



DATE: 26 October 2015

TO: Executive Director, Ottawa Police Services Board

FROM: Chief of Police, Ottawa Police Service

SUBJECT: **PUBLIC CONSULTATION POLICY: ANNUAL REPORT**

RECOMMENDATION

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

BACKGROUND

The Ottawa Police Service (OPS) is committed to the philosophy of community policing as a means of improving community wellbeing, safety, and security, through joint problem identification, analysis, response, and evaluation.

Through the identification and mobilization of community assets, as well as the initiation of engagement activities, the OPS is able to work alongside community members, organizations, and leaders, to:

- Develop partnerships and engagement strategies;
- Identify problems, opportunities, and potential solutions; and,
- Promote trust and confidence in policing.

The OPS uses a combination of community engagement and mobilization approaches to address the complexity of the diverse communities within the City of Ottawa. Engagement methods are founded on the International Association for Public Participation (IAP2) model which defines various levels of community engagement as follows: Inform, Consult, Involve, and Collaborate (Appendix A).

The daily efforts of OPS staff in engaging with community members, partners, and stakeholders, allow the OPS to serve the community in a manner that is responsive to changing needs. Community relations continue to be strengthened as a result of sound engagement and consultation practices.

The Ottawa Police Services Board Public Consultation Policy CR-6 supports the OPS's vision statement and is fundamental to acquiring public understanding and support for the actions of the Police Service and Police Services Board.

DISCUSSION

The Public Consultation Policy 2015 Annual Report highlights major community engagement initiatives that span the entire community engagement continuum, while also reporting on the public consultation policy.

There are strong linkages between the engagement activities carried out by the OPS and the key strategic priorities identified in the 2013-2015 Business Plan:

- *Value*: Delivering Strong Performance and social value
- *Community*: Engaging and investing in our partners
- *Members*: Engaging and investing in our people
- *Service*: Delivering quality service in operation

Engagement strategies have also been developed in relation to the Chief's identified priorities of Violence Against Women, Road Safety, and Guns and Gangs, to demonstrate the importance of dedicating appropriate resources to these issues and involving the community in the development of solutions to these problems. These strategies are discussed later in the report as part of the consultation and engagement activities carried out by the OPS in 2015.

The goal of this report is to summarize approaches to public participation and community engagement with the public, our partners, and stakeholder organizations, which have enhanced relations and outcomes. The OPS is determined to continue to be a leader in community engagement.

CONSULTATION

Public Survey

Every three years, the OPS conducts a public survey to solicit residents' perceptions of safety, crime, community priorities, and police performance. Leger Marketing, experts in the field of public opinion research, were contracted to assist in conducting the 2015 Public Survey.

Between March and May of this year, random samplings of 16,000 households were invited by mail to provide input through an online survey. The response rate was 27.5% (4,328 responses), which is high for a mail survey and exceeds the response rate achieved during the last survey in 2012 (20.4%).

Overall, the input received from the public was very positive, and provided some valuable insight into how the OPS can build upon its strengths and further improve its service to the public. It also helped to highlight the top concerns across Ottawa and within neighbourhoods.

The information collected in the survey will help guide decision-making around priorities for the 2016-2018 Business Plan.

Guns and Gangs

The OPS continues to focus on the issue of guns and gangs in the community. Recognizing that gang suppression strategies and prevention are equally important to enforcement, the OPS works collaboratively with partners such as Crime Prevention Ottawa, the Youth Services Bureau, and the Boys and Girls Club of Ottawa, to mobilize and educate the community on these areas.

In response to the increased gang activity and gun violence, specifically in late 2014, OPS redirected resources and assets from across the Organization to focus police efforts on street gangs and gun violence. The Gang Initiative has made positive gains since its inception.

