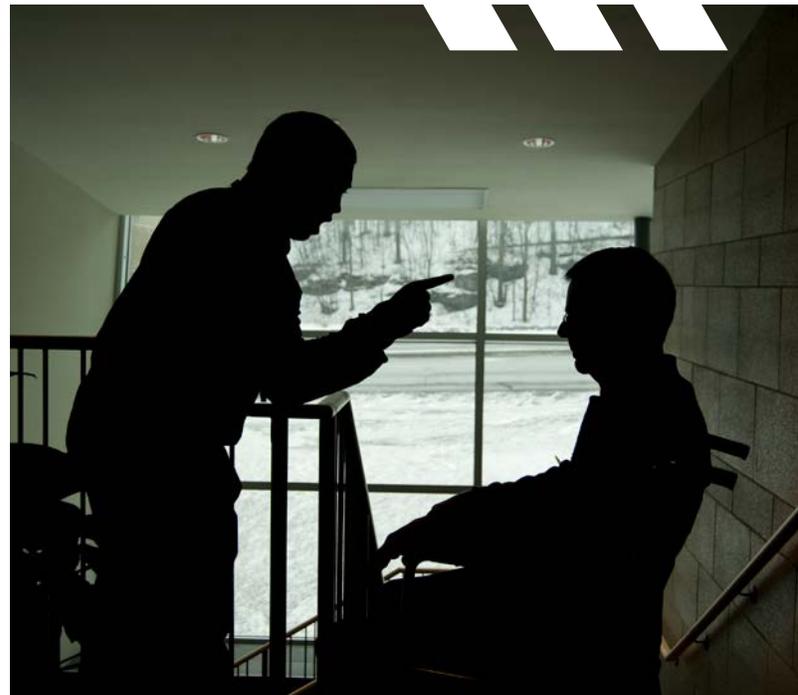
The OPS is committed to community engagement, crime prevention and

community safety while balancing the rights of individuals. Regulated Interactions remain an important tool for solving and preventing crime in our community.

"Regulated Interactions help solve crime," said Insp. Patterson. "We're ultimately responding to the mandate of the Ministry, but we hope to mitigate any community frustrations by continued transparency in everything we do."

ELDER ABUSE

As Canada's population continues to age, the issue of elder abuse is becoming more prevalent. It is expected that by 2031, one in four people living in Ottawa will be over the age of 65 years.



And with a greater comfort level in technology and reporting, the need for service to the surrounding Ottawa-area population will only increase moving forward.

In 2016, the Ottawa Police Service (OPS) investigated a total of 146 cases of elder abuse.

The Elder Abuse Unit is a partner with the Elder Abuse Consultation Team (EACT), which coordinates with other frontline agencies in the city to provide communication and support to cases of elder abuse.

“We meet once a month and discuss case profiles to solicit help from all agencies,” said OPS Elder Abuse Unit Constable Anne Menard. “Together we work on finding solutions for the senior involved.”

Personal identifying information is redacted for these meetings, where the group – which includes the OPS, its Victim Crisis Unit, Community Care Access Centre (CCAC), and the Victim and Witness Assistance Program – examines each case of elder abuse and offers suggestions for possible paths for resolution.

“Elder abuse is very much like domestic abuse cases,” said Cst. Menard. “Often the victim doesn’t want to punish the perpetrator, so they don’t want to report. They really just want the abuse to stop.”

Like cases of domestic violence, it requires a level of trust to be built with the victim and his

or her family members in order to give them the confidence to file a report. Understanding what the victim is going through is part of the relationship building skills necessary to ensure the senior is taken out of a situation that is bad for them.

“If we feel like the victim is in jeopardy, we will take action and lay charges,” Cst. Menard said.

Proactively, the Elder Abuse Unit has created pamphlets that are given out to Ottawa social workers as a way to connect with the senior community. The pamphlets are also available digitally [online](#) and can be downloaded any time someone needs the information.

“There’s more education efforts being done about prevention,” said Cst. Menard.

Cst. Menard has also been a guest speaker at the University of Ottawa’s Social Science Department, delivering an annual presentation to the Psychological Aspect of Aging class on recognizing signs of elder abuse.

She also works closely with the OPS’s Victim Crisis Unit that answers questions from the public about elder abuse and matches each caller up with support services in the city.

The OPS recognizes the value of the work being done by the Elder Abuse Unit and has invested in its efforts by providing another officer, Cst. Hilary Rao, to assist in case clearance and resolution.

TRAFFIC STOP RACE DATA COLLECTION PROJECT

York Research Team Releases Largest Race Based Data Collection Study in Canadian Policing

The results of the Traffic Stop Race Data Collection Project were released by the York Research Team on October 24, 2016. The study examined the relationship between race, sex, age and traffic stops conducted by the Ottawa Police Service between June 27, 2013 and June 26, 2015.

