



2015 ANNUAL REPORT

OTTAWA POLICE SERVICE | OTTAWAPOLICE.CA



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire



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WELCOME



WELCOME

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MESSAGE FROM THE CHAIR, OTTAWA POLICE SERVICES BOARD



On behalf of the Ottawa Police Services Board, I am pleased to introduce the 2015 Annual Report of the Ottawa Police Service (OPS).

The Board worked throughout 2015 to fulfill its obligations under the Police Services Act of ensuring adequate and effective police services, providing good governance and strategic direction for the Police Service. I want to thank each member of the Board for their commitment.

The Board welcomed a new member in February 2015 when Suzanne Valiquet was appointed by the Province for a two-year term. Also on the Board are Councillor Jan Harder (Ward 3), Councillor Tim Tierney (Ward 11), and community representatives Jim Durrell (Vice Chair), Carl Nicholson, and L.A. (Sandy) Smallwood.

A critical piece of work completed was the development of the 2016-2018 Business Plan for the Service in collaboration with police members and the community. It includes priorities identified by OPS members and the community, as well as organizational priorities of Guns and Gangs, Violence Against Women, and Traffic Safety.

This is an important time in policing. The provincial legislation governing policing is under review for the first time in 25 years, providing a unique opportunity for change that will result in enhanced community safety and well being. Much consultation and work took place in 2015 and we look forward to seeing new provincial legislation by the end of 2016.

I would like to conclude by thanking our sworn and civilian members who continue to serve our community, day and night, with dedication, compassion, integrity and courage. Ottawa continues to be one of the safest cities in the world thanks to their unceasing vigilance and hard work.

Sincerely,

Councillor Eli El-Chantiry
Chair, Ottawa Police Services Board



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MESSAGE FROM THE CHIEF OF POLICE

I am pleased to present the Ottawa Police Service (OPS) 2015 Annual Report.

This document highlights the work of the Members of the OPS. It provides information about some of the special initiatives underway to address community concerns and ensure we are modernizing as a police service. It also provides a comprehensive look at the statistics and performance metrics related to crime in Ottawa.

We remain focused on addressing our priority areas of Guns and Gangs, Violence Against Women and Traffic Safety. Working with our partners we have been addressing these issues through enforcement, community outreach and prevention strategies.

Last year the OPS saw the transition to our 2016-2018 Business Plan with our renewed vision to be a trusted partner in community safety. That means always looking for ways to improve service to Ottawa residents.

One of the ways we can achieve this is by monitoring our performance and crime statistics. Performance indicators help us direct our resources to where they are needed most in the community.

The 2015 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 with a better understanding of crime and road safety in Ottawa.



The crime rate in Ottawa dropped by 2% in 2015 to 3,236 offences per 100,000 residents, reinforcing Ottawa as one of the safest large urban centres in Canada.

A 0.4% decline in property related offences [Theft \$5,000 and under (-1.5%), Break and Enter (+9.8%), Fraud (+16.7%), and Mischief (-12%)] drove the decline last year.

The clearance rate of Criminal Code of Canada offences remained at 36% in 2015.



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By the Numbers	2015
Clearance Rate of Criminal Code of Canada Offences	36%
Square kilometers in the City of Ottawa	2,796
Average time to arrive on scene for an emergency call	7 minutes
Victims supported by the Victims Crisis Unit	5,500
Number of Officers assigned to emergency response	524
Calls requiring a mobile police response	246,300
The number of OPS volunteers	300+
Tips received through Crime Stoppers	3,900
Crime rate per 100,000 residents	-2%
Percent of Priority 1 calls responded to within 15 minutes	94%
Number of reports taken	93,000
Cost of policing in 2015	\$269.8M
Percent of citizens satisfied with the quality of policing services	82%
Percent of decline in the number of public complaints	-18%
Percent of calls resolved through use of force	<1%

We remain focused on making service improvements that ensure we are as effective and modern as possible.

Policing is a rewarding and difficult job and the Members of the OPS take pride in our service to the community.