Between January 2015 to May 2015, OPS attended numerous community safety forums in a variety of neighbourhoods, including Michelle Heights, the Heron Road Community Center, and the Lowertown Community Centre. These public consultations assisted in educating and raising awareness in the community on the gun and gang situation, how and what the OPS was doing to combat the gun violence, and gave us the opportunity to emphasize the important role the community has in reporting gun and gang crimes to police. These meetings also provided a platform for community outreach throughout the year including the “Gang and Trauma Conference” in February where A/S/Sgt Bryden spoke to approximately 250 police officers, teachers and community groups who work in the area Ottawa’s gang members.

The Ottawa Police Service remains committed to supporting the wider Ottawa Gang Strategy (2013-16) and significantly contribute with partner agencies to uphold the three fundamental pillars of building neighbourhood cohesion, prevention, and intervention, while being the lead agency on the fourth pillar of enforcement and suppression. Both the inspector and the staff sergeant of the Guns and Gangs Unit sit on the Ottawa Gang Strategy steering committee, along with members of the Youth Section.

Violence Against Women

Violence against women (VAW) remains a serious and pervasive problem in our community. In addition to responding to, and investigating, calls related to this issue, the OPS has been working with the community and stakeholders on broader solutions that focus on prevention, research, and overall response to VAW.

Some of the partners OPS is engaged with on this issue include Crime Prevention Ottawa, the Ottawa Coalition to End Violence Against Women, the Ottawa Rape Crisis Centre, The Ottawa Hospital, Family Services Ottawa, Catholic Family Service Ottawa, the Children’s Aid Society, Harmony House, Minwaashin Lodge, CALACS (le Centre d’aide et de lutte contre les agressions à caractère sexuel), the University of Ottawa, New Directions, Interval House, the Sexual Assault Network, and Tungasuvvingat Inuit.

A number of consultation and engagement activities took place in 2014/15 to gather input on opportunities to improve the collective response and educated on VAW in the community. As a result of community consultations with stakeholders involved in the issue of VAW, a top 10 list of service response concerns was identified with input from front line VAW workers and OPS. A work plan resulted and is progressing. Prevention and education is a key theme and

the “MANifest Change” campaign was developed and encouraged young men and boys to speak up about VAW. OPS continues to look for ways to improve services to VAW victims/survivors. A survey on how OPS responded to VAW calls for service was developed by working with the community and University of Ottawa researchers. The information gleaned from this will continue to assist OPS in providing direction on how we can improve front line and investigative response to VAW calls for service.

Street Checks Project

The OPS is involved in a review of street checks and policy development. The project included an important need for community-police engagement and consultation to obtain feedback and identify issues to support the policy development. The consultation included police members, COMPAC, the Youth Advisory Committee, members of the legal and academic communities, and the Ontario Human Rights Commission.

In June of 2015, an announcement by the province to standardize street checks across Ontario put the development of an OPS Street Check Policy on hold until the provincial guidelines are released later this year. However, in pursuit of our ongoing work related to ensuring a professional and bias-free police service, local conversations on this topic were continued with both police and community members.

An engagement plan was developed that was carried out over the summer and included community consultation sessions to assist efforts in developing provincial guidelines. Internal feedback was also obtained through sessions facilitated through the Duty Inspectors at front line briefings. As well, feedback from community members and officers was obtained through online reporting measures.

A total of five community sessions were held within the city, one of which was for COMPAC members, three for the broader community, and the fifth session with youth.

The public consultations assisted in educating and raising awareness in the community on the function of street checks and the importance they have in preventing and solving crime. Further, consultation feedback from the community, as well as officers, was forwarded to the province to assist in establishing provincial guidelines for street checks.

Traffic Stop Race Data Collection Community Engagement

As part of the continued consultation and communications plan for the Traffic Stop Race Data Collection Project (TSRDCP), the Community Development Section engaged two student groups at the University of Ottawa in a conversation on:

- Building public awareness and understanding of the project;
- Providing meaningful consultation opportunities;
- Seeking input on what data to collect and how to collect it; and,
- Communicating project updates.

A little over 100 students from the Criminology Program contributed to conversations about the project and what should be included in the final report as well as the overall issue of racial profiling and community policing methods.

Some of the feedback from the students touched on the ride-alongs that were previously provided to the advisory committee members and how this was a good confidence and trust building measure.