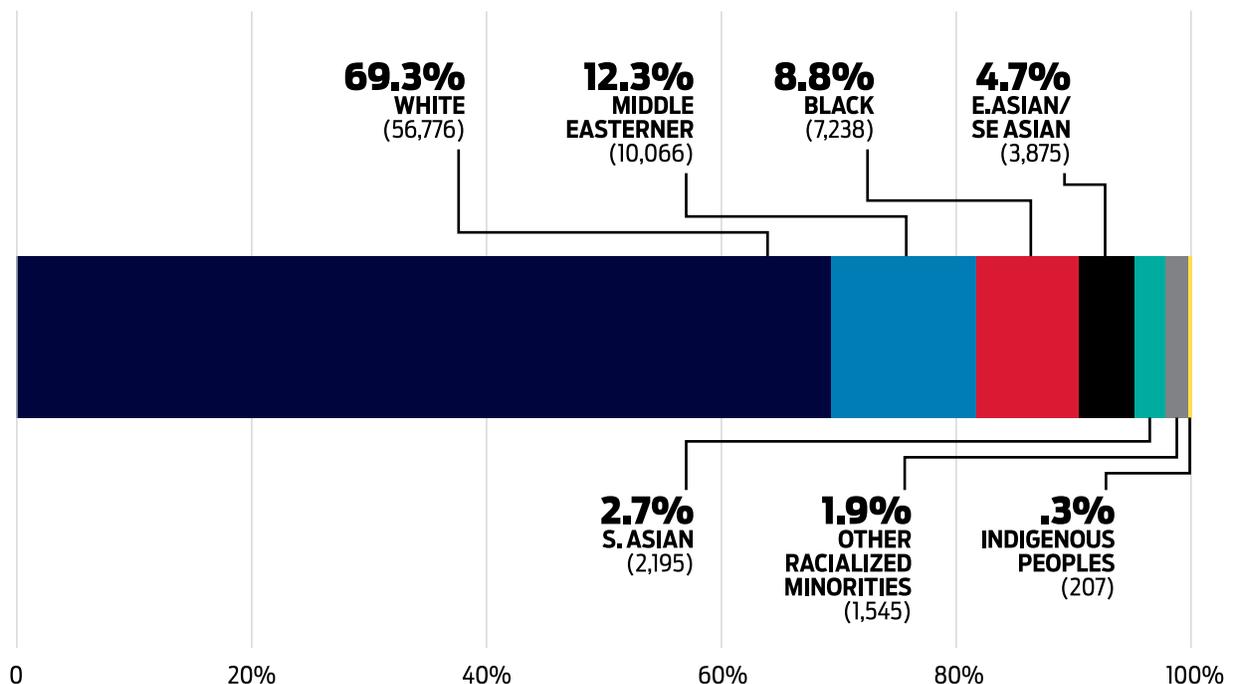
“I would like to thank frontline officers for carrying out this ground-breaking study and for showing leadership on this issue,” said OPS Chief Charles Bordeleau about the \$400,000+ project. “I also want to thank the many community members, groups and committees for contributing to this project

over the last four years. I particularly would like to thank the Community Police Action Committee (COMPAC) and the project’s Community-Police Advisory Committee for providing meaningful dialogue and partnership opportunities that helped shape this project.”

Launched from a 2012 settlement agreement between the Ontario Human Rights Commission and the Ottawa Police Services Board, it required police officers to record their perception of the driver’s race, by observation only, for traffic stops over a two-year period.

A total of 81,902 records of traffic stops were examined for the study – each record included information on race, sex and age, along with the reasons for traffic stops and outcomes.

The officers entering the race data reported perceiving the race of the driver prior to the stop in 11.4% of the cases.



While the York Research Team said throughout the project that this type of study does not conclude racial profiling, race based data collection is regarded as an important tool to help address racial profiling concerns.

“This study is a correlational study on the relationship between race, sex, age, and traffic stops in Ottawa,” the report stated. “It does not deal with the issue of causality. That is to say, it does not explain why and how these factors are related or not related. For this reason, the findings only provide a big picture of traffic stops— a picture which provides a fresh and pioneering perspective on race and traffic stops in Canada.”

The researchers made six recommendations towards bias-neutral policing:

1. Determine possible sources for disproportionate traffic stops by looking at the organization – including police culture, practices, policy, training, human resources, and leadership.
2. Develop and implement solutions in consultation with stakeholder groups and communities in Ottawa.
3. Increase positive police-community contact through regular, relationship-building meetings; training police and community members together, and holding “critical incident” discussions.
4. Continue monitoring race data in traffic stops and provide regular communications updates.
5. Build on community engagement and develop and action plan to address the issues.
6. Make the data available to encourage transparency and additional studies.





Superintendent Chris Rheaume is the lead for the next phase of the project – which is focused on developing the multi-year action plan with ongoing community-police engagement.

Visit ottawapolice.ca/race for complete project information including the study, presentations, and data.

DNA FORENSICS

The Ottawa Police Service continues to see an increase in the number of cases solved by DNA evidence gathering. In 2016, the OPS received 357 successful DNA “hits” on cases, a 13% increase over 2015. Since 2012, the number of cases being successfully processed with the help of DNA collection and analysis has more than doubled.

In one incident, a single strand of hair, collected at the site of a crime and registered with the national DNA databank, helped to close a 15-year-old case that started with an Ottawa-area break and enter, and lead

to a series of other crimes as far away as Deux-Montagnes, Quebec.

“Sergeant Robert Kurus was forward-thinking enough to register that piece of hair in the national databank,” said Forensic Identification Acting Staff Sergeant Bart Gilligan. “It went unsolved for years until the suspect was arrested and ordered by a judge to submit a DNA sample. He came up in the national databank and was subsequently linked to numerous crimes throughout Ontario and Quebec.”

The National DNA Databank (NDDDB) is maintained by the Royal Canadian Mounted Police and available for access nation-wide by any police agency. It has helped to close many cold cases over the years. The technology is rapidly evolving in the area of DNA analysis and scientists at the Centre for Forensic Sciences in Toronto, the principal police laboratory for Ontario, are leading the way internationally. Evidence gathered years ago has potential for suspect identification, which means current cases have a higher chance of permanent resolution from the start of an investigation.

The Ottawa Police Service (OPS) has seen an increase in case resolution, thanks to a meticulous approach to DNA collection and analysis by its forensic team.

“DNA analysis has really surpassed fingerprint identification as a means of resolving cases,” said A/S/Sgt. Gilligan. “Last year we had more than 450 DNA case submissions, which can range from one sample to several samples submitted per case.”

Each registered sample can result in a hit for police agencies seeking to resolve ongoing and historical crimes. A hit is a DNA sample that is analyzed and generates a unique identifiable profile that has been stored in the NDDB.

The following is a breakdown of OPS hits in 2016:

- 193 Offender hits (crime scene sample links to a known offender)
- 135 CSI hits (convicted offender's DNA linked from DNA database)
- 15 Conviction hits (judge-ordered DNA sampling after a conviction)
- 14 Investigative information hits (suspect eliminated based on DNA)

DNA can be used to assist in case resolution for any number of crimes, including break and enters, robberies, murders, sexual assault, mischief, drugs and even stolen vehicles.

Since the introduction of DNA evidence into forensic policing in the mid-1980s, it has proved an invaluable tool for both eliminating and including suspects, and finding justice for victims of crime.