Policing is always changing, our Members are called upon to respond to ever more complex trends in crime and to deal with emerging issues related to demographics, citizen expectations, oversight and the needs of the people we serve.

They make a positive difference in our community every day.

Their dedication is the reason we continue to be successful as a organization and their work is the foundation from which we can continue to build.

Charles Bordeleau
Chief of Police



**PART OF OUR
COMMUNITY**



PART OF OUR COMMUNITY

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The Ottawa Police Service (OPS) is committed to the practice of community policing as a means of improving community well-being, safety, and security. In aligning with community members, organizations, and leaders, the OPS is able to identify and mobilize community assets, and facilitate engagement activities, to:

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

The OPS uses this combination of community engagement and mobilization to address the challenges and complexities associated with diverse and unique communities. 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.

The OPS approach to community engagement allows the organization 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.



PARTNERSHIPS

Crime prevention and problem solving are not strictly police activities, but rather community activities accomplished through the efforts and collaboration of many agencies, groups and individuals, including the police.

Working as equal partners with individuals and groups means breaking new ground – developing new skills and joining with newly empowered groups of residents—to tackle any problem or concern.

Canadian Safe Boating Council and Ottawa Police Team Up To Reduce Impaired Boating Deaths During August Long Weekend



Drinking and boating accounts for approximately 40% of boating-related fatalities on Canadian waterways. To raise awareness and reduce alcohol related deaths, the Canadian Safe Boating Council (CSBC) and Ottawa Police Service (OPS) launched "[Operation Dry Water](#)" during the 2015 August holiday weekend. Its goal was to discourage the dangerous practice of alcohol consumption and boating.

"With the summer boating season in high gear, we wanted to remind boaters about the risks of drinking and boating," said Staff Sergeant Kevin Kennedy, responsible for the [OPS Marine, Dive and Trails Unit](#). "Exposure to sun, wind, waves and the rocking motion of the boat can greatly increase the effects of alcohol on the water."



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Operation Dry Water focused on the potential risks of drinking and boating, and laws that are currently in place to discourage it.

Operation Dry Water was aimed at reducing the number of alcohol-related accidents and fatalities on the water while fostering a stronger and more visible deterrent to alcohol use while boating.

Under the Criminal Code of Canada, an individual can be charged with Impaired Operation of a vessel if your blood alcohol level exceeds the .08 threshold, whether or not the craft is motorized. This means you can be charged even if you are impaired while operating a canoe or kayak and a judge is able to, upon conviction, suspend your boating privileges.

Additionally and in Ontario, driving any motor vehicle with more than the legal limit of alcohol in your blood will result in a suspended license for 90 days. This means you are prohibited from driving all motorized vehicles as well as your car.

"Ottawa Police marine officers are out on the water enforcing all Provincial and Federal statutes and the Criminal Code of Canada, to ensure that everyone can enjoy the water safely," concluded Staff Sgt. Kennedy.

This initiative was made possible through support of Transport Canada's Office of Boating Safety.

Multiagency Early Risk Intervention Tables (MERIT) Pilot



In June of 2015, the Multiagency Early Risk Intervention Tables (MERIT) pilot was launched in the south-end of Ottawa. This initiative was launched to improve service to the community and better manage demands across human-service sectors. The partnership is being championed by Ottawa Police Chief Charles Bordeleau, the City of Ottawa Medical Officer of Health Dr. Isra Levy, Ottawa Carleton District School Board Director of Education Dr. Jennifer Adams, and Champlain Local Health Integration Network CEO Chantale LeClerc.

The purpose of the pilot was to integrate various agencies that serve people in the community like police, mental health agencies, social agencies, and school boards, into a formal process that examines complex, high-risk cases – those cases requiring a coordinated response from more than one agency – to be discussed and dealt with in a more effective and efficient manner.

MERIT represents the continued investment by the OPS and its partners toward helping Ottawa's vulnerable sector and those in vulnerable communities.

"The partnership piece of this model is critical," said Chief Charles Bordeleau, "As a police organization, we know that approximately 75-85% of our calls for service are not related to crime or chargeable offences but rather social issues. This tells us how important it is for us to collaborate with our partners to address the root causes of crime and victimization."