Youth Advisory Committee

The OPS Youth Advisory Committee (YAC) has conducted 10 chat sessions with 200 youth from the following organizations: Lowertown Community Health Centre, Youth Net, Ottawa Inuit Children's Centre, Children's Aid Society, Osgoode Youth Association, Britannia Woods Community House, Operation Come Home, and Christie Lake Kids. These chat sessions provide an opportunity for the voices of youth to be heard, so their feedback can be used to help influence the work of OPS when interacting with youth.

These chat sessions were for youth by youth and thus facilitated by our YAC members and hosted by the various youth serving agencies following extensive outreach. Youth were asked questions around safety, relationships with police, and ideas for initiatives that can be worked on together. During these sessions, youth were also provided information about OPS programs and resources, such as Crime Stoppers.

These sessions are both an opportunity to inform youth but also to gain valuable insight into how the OPS can reach out to youth in the community to build positive relationships.

Recruitment Champions Revitalization Program

The OPS Outreach and Recruiting Section is re-launching its Champion Program. The goal of this program is to engage and train leaders in our communities to assist in recruiting efforts.

This initiative has included a consultation with COMPAC and community members to review the strengths and weaknesses of the previous program and to map out a new path for its revitalization. Internally, OPS have conducted a review of the literature and promotional materials used previously and have started the background clearance of five new Champions. The next steps are to write Terms of Reference and prepare to launch the program for 2016.

The consultation helped raise awareness about the revised program and provided some education on recruiting for OPS. It also ensured that stakeholders had an opportunity to participate in the direction of the revitalized program.

Unpacking Extremism and its Impact on the Community; Learning Forum

A learning forum for officers and service providers was hosted by the OPS Community Development Section and the Coalition of Community Health and Resource Centres of Ottawa.

The full day forum was held on June 11, 2015 and attended by 89 participants and provided an opportunity for participants to learn more about the challenges surrounding extremism and radicalization, and partake in an open discussion about ways the community and the police can work together to improve knowledge and understanding.

The forum helped raise awareness on several topics:

- myths and misconceptions about extremism and radicalization;
- Islamophobia and human rights;
- Extremism in the contextual approaches to prevention; and,
- Stories of real people impacted by violent extremism.

62.5% of the participants stated that they better understood the impact of radicalization on the community and the role of community policing in countering extremism, following the forum. Participants also expressed a desire to better understand the root causes of extremism and radicalization in order to deal with it effectively. There was overwhelmingly agreement that prevention is a major aspect of countering violent extremism and that safety is a shared responsibility.

The beginning of a conversation... Understanding Radicalization

The OPS Community Development and Diversity and Race Relation Sections helped organize, and participated in, a panel discussion on radicalization. The event was hosted by the Pinecrest-Queensway Community Health Centre (PQCHC) on April 23, 2015. It was an exclusive event for PQCHC employees and was organized as a response to the arrest of one of their staff members on terrorism charges in February of 2015. This arrest had a deep impact on many of their employees, including the large number of visible minority and Muslim staff within the organization.

The purpose of the panel discussion was to reflect on how the arrest and terrorism charges laid against a PQCHC staff person impacted on staff and the community. It allowed the panel to provide information on Islam from a historical perspective, from the perspective of an Imam working in Ottawa, from a human rights perspective, and from the perspective of community policing and prevention. The discussion also helped to address and debunk myths and misconceptions.

The panellists provided excellent information, setting Islam in context from an historical perspective, addressing the issues related to Islamophobia, putting extreme/violent radicalization in context, and talking about our collective role in prevention.

100 staff members participated in the session and small table discussions. The feedback received from the participants was very positive. Staff shared the sentiment that this kind of conversation would be valuable both within and across other organizations in the city and in our communities. A recommendation was made to continue the discussion both within and outside of the organization.

Other highlights of community consultation & engagement

Police Week 2015

Every year, the OPS engages with the community through events held during the Ministry designated "Police Week" in May.

Through a series of free, family oriented, fun filled events across the city, the OPS shares information about community policing and crime prevention programs.