With improvements in science and technology, its scope has increased as a reliable foundation for evidence-based decision making for ongoing cases, and helping to close older, unresolved cases.

“Based on the type of work we do as police and advances in DNA science, we are relying more and more on it as a means of identifying criminals,” said A/S/Sgt. Gilligan. “And DNA science is now used more broadly for resolving cases because of recent changes to the Criminal Code.” Due diligence when collecting DNA has greater implications than within our city: Proper DNA collection can help resolve cases outside of our jurisdiction nation-wide. Technology in the field is rapidly changing. Cases that were once deemed unresolvable can be reexamined with a greater hope of finding an answer for each victim of crime.





SECTION 5.

**OUR
PERFORMANCE**



The Ottawa Police Service (OPS) is committed to protecting the safety and security of all communities in Ottawa. As a way of demonstrating progress towards targeted outcomes, we have 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 Public Safety Canada (national benchmarking research) and the Citizen Advisory Committee.

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

The OPS also contributes to several local and provincial performance measurement initiatives that support the ongoing discussion, improvement and transparency of police performance measures.

CRIME STATISTICS

Ottawa's Crime Statistics

CRIME RATE	REPORTED CRIME	CRIME SEVERITY INDEX	CLEARANCE RATE %
 2015: 3,228.6 2016: 3,420.0 +5.9%	 2015: 31,019 2016: 33,125 +6.8%	 2015: 44.0 2016: 48.6 +10.5%	 2015: 36.2% 2016: 35.9% -0.2%

In 2016, the overall crime rate in Ottawa increased +5.9% to 3420 offences per 100,000 residents. The OPS also continues to clear approximately 36% of all Criminal Code of Canada offences (excluding traffic).

The Crime Severity Index (CSI) provides residents with another measure to help understand whether crime was more or

less serious than in previous years. The CSI accounts for both the volume of crime and the relative seriousness of the incidents. In 2015, the CSI for Ottawa increased by 10.5% to 48.6.

Visit ottawapolice.ca to view Ottawa's crime trends for the City and by Wards, 2015–2016.

VIOLENT CRIME

Violent Crime

VIOLENT CRIME RATE	REPORTED CRIME	VIOLENT CRIME SEVERITY INDEX	CLEARANCE RATE %
 2015: 543.0 2016: 539.9 -0.6%	 2015: 5,217 2016: 5,229 +0.2%	 2015: 49.1 2016: 55.5 +13.0%	 2015: 56.3% 2016: 57.6% +1.4%

A violent crime is any crime in which an offender uses or threatens to use force on a victim. These crimes are known as “Crimes against the person”. These offences include homicide, attempt murder, assault, robbery, sexual assault and uttering threats or intimidation. In Ottawa, the violent crime rate decreased by -0.6% in 2016, down to 539.9 incidents per

100,000 population. Along with the increases in the rate and number of reported offences, the overall severity of violent crime increased by 13.0% in 2016. This was driven by an increase in murder, assaults, sexual violations, and abduction offences. The clearance rate for violent crime improved by 1.4% last year, to nearly 58%.

NON-VIOLENT CRIME

Non-Violent Crime

NON-VIOLENT CRIME RATE	REPORTED CRIME	NON-VIOLENT CRIME SEVERITY INDEX	CLEARANCE RATE %
 2015: 2,685.6 2016: 2,880.1 +7.2%	 2015: 25,802 2016: 27,896 +8.1%	 2015: 42.0 2016: 45.9 +9.4%	 2015: 32.1% 2016: 31.9% -0.2%

Non-violent crime includes both property-related offences and other Criminal Code of Canada offences. These crimes involve unlawful acts to gain property, but do not involve the use or threat of violence against the person. Crimes against property include such offences as Arson, Break and Enter, Theft, Mischief and Fraud. Theft under \$5,000 and mischief offences represent more than 50% of all criminal offences across the city.

Contributing to the 7.2% increase in the non-violent crime rate was greater volumes of Arson (15%), Break and Enters (20%), Theft under \$5,000 (7%), and Fraud (21%). Conversely Mischief (-10%), Possession/Trafficking Stolen Goods (-1%), Theft of Motor Vehicle (-4%) all decreased in 2016. With the increase in the non-violent crime rate, the non-violent crime severity index rose by 9.4% to 45.9 in 2016.

The clearance rate for property crimes dropped slightly (-0.2%) to 31.9% in 2016.

EMERGENCY CALLS FOR SERVICE

Emergency Calls for Service			
TOTAL DISPATCH CALLS  2015: 334,485 2016: 322,588 -3.6%	P1 EMERGENCY CALLS  2015: 3,900 2016: 3,969 +1.8%	P1 RESPONSE PERFORMANCE  2015: 94.0% 2016: 93.0% -1.0%	SERVICE TIME (HOURS)  2015: 263,614.79 2016: 272,898.61 +3.5%

The OPS received 985,877 calls in 2016, which included info-desk inquiries, call-centre communications, officer-initiated calls, switch-board calls and emergency calls to 911 and 613-230-6211. More than 320,000 calls were entered into the OPS computer-aided dispatch system (CAD), with approximately 73% requiring an on-scene police presence. Nearly 4,000 calls were assessed as Priority 1, meaning there was an imminent danger to life. For these

Priority 1 calls, the OPS arrived on scene within 15 minutes, 93% of the time (-1%).

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 deployment of personnel. In 2016 service time increased by 3.5% to almost 273,000 hours.