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Since its launch, 20 health, social, and safety professionals have been meeting on a weekly basis to assist a number of individuals and families exhibiting signs of "acutely elevated risk" – meaning there is a high probability of the occurrence of harm, victimization or criminality if their situation is left unattended. MERIT continues to mitigate at-risk situations while respecting individual rights to privacy through a tiered process for the disclosure of personal information. Approximately 35 municipalities across the province have since begun to move towards this model, after seeing positive results in other cities.

Over 70 at-risk situations have come to the table in the first ten months of operation involving individuals and families. Acute risk was successfully mitigated in all situations managed by the table, with approximately 12% of cases rejected due to a low-risk threshold. To-date, the priority risk factors presented included mental health, addictions, criminal involvement and victimization, parenting, negative peers, and truancy.

"From our experience and good practice across Ontario, a risk-based versus incident-driven approach, working in partnership across sectors, has demonstrated positive outcomes for individuals, families and ultimately communities in Ottawa," according to Constable Ryan McEachran, Program Manager for MERIT. "These are not just numbers. These are real people, real tragedies and real crises avoided, such as suicides, runaways, apprehensions, charges and multiple touch-points for agencies."

An evaluation is currently underway to examine the MERIT process and longer term feasibility. Following the evaluation, the OPS, in conjunction with MERIT partners, will be looking to explore the possibility of expansion in additional at-risk neighbourhoods.

Letter of Agreement Between OCH and OPS Defines Partnership



In June 2015, a Letter of Agreement was signed between Ottawa Community Housing (OCH) and the Ottawa Police Service (OPS) to formalize and sustain a defined partnership that will support the building of healthy and safe OCH communities.

The Letter of Agreement sets out a framework respecting:

- Collaboration and coordination between OPS and OCH on the creation and maintenance of healthy and safe OCH communities;
- Timely and accurate exchange of information between OPS and OCH where permissible under the Municipal Freedom of Information and Protection of Privacy (MFIPPA); and
- Engagement of tenants as active partners in the building of their communities.

The Letter of Agreement's key goal is the development of a strategic and intentional approach to address criminal and anti-social behaviours in OCH communities, through tenant engagement.

Under the agreement, the OPS will continue to have the authority to act as an "Agent of the Landlord" on OCH property.



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It also ensures information sharing and assistance between both organizations. Both parties are bound by the MFIPPA.

"This agreement demonstrates the importance of the relationship between OCH and OPS," said Ottawa Mayor Jim Watson. "This is a formal commitment to better serve the tenants of OCH, and all citizens of the City of Ottawa, through increased communication and collaboration between OCH and OPS."

The Agreement was signed by Councillor Mathieu Fleury, Chair of the Board, Ottawa Community Housing Corporation; Stéphane Giguère, Chief Executive Officer, Ottawa Community Housing Corporation; Councillor Eli El-Chantiry, Chair, Ottawa Police Services Board; and Chief Charles Bordeleau, Ottawa Police Service. It will be in place for 5 years.

Ottawa Police Create Partnership that Leads to Reduced Thefts

An Ottawa Police sting operation involving the theft of metal recyclers in 2013 led to a community partnership that resulted in a significant decrease of metal thefts and approximately \$4 million dollars in cost savings for local businesses in Ottawa in 2014.

In December 2013, Ottawa Police East District Investigators were made aware of several stolen manhole covers across the City. Several suspects were identified, arrested, prosecuted and convicted. However, incidents of manhole cover thefts continued. While copper thefts were frequent across North America, investigation revealed a larger criminal trend involving the theft of all types of metal.

"Ottawa investigators collected intelligence from many sources and determined the three local recyclers were directly involved in facilitating payment for stolen metals," said Ottawa Police Sergeant Eric Beaurevage. "It was discovered that the management of these facilities had poor or no crime prevention system in place. They were basically paying any person who brought them in any kind of metal without ever asking questions about the source of the metal or the identity of the person supplying the material."

Ottawa Police proactively met with the management of the three recycling facilities in order to engage them and to build an action plan to implement a theft deterrent program at their facilities.