Since this year's theme was "Discover Policing", the OPS used Police Week as an opportunity to promote the profession of policing and showcase the diversity a career in policing has to offer.

Organized by the Community Development Section (CDS) and district Community Police Centres, a total of four events were held across the city that included: interactive displays showcasing various OPS Sections and Units (e.g. Canine; Tactical; Emergency Services Unit; Forensic Identification; Marine, Dive & Trails; Chemical, Biological, Radiological, Nuclear and Explosives team); exhibits related to Community Crime Prevention Programs (e.g. Child Print, Home Safety Inspections, Neighbourhood Watch); and information about some of our partners.

This year, the Imaging Services Unit (ISU) in collaboration with the CDS produced a Police Week video that reached across Ontario. The video was released through social media on Twitter, Facebook and saw over 27,000 views on YouTube. It is currently being used as a teaching tool at the Ontario Police College's Introduction to Community Policing class.

Youth In Policing Initiative

The Youth In Policing Initiative (YIPI) is an employment program with the OPS for youth 15-18 years of age who are attending a secondary school program. The goal of the YIPI program is to give young people an opportunity to develop job skills through diverse, educational, and productive work assignments, while enhancing police and community relations. The program is for interested youth with leadership potential including those who may experience barriers to success and would benefit from this unique opportunity.

In 2015, the program hired students for two separate sessions - one that ran between January and May, and one that ran from July to August. The students in the winter session worked an average of 12 hours a week over a five month period to complement their school commitments, while the summer session worked 35 hours a week over a two month period.

Between the two sessions, a total of 64 students were employed by the OPS and given placements in a variety of sections such as CPIC, Finance, Community Police Centres, Fraud, Marine, Dive, & Trails, Human Resources, Records, Crime Free Multi Housing, Freedom of Information, Professional Development Centre, and Community Development.

There were also community placements with the Boys and Girls Club of Ottawa, YM-YWCA, Community Health and Resource Centres, and Children's Village.

In addition to their placements, YIPI students were given training opportunities (e.g. High Five Healthy Child Development, Conflict Resolution, First Aid/CPR) as well as received presentations on a variety of topics, including Forensic Identification, Polygraphs, the Tactical Unit, Explosives, the Canine Unit, Crime Stoppers, the Professional Development Centre, and Marine, Dive & Trails Unit. They also participated in teambuilding activities and participated in a number of special events such as a graffiti clean-up, a Habitat for Humanity fundraiser, and bake sales to raise funds for important causes.

In total, over 750 local youth have come through the YIPI program since the first session in the summer of 2007.

Diversity Celebration

The first annual Ottawa Police Service Diversity Celebration was held on June 25, 2015, to coincide with Multiculturalism Day, which is celebrated nationwide. The event was also part of the second annual Welcoming Ottawa Week (WOW), a project of the Ottawa Local Immigration Partnership (OLIP).

The Diversity Celebration evolved out of the Flag and Banner program review. The decision was made to plan one large scale event as opposed to 22 small, separate events. The Diversity Celebration provided an opportunity to bring members of all communities together to celebrate diversity and inclusion in one location, and at one event. After the celebration, the word spread quickly to the communities that were unable to attend, thus, we are expecting a much bigger turnout next year.

Stakeholder Engagement

The OPS engages with a number of key partners and stakeholders to gain insight into their key priorities and initiatives, as well as gather their input on the future direction of the OPS. Such stakeholders include Crime Prevention Ottawa, the GLBT Liaison Committee, the Community and Police Action Committee, Ottawa School Boards and Ottawa Council of Business Improvement Areas. Once a draft business plan is available for review, the OPS will hold a *Let's Chat* session in early November to gather additional public and stakeholder input, prior to Police Services Board approval.

Communications and Engagement

Corporate Communications continues to play an increasing role in consultation and public engagement strategies through digital, web, and social media platforms. To support those strategies, Corporate Communications has maintained a focus on developing and expanding an audience and communication reach on various digital and social platforms.