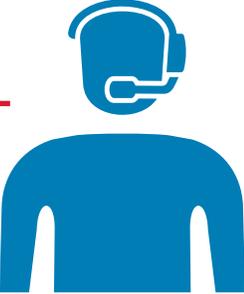
WHEN YOU CALLED IN (2016)



TOTAL CALLS RECEIVED
985,877



ENTERED INTO DISPATCH
322,588



NUMBER OF CALLS REQUIRING POLICE PRESENCE: TOTAL
235,564



CALLS FROM MEMBERS OF THE PUBLIC
144,061



PROACTIVE CALLS GENERATED BY OPS OFFICERS
91,404



PRIORITY 1
3,969
P1 RESPONSE PERFORMANCE
93%

PRIORITY 2
29,181

PRIORITY 3
40,951

PRIORITY 4
179,049

PRIORITY 5
3,722

PRIORITY 6
64,510

PRIORITY 7
1,206

REPORTS TAKEN
90,921



CRIMINAL CODE OF CANADA OFFENCES EXCLUDING TRAFFIC
33,125



CRIMINAL CODE OFFENCES SOLVED EXCLUDING TRAFFIC
35.9%

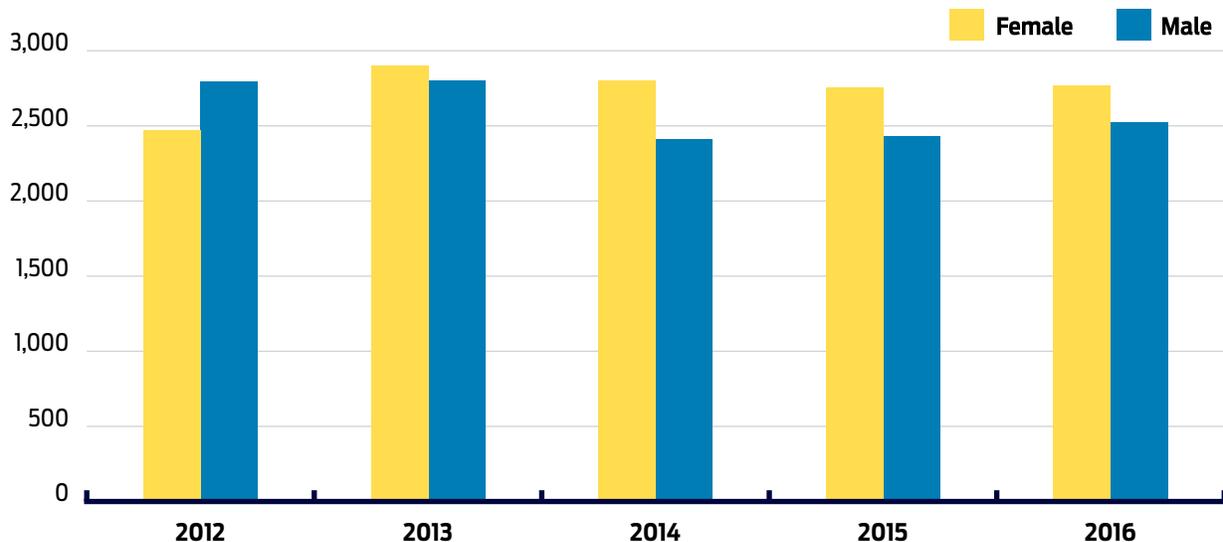


ASSISTANCE TO VICTIMS OF CRIME

From 2012 to 2016, approximately, 27,218 people have been victims of violent crime in Ottawa. During this time, the proportion of male and female victims has been evenly split at roughly

50%, although the nature of the victimization differs. Males are more likely to be the victim of assault, robbery, attempted murder and homicide, while females are primarily victims of sexual violations and abductions.

Victims of Crimes against Person



The OPS Victim Crisis Unit (VCU) provides crisis intervention and post-trauma interventions to victims of crime and tragic circumstances. In parallel to the investigative process, victims are offered crisis and post-trauma counselling, information about the criminal justice system, support, advocacy and referrals to community resources for longer-term support.

This year brought many changes to the Victim Crisis Unit including continual capacity building with community partners. The focus of the year was on building capacity with numerous partners both formal and informal.

The unit responded to the families, friends and witnesses of 24 homicides ensuring support and resources were in place. The unit also engaged in community development activities to ensure supports and resources are established for the community at large when traumatic incidents happen in neighborhoods throughout the city. Under the Guns and Gang Strategy this included supporting the Neighborhood Post Incident Response Protocol.

The Victim Crisis Unit continued to house the Ottawa Police Elder Abuse information line created to act as a resource to provide triage, assessment and referral agent for the community members including engaging various Geriatric Outreach Services to vulnerable populations.

The Victim Crisis Unit provided support to the new Child Youth Advocacy Centre ensuring children and their families receive the support and referrals to get support after incidents of child abuse and child sexual abuse. The project is a joint partnership between Catholic Family Service Center, CHEO, Children's Aid Society of Ottawa and Ottawa Police Service.

The Victim Crisis Unit continues to provide professional training to police officers and this year brought the implementation of the new Sexual Assault Resource Officer Program (SARO), the unit developed and continues to deliver Trauma Informed Training.

In 2016 the Ottawa Police Service Victim Crisis Unit further developed their partnership with Ottawa Victim Services. Ottawa Victim Services committed a full time case manager to work within the unit to establish a referral process

and to liaise with members of the unit. As a result 42 percent of the previous workload was automatically sent to Ottawa Victim Services to further build capacity to follow up with more victims of crime. The unit is now able to provide more focus on high risk files. The unit also implemented a new data base in spring of 2016 providing more accurate statistics and tracking.

During National Victims and Survivors of Crime awareness week 2016 the unit co hosted an event with community partners to increase awareness about sexual violence at schools and post-secondary institutions, increase awareness about available services for survivors of sexual violence at school, and increase awareness about evidence-based strategies to reduce sexual violence at school. The event was a great success with over 100 participants from various stakeholder groups attending.

In October of 2016 the Victim Crisis Unit moved directorates to be under the command of Criminal Investigations Directorate. This move came after many years of reporting to Support Services. The unit is now better aligned with those investigative units who work with victims of crime.

TRAFFIC & ROAD SAFETY STATISTICS, 2015–2016

Criminal Code Traffic Offence Rate



2015: **827**
2016: **745**
% Change: **-9.9%**

In 2016 the Criminal Code Traffic Offences declined by 9.9% or 82 incidents. The decrease can be attributed to fewer Impaired Operation of Vehicle offences (-6.5%) and Dangerous Operation of Motor Vehicle (-30.2%) offences.