Reports of thefts of manhole covers by the City and grocery carts by Ottawa businesses were used to monitor the impact of the new measures implemented by the recyclers. The results were immediate and positive.

"In 2015, the City observed an impressive 75% reduction in manhole cover thefts resulting in direct savings of \$70,000 dollars," said Rick Trahan, Supervisor of sewer maintenance with the City of Ottawa.





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"The 12 local Walmarts experienced a 75% reduction in the theft of grocery carts," said Stephen Merils, the Eastern Ontario Loss Prevention Officer for Walmart Canada. "Walmart Trainyards had 400 grocery carts stolen in 2013, representing a loss of \$120,000 dollars. Only 100 carts were stolen from the Trainyards store in 2014. Carts cost between \$300 and \$500 dollars each."

"Since the implementation of the metal theft prevention program, theft of carts and metals has decreased across the City," added Sgt. Eric Beaurivage. "It is hoped other cities and recyclers use the Ottawa model to assist with decreasing all types of metal thefts. 2015 results to date are following the same positive trend."

The Ottawa Police is proud to work with local businesses that are willing to change, act ethically and benefit the community.



Police Week

Every May, the OPS seeks extra opportunities to engage with the community during Police Week. Through a series of free, family oriented, fun-filled events held across the city, the OPS shares information about community policing and crime prevention programs.

The OPS use Police Week as an opportunity to promote the profession of policing and showcase the diversity of a policing career. Events held across the city included:

- Interactive displays showcasing several OPS Sections and Units (e.g. Canine, Tactical, Emergency Services Unit, Forensic Identification, Marine, Dive & Trails, Chemical, Biological, Radiological, Nuclear and Explosives);
- Exhibits related to Community Crime Prevention Programs (e.g. Child Print, Home Safety Inspections, Neighbourhood Watch); and
- Information about some of our partners.

You can watch our Police Week video, currently being used as a teaching tool at the Ontario Police College on our website at: www.ottawapolice.ca.





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Crime Prevention Week

Crime Prevention Week took place from November 1 to 7, 2015, and was centered on this year's theme of "Personal Safety."

The Pistol Packin Piggies, Constables Caroline Gallant and Brad Rohrig, launched Crime Prevention Week with an award-winning BBQ lunch November 2, 2015, at 474 Elgin Street. Support from the community, and funds raised through media and OPS members went to the United Way.

Throughout the week officers and volunteers focused on increasing public awareness and decreasing susceptibility to crime at home, in vehicles, when using public transit, at the workplace, and in public spaces. The 25 events throughout the city involved all age groups, with some targeted to youth and seniors. Other events involved promoting Crime Stoppers, Crime Free Multi Housing Program (CFMHP), All Valuables Removed (AVR) and the distribution of crime prevention information. Details of the various events were tweeted throughout the week and additional details provided online at:

ottawapolice.ca



COMMUNITY POLICE AWARDS

It is important to recognize people who have shown dedication and commitment to our Service and our community. A number of individuals were recognized for a contribution they made to our community during the previous year.

Visit ottawapolice.ca to read their stories!

Thomas G. Flanagan S.C. Scholarship

The Ottawa Police Services Board established the Thomas G. Flanagan Scholarship in 1993 as a means to assist racialized and Aboriginal women who have expressed an interest in a career in policing. The scholarship funds come from an endowment that was arranged upon the retirement, in 1993, of the late Ottawa Chief of Police Thomas G. Flanagan in recognition of his accomplished policing career. Since 1993, this award has been presented annually to women continuing their post-secondary education in a law enforcement-related field.

This year's recipient is Ms. Latoya Chevannes.



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Ms. Chevannes is a racialized woman, of Jamaican descent, born and raised in Ottawa. She has just recently finished her studies at Algonquin College in the Police Foundations program.

Latoya is planning to continue her studies in Criminology at one of our local universities. In her personal time, she works part time and also donates countless hours to volunteering for numerous organizations such as Christie Lake Kids, St. Vincent Hospital, the Ottawa Jazz Festival, and The Boys and Girls Club.