Web

Previous web upgrades, such as Online Reporting, a more mobile responsive platform and a continued attention to our web compliance with provincially-mandated Accessibility Standards (WCAG), have allowed us to provide the public with a more accessible and user-friendly web experience. Based on statistics, we have seen an increase in engagement with the public on the web (ottawapolice.ca). Our daily web visits have grown from 500-1500 daily visits (in 2014) to about 600-1800 daily web visits.

Quick Facts:

- Our top 15 most visited web pages include (1=most popular):

1. Contact Us	5. Find a Police Station
2. News	6. Crime Mapping Tool
3. Records Checks	7. Online Reporting
4. Careers (sworn and civilian)	8. FAQs page

9. Police Reports
 10. Crime Stats
 11. Most Wanted
 12. Events Calendar

13. Missing Persons
 14. Student Media Info
 15. Sections and Units.

Social Media

Social Media also continues to grow with an average of about 30-40 new Twitter followers daily. Through strategic use of social media, OPS has been successful in gaining public interest and creating dialogue with members of our community on a variety of topics. We've also been successful in maintaining regular public interest in news, ongoing initiatives and events using promotional social media tools. As a result, our stats indicate that we've been able to regularly renew public interest in our events, projects, the Annual Report, Online Reporting, IOS app, Crime Prevention Programs and Wanted files, long after their initial launch. This can be seen through the direct correlation between social media content issued and an increase in web visits, video views or app downloads on the days which those tools were engaged.

Quick Facts:

- Most engaging Tweets include:
 1. Major Events (i.e. live reports, suspicious incidents, ongoing investigations)
 2. Missing Persons
 3. #BellLetsTalk (Participation in National Mental Health Awareness Campaign)
 4. Crime Prevention and Safety Tips (i.e. remove snow/ice from windshield, All Valuables Removed, Road Safety etc.)
 5. Campaigns (#MANifestchange, #DiversityMatters, #ShareTheRoad, #SaferOtt etc)
- By end of June 2014, we had 23,000 Twitter followers. Since then, the OPS Twitter account (@OttawaPolice) has more than doubled, now with 54,808 followers.
- In June 2014, the OPS Facebook page had approximately 4,000 likes. In the past year, we more than tripled our Facebook page likes, now with 13,300 likes.
- In 2014, Chief Bordeleau's Twitter (@ChiefBordeleau) had 4,867 followers. Now, in 2015, Chief Bordeleau is tweeting to 7,023 followers.
- On average, we receive approximately 3,000 views per month on our YouTube page, with significant increases in viewership when social media has been used for promotion.

CONCLUSION

This report serves as a snapshot of the ongoing efforts by the OPS to engage and collaborate with the community, and highlights the numerous benefits that can be gained through public participation in policing.

By working with the Ottawa Police Services Board, partners, community organizations, and residents, the OPS is able to build trust, increase communication, and create openness to

utilizing services. This translates into a safer community as everyone is provided with an opportunity to contribute.

The Community Development Section will be working with the Board as well as areas of the organization to determine public engagement projects for 2016 that meet community interests, concerns, and priorities.

(Original signed by)

Charles Bordeleau
Chief of Police

Responsible for report: Director David Snoddy

Annex A – IAP2 Spectrum of Public Participation

IAP2 Spectrum of Public Participation



Increasing Level of Public Impact

Inform

To provide the public with balanced and objective information to assist them in understanding the problem, alternatives, opportunities and/or solutions.

Consult

To obtain public feedback on analysis, alternatives and/or decisions.

Involve

To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered.

Collaborate

To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.

Empower

To place final decision-making in the hands of the public.

Public participation goal

Promise to the public

We will keep you informed.

We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision.

We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision.

We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible.

We will implement what you decide.

Example techniques

- Fact sheets
- Web sites
- Open houses

- Public comment
- Focus groups
- Surveys
- Public meetings

- Workshops
- Deliberative polling

- Citizen advisory committees
- Consensus-building
- Participatory decision-making

- Citizen juries
- Ballots
- Delegated decision