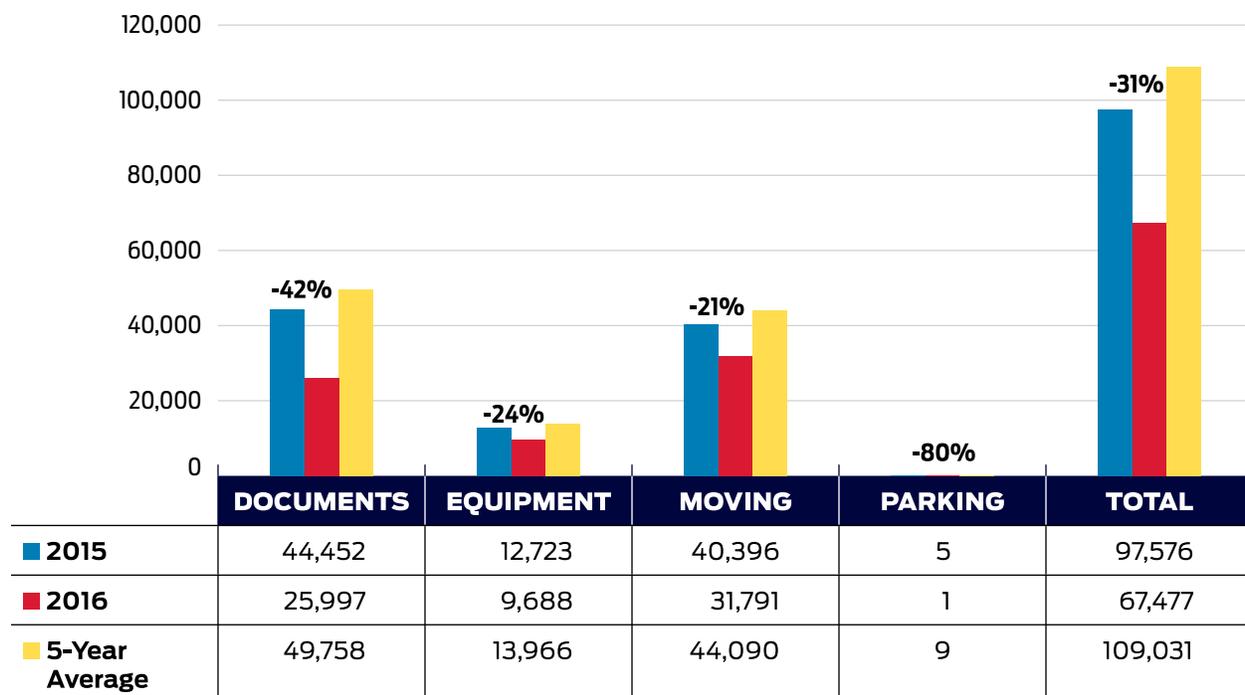
Provincial Traffic Offences (Part I) are issued under municipal, provincial and federal statutes. Moving violations generally refer

to offences that occur while a vehicle is in motion, including failing to yield right-of-way or failing to stop at a traffic signal.

Document offences include “paper” violations related to insurance, permits and drivers’ licences. Equipment violations can include everything from the improper maintenance of a vehicle (brakes, tires, lights), to the misuse of safety equipment (seatbelts, using hand-held devices).

In 2016, Provincial Traffic Offences (Part I) declined by 30,099, a 31% reduction over the previous year. This decrease is primarily related to 29,704 fewer warnings (-50%) being issued, 60% of which were related to document offences.

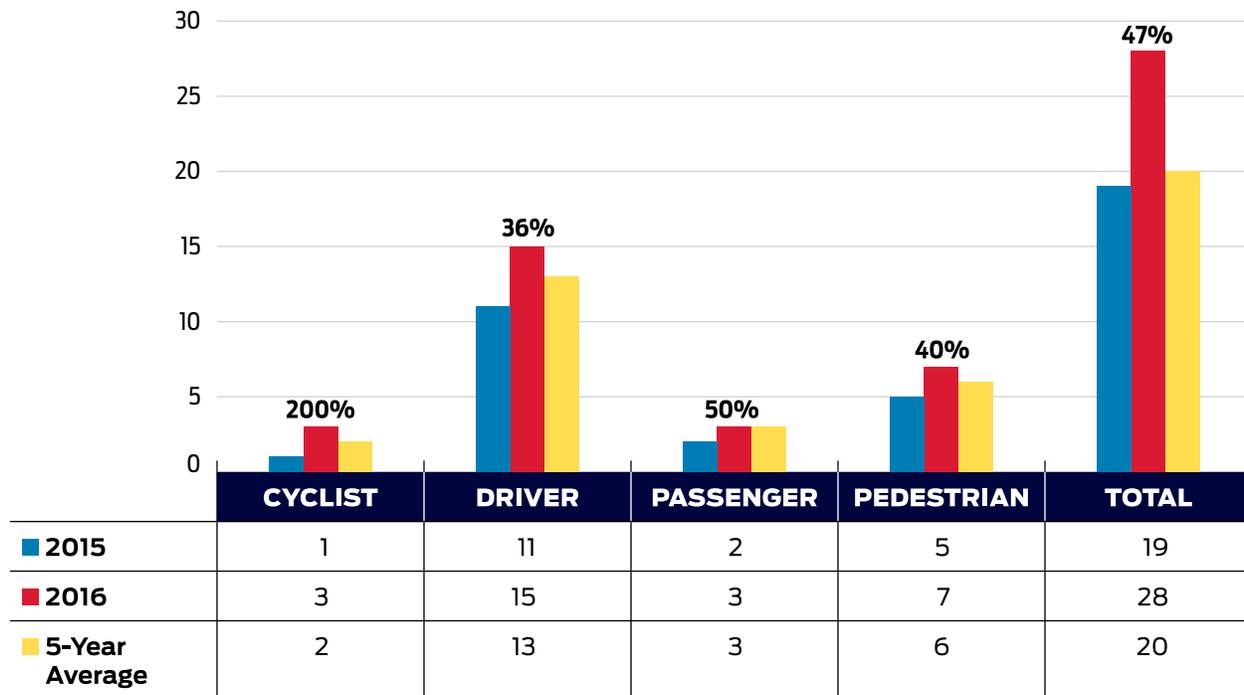
Provincial Offence Notices, 2015–2016



Overall collisions decreased by 7% in 2016 to 16,026, with property damage collisions accounting for 83% of all incidents investigated by the OPS. There were 2,666 collisions resulting in injury last year. In 2016, fatal collisions increased by 41% from the previous

year, or seven incidents. Similarly, the number of persons killed (fatalities) as a result of collisions increased 47% from 19 to 28. Four more vulnerable road users lost their lives as a result of motor vehicle collisions in 2016 and one more passenger.