Ms. Chevannes is working towards obtaining the certifications and competencies required in order for her to fulfill her dream of working for the OPS in the very near future.

VOLUNTEER AND COMMUNITY INVOLVEMENT

Annually, the OPS recognizes the time and talents of our more than 300 volunteers. We acknowledge and celebrate them with an event that takes place at the end of National Volunteer Week held every April. Our volunteers keep us embedded in our communities, with many working within our Community Police Centres.



Our volunteers are engaged in a variety of events throughout the year such as Police Week, the Teddy Bear Picnic, community fairs, the Annual Police Memorial, and Winterlude.

OPS Volunteer Statistics:

- Our volunteers range in age from 14 to 86;
- Our volunteers have up to 44 years of service with us;
- 165 volunteers have five years or more of service with us; and
- 15 new members joined our Venturers Program.



15th Annual Flotilla for Friendship

The July 8, 2015 Annual Flotilla for Friendship is the 15th time Aboriginal youth and area police services have paddled their way to friendship.

This annual event provides an excellent opportunity for community engagement and relationship building with youth. The event partners a police officer with an Aboriginal youth for a canoe flotilla from Dow's Lake to the Chateau Laurier locks, and then on the Ottawa River to Victoria Island for a feast.



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Ottawa Police Give Care Packages to Those Being Released from Cell Block

After collecting more than 4,000 purses filled with everyday essentials for homeless women, the Ottawa Police Service provided the remaining products to women and men being released from its cell block.

These essentials, including socks, gloves, toothpaste, toothbrushes, and other necessary hygiene products, were collected as part of The Purse Project – an initiative providing women in need with feminine hygiene products. The remaining products have been packaged into travel bags and passed on to anyone being released from cell block.

Constable Sylvie Reaney, one of the organizers of The Purse Project, sees this as an opportunity to help those who have been detained leave with the essentials needed for a fresh start.

"I think this shows that we do have compassion, and we do have empathy," she says.

Cst. Reaney hopes this "good gesture" will help with these men and women's rehabilitation into the Ottawa community.





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Ottawa Police Raises \$85,000 for Local Charities During Annual Gala

On January 25, 2016, Chief Charles Bordeleau presented two cheques of \$42,500 each to the Ottawa Food Bank and the Caring and Sharing Exchange at the Ottawa Police Services Board's meeting. The cheques represent the total funds raised at the sixth annual Police Gala held on Saturday, November 7, 2015, at the Shaw Centre.

The Ottawa Police has been hosting the Gala since 2010 and has raised \$545,000 to date.

"Every year our Service looks forward to the Ottawa Police Gala," said Ottawa Police Chief Charles Bordeleau. "It's an evening that celebrates our police service and our community, and has a lasting impact beyond the event itself through the funds we raise for local charities delivering much needed services and programs to our community."

The OPS would like to acknowledge this past year's Gala sponsors for their commitment and leadership, particularly the two Platinum Sponsors TELUS (telus.com) and the Barley Mow (barleymow.com).

The seventh annual Police Gala will be held on Saturday, November 5, 2016, at the Shaw Centre. Tickets for this event will go on sale in the spring.



Running a Marathon

Each year thousands of runners make their way to our great city to take part in the Tamarack Race Weekend. Last year, 49,000 runners took part in the various races and thousands more came out to cheer them on.

"Safety is our number one priority," said Chief Bordeleau, "I can tell you that I am very proud of the work that many of you did in preparation for and during the event."

Race Director John Halvorsen commented how impressed he has been by the professionalism and support exhibited each year by our Members. At the starting line for the 1/2 Marathon, Running Room Founder John Stanton praised the Ottawa Police Service for the work we do each day in ensuring that we all remain safe.

There are many Members of the OPS who work behind the scenes to make Race Weekend a success for spectators, volunteers and runners. These included those from Planning, Patrol, Traffic, Auxiliary, Special Constables, Senior Officers and our Communication Centre.