Ottawa Road Fatalities, 2015–2016



COST OF POLICING

Cost of Policing



2015: **\$269.9 million**

2016: **\$279.7 million**

Increase of **3.6%**

The OPS recognizes the community's expectation that an organization should deliver value for money. The net expenditures

for 2016 are presented in the table below and highlight a **deficit of \$2,748,730**. This deficit was a result of multiple challenges in police operations leading to a very high usage of overtime. Further pressures were caused by: insurance claims and settlements, an increase in retirement costs and leave liabilities, and the Collision Reporting Centres (CRC) revenue shortfall. These pressures were partially offset by contract settlement savings and other reduced expenditures.

Change in Expenditures, Budget and Actual, 2015–2016

	2012		2013		2014		2015		2016		5-YEAR AVERAGE		CHANGE %	
	BUDGET	ACTUAL	BUDGET	ACTUAL										
Compensation/ Benefits	224,182	225,659	233,362	236,419	238,121	240,911	246,994	248,915	250,677	259,718	238,667	242,324	1.5%	4.3%
Material & Services	13,560	13,013	14,647	15,148	17,409	18,010	19,872	19,959	22,481	22,761	17,594	17,778	13.1%	14.0%
Other Internal Costs	7,733	8,904	8,188	8,548	8,542	8,821	8,445	9,264	8,673	9,910	8,316	9,089	2.7%	7.0%
Financial Charges	19,818	19,633	18,893	18,897	17,523	16,923	19,024	19,789	21,541	20,690	19,360	19,186	13.2%	4.6%
Fleet Costs	4,981	5,128	5,103	4,953	4,995	4,606	4,293	4,125	4,243	4,162	4,723	4,595	-1.2%	0.9%
Transfer/Grants	27	26	27	20	27	22	27	24	82	43	38	27	203.7%	79.2%
Total Gross Expenditures	270,301	272,363	280,220	283,985	286,617	289,923	298,655	302,076	307,697	317,284	288,698	293,126	3.0%	5.0%
Recoveries & Allocations	(23,559)	(25,705)	(23,959)	(27,828)	(24,736)	(28,144)	(28,757)	(32,248)	(30,701)	(37,539)	(26,342)	(30,293)	6.8%	16.4%
Total Net Expenditures	246,743	246,658	256,261	256,157	261,881	261,149	269,898	269,828	276,997	279,746	262,356	262,708	2.6%	3.7%

For more information on the OPS budget, please visit www.ottawapolice.ca or to access the 2016 Annual Financial Report please visit www.ottawapoliceboard.ca.

COMPENSATION AND BENEFITS

The OPS compensation area generated a savings of \$2,500,000. The arbitrated 2015 contract settlement for the Ottawa Police Association (OPA) resulted in \$2,200,000 in one time savings due to a split raise. There was another \$300,000 in savings in benefits.

RETIREMENT COSTS AND LEAVE LIABILITIES

There were several Senior Officers that retired in 2016 that resulted in significant retirement pay outs that contributed to a pressure of \$600,000. The OPS also experienced higher than normal increases in our leave liability accounts in the amount of \$550,000. This combined to create a pressure of \$1,150,000.

EFFICIENCIES AND REDUCED EXPENDITURES

The 2016 budget included a provision for increase in user fees under the new radio system. The implementation date for the new system has been delayed, creating a \$650,000 savings. Facility costs ended the year with savings of \$550,000 and there was also reduced spending of \$500,000 in various other services and equipment accounts for a savings total of \$1,700,000.

OVERTIME COSTS

Overtime ended the year with a deficit of \$3,300,000. There were 24 homicides and 68 shootings in 2016 that caused significant overtime pressures on our investigative units. The Hell's Angels Canada Run also created a large pressure on overtime, but the overriding pressure was due to staff shortages 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% of collisions would be sold. To date the actual figure has been closer to 15%. Staff are starting to work with the insurance companies to explore the reason for the low sales figure. In 2016, we had a revenue shortfall of \$1,000,000.

INSURANCE CLAIMS AND SETTLEMENTS

The OPS is self insured for claims up to \$3 million. Currently there are over 100 claims outstanding. 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, the insurance claims account created a deficit of \$1,300,000.

GRANT FUNDING PARTNERSHIPS

In 2016, OPS secured more than \$11 million through government partnerships. These are outlined below.

Grant Funding Partnerships

<p>Provincial Strategy for Protecting Children from Sexual Abuse and Exploitation on the Internet \$409,782</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 Community Policing Partnership (CPP) \$970,435</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>Funding to maintain an increased number of sworn OPS officers and enhance police visibility, this funding supports increased community patrol traffic enforcement, school outreach programs, and drug and street crime enforcement.</p>
<p>Youth in Policing Initiative (YIPI) \$209,175</p>	<p>Intersect Situational Awareness Network (ISAN) \$508,500</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>Project funding from the Canadian Safety and Security Program (Defence Research and Development Canada) to establish common display of relevant information that enhances collaborative planning and augments the situational awareness of public and private partners in the National Capital Region (NCR).</p>
<p>Provincial Safety Communities 1,000 Officers Partnership \$3,667,432</p>	<p>Provincial Electronic Surveillance Equipment Program (PESEDP) \$105,188</p>
<p>A cost-sharing agreement with the City of Ottawa and Ministry of Community Safety and Correctional Services to create and retain new frontline sworn officer position. These officers will work in the areas of community policing, youth crime, guns and gangs, organized crime, dangerous offenders, domestic violence, Internet crime, and court efficiencies.</p>	<p>PESEDP funds activities directed at organized and serious crime, and initiatives focused on proceeds of crime.</p>
<p>Court Security Prisoner Transport (CSPT) \$3,083,392</p>	<p>Federal Support for Extraordinary Policing Costs in the Nation's Capital \$2,000,000</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.</p>

COMPLETED JOINT TASK FORCE OPERATIONS

2016 Joint Force Operations

March 22, 2016: The OPS, in partnership with the Royal Canadian Mounted Police (RCMP), Gatineau Police and the Ontario Provincial Police (OPP), conducted a one-day enforcement blitz targeting cell phone use by drivers. In total, 79 Provincial Offence Notices (PONs) were issued to drivers for using handheld communication devices.

May 9-11, 2016: The OPS Human Trafficking Unit and Canada Border Services Agency (CBSA) completed a three-day investigation focused on exploited and illegal workers at commercial and private massage parlours and body rub facilities. This resulted in seven women being charged by CBSA for immigration-related matters.

June 17, 2016: Traffic officers from the OPS, joined by Gatineau Police Service, OPP, RCMP, Military Police, Gatineau Police and MRC des Collines, in a Joint Forces MegaRIDE, where there were five impaired driving checkpoints set up across the region. About 3,000 vehicles were stopped; of that number, 32 drivers were requested to provide a breath sample. This resulted in one driver charged with impaired driving and four license suspensions.

June 29, 2016: Prime Minister Justin Trudeau welcomed President Barack Obama and President Enrique Peña Nieto for the North American Leaders' Summit (NALS). The OPS worked closely with the RCMP, Gatineau Police, City of Ottawa, Ville de Gatineau, Canadian Armed Forces, North American Aerospace Defense Command (NORAD) and the Parliamentary Protective Service to ensure the safety and security of the event and of all those in attendance.

July 22-24, 2016: The OPS, OPP, the Service de police de la Ville de Gatineau (SPVG) and the Sûreté du Québec (SQ) joined forces to monitor the gathering of 500+ Hells Angels motorcycle riders in Ottawa. Policing partners responded to any unlawful activity while having a zero tolerance approach to crime during the gathering.

December 20, 2016: As a result of an ongoing international investigation into a photo sharing website, a joint investigation between the Sûreté du Québec (SQ) and the OPS Internet Child Exploitation Unit (ICE) resulted in numerous charges against an Ottawa resident.

PROFESSIONAL STANDARDS

Professional Standards



The OPS takes the investigation of complaints very seriously, fully understanding the impact that police conduct and policies can have on members of our community. We emphasize the value of providing courteous, respectful and effective service to Ottawa residents.

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. As delegated by the Chief of Police, our Professional Standards Section (PSS) has the authority to investigate and facilitate resolution of internally generated complaints (Chief's complaints) and public

complaints generated through the Office of the Independent Police Review Director.

PSS has taken an active role in educating supervisors in resolving complaints. This allows for a better dialogue between complainants and supervisors and promotes a quicker alternative to resolving issues that arise in the course of daily operations.

In total, there were 401 complaints generated in 2016, a 15.2% increase compared to 2015. The increase in both public complaints (+25.6%) and Chief's complaints (+5.1%) contributed to the result last year.

Complaints Received, 2015–2016

TYPE	2015	2016	5-YEAR AVERAGE	% CHANGE (2015–2016)
Public Complaints	172	216	204	25.6%
Chief's Complaints	176	185	178	5.1%
Total	348	401	383.4	15.2%

The OPS classifies each complaint about conduct based on the type of allegation made. Where there is more than one allegation, the most serious allegation is used

to classify the complaint. The classification provides an idea of the types of situations that generate complaint investigations.

Complaints Received, By Category, 2015–2016

CLASSIFICATION	2015	2016	5 YEAR AVERAGE	% CHANGE 2015–2016
Improper Conduct	261	298	288.6	14%
Excessive Force	16	23	20.8	44%
Neglect of Duty	64	65	59.8	2%
Firearm Discharge	3	4	2.8	33%
Policy/Service Complaints	4	11	10.6	175%
Total	348	401	382.6	15%

Improper conduct complaints include a broad spectrum of allegations including 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. The increase in improper conduct classifications can be attributed to an increase in allegations of insubordination (33%) and inappropriate comments/language (31%). There were 93 at fault motor vehicles collisions in 2016; 12 more than 2015 (81).

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

It should be noted that 65% of the above noted complaints that resulted in discipline are the result of red light camera infractions. Progressive discipline for red light infractions involving both sworn and civilian members was not implemented by the Professional Standards Section until November 2, 2015. Had this not been implemented, we would see a decrease in complaints resulting in discipline by 13%.

POLICE INTERVENTION REQUIRING FORCE

Use Of Force Reports



2015: **463**
2016: **437**
% Change: **-5.6%**

Reports/10,000 Calls



2015: **13.8**
2016: **13.6**
% Change: **-1.4%**

In the course of their duties, officers are occasionally faced with situations that require them to use force in order to protect the public and themselves. Physical force must be used as a last resort when de-escalation techniques including good communication have failed. Police officers throughout Ontario are required to train and qualify every 12 months in the application of use of force options, including Verbal Communications, Physical Control techniques, Oleoresin Capsicum Spray, Baton, Handcuffs and Firearms, Conducted Energy Weapons and the judgmental process used in the decision to apply that use of force option. In order to assist our officers assess and act with a use-of-force option that is relevant to the situation, members undergo annual training that follows the legislated Ontario Use of Force Model.

More information on our legislated use-of-force options is provided in the [“Equipment and Use of Force”](#) regulation 926 of the *Police Services Act*. This sets out how officers respond to the actions of an individual or group, whether to simply make their presence known, or to diffuse a situation using verbal and physical control techniques.

Every officer is required to submit a use-of-force report whenever they draw a firearm in the presence of a member of the public,

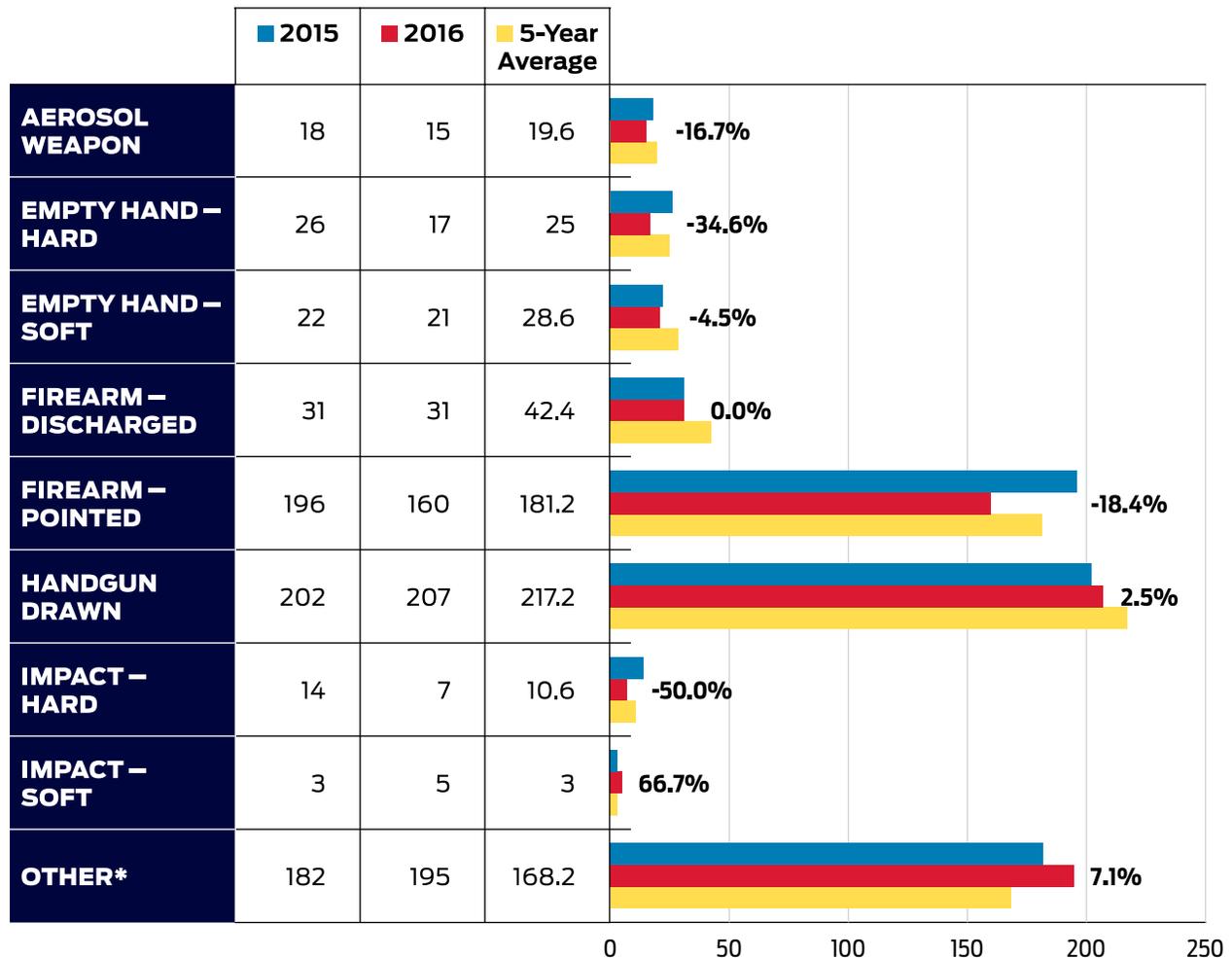
whenever a firearm is discharged, or whenever any other weapon other than a firearm is used. A report is also required when a conducted energy weapon (CEW) is pointed or discharged at a person, or when physical force is used and causes injury.

In 2016, members of the OPS filed 437 use-of-force reports, which is a 5.6% decrease from the 463 reports filed in 2015. The changes over time reflect a diverse range of factors, including the number of major incidents in the city each year.

A single report may be submitted for members of a specialist team involved in the same incident. Therefore, on occasion, several Tactical Unit members may have reported an incident, but only one report would have been submitted.

Importantly, a single use-of-force report often includes more than one application of force if the officer reacted to an ongoing situation that required several different, and possibly escalating, options to resolve it. A single incident that is responded to by multiple officers may also result in more than one use-of-force report. With this in mind, the number of individual use-of-force options that were used over the past two years is shown below.

Use-of-Force Options, 2015–2016



* CEW deployed. CEW pointed, long-arm gun with a shorter barrel than a rifle (known as a carbine), designated marksman rifle, canine

The frequency of firearms drawn and pointed declined in 2016 by 7.8%. Aerosol spray and impact weapons (soft and hard) are used in restraining an individual who resists arrest or when the safety of the officer or a member of the public is at risk. The use of these intermediate weapons (pepper spray and batons) decreased by 19.7% in 2016. Physical control (empty hand and impact, whether soft or hard) is any physical technique used to control a subject that does not involve the use of a weapon. While the use of soft physical control increased by 2 (66.7%), the

use of hard physical control decreased by 50% from last year, pointing to an increase in officer awareness and use of less harmful approaches to the use of force. Overall, 2016 saw a decrease of 5.2% in the use of force since 2015, and a 10% decrease when compared to 2013.

The “other” category includes 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” options has increased by 7% in 2016, compared to 2015.

Did You Know?

Less than 1% of calls for service received by the OPS are resolved using use-of-force; almost all are resolved using officer presence and communications alone.

Communication and de-escalation techniques are therefore infused in all aspects of officer training. In addition, beginning in January 2014, OPS implemented new additional, focused training on dealing with people in crisis, including cases involving mental-health issues. The training introduces a model to assist officers in articulating why and how they dealt with an individual in crisis. The de-escalation training assists officers to resolve a situation.

The content of the training was developed by the B.C. Ministry of Justice, in consultation with the Braidwood Recommendation Implementation Committee and a working group of police and non-police subject matter experts.