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GLBT LIAISON COMMITTEE



Community-based crime prevention work is the foundation of the GLBT Liaison Committee, which has been meeting regularly since 1991. The Committee, one of the first of its kind in Canada, consists of community partners, police and other criminal justice system representatives and is open to anyone who wants to participate. It is co-chaired by community and police representatives.

There were three major GLBT events in 2015: the Annual Pancake Breakfast, Ottawa Pride Parade, and the Information Exchange. In the past there have been tensions between the GLBT communities and the police. We have come a long way in bridging that gap, continuing to build trust and a stronger relationship.

To commemorate the 30th anniversary of Capital Pride in Ottawa, the Diversity and Race Relations (DRR) Section developed and decaled a brand new, unmarked cruiser with Pride rainbow colours. The car was unveiled at the pancake breakfast and also made an appearance at the Pride Parade. This initiative was important to show the OPS's commitment to the community in celebration of this very important milestone.

Let's Chat quarterly sessions were also introduced which allowed DRR and the Committee to go out into the community to discuss issues of concern with members of Ottawa's GLBT Community.

The Annual Information Exchange tackled the subject of GLBT refugees, which is an emerging trend in Ottawa. By hearing from a refugee lawyer and frontline worker from the Centretown Community Health Centre that runs a special program for GLBT refugees, attendees learned about the particular challenges facing GLBT refugees in Ottawa, and the perceptions they may have of authority figures - such as police.

SYRIAN REFUGEES



The Diversity and Race Relations Section (DRR) was asked to participate in supporting the Mayor and other agencies in successfully settling and integrating Syrian refugees. DRR attended the Mayor's Roundtable on Syrian Refugees with the Community and Police Action Committee (COMPAC) members and the section has visited with Syrian refugees several times since their arrival in December. DRR continues to visit with Syrian refugees, providing presentations to them in alignment with the Ottawa Fire Service and Ottawa Paramedic Service. DRR hopes that these early engagement activities will help to instil trust and build positive relationships between the OPS and this community.



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IFTAR DINNER

Ramadan is a holy holiday that falls on the ninth month of the Islamic calendar year. It is a sacred month for Muslims because it represents a time of fasting, charity, prayer and unity. During this month, Muslims abstain from eating and drinking from dawn until sunset in order to feel connected to God.

On July 6, 2015, The Diversity and Race Relations Section (DRR) co-hosted an Iftar dinner along with the Intercultural Dialogue Institute. The institute uses this opportunity to participate in dialogue with leaders from different religious and cultural communities. It also helps to increase awareness and understanding of Islam and Muslim practices, especially in regards to "fasting." The dinner was a huge success and has become a yearly event.

FAMILY VIOLENCE CONFERENCE



The Diversity and Race Relations Section (DRR) was a member of the steering committee that spearheaded the 5th Annual Impact of Family Violence Conference organized

- by the South Asian Community Network, in partnership with the OPS, CBC, Ottawa's Mirch Masala Radio, and the Canadian Council of Muslim Women. The section attended the conference which took place May 13-14 at the University of Ottawa. Topics covered included violence framed as "honour" and forced marriage.

UNPACKING EXTREMISM AND ITS IMPACT ON THE COMMUNITY LEARNING FORUM

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

The full-day forum, held on June 11, 2015, was attended by 89 participants and provided an opportunity to learn more about the challenges in managing extremism and radicalization. As well, the forum allowed for 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 including:

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

Roughly 63% 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.



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Critical Incident and Critical Situation

DRR responded to hate incidents directed towards Ottawa's Muslim communities. This included following up with community members who had reported incidents to the OPS. A number of incidents were brought to the section's attention in October during the lead up to the Federal Election by the Community and Police Action Committee's (COMPAC) Muslim community representative. The section worked with the National Council of Canadian Muslims (NCCM) to bring this issue to the attention of mainstream media in order to encourage more people to report on situations like this.

The section attended a number of events within Ottawa's majority Sunni Muslim community, such as: the Intercultural Dialogue Institute's Interfaith Ramadan Iftar; the Muslim Association of Canada (MAC) Eid Celebration; the South Nepean Muslim Community (SNMC) Eid Celebration; the Ottawa Muslim Women's Organization (OMWO)'s Festival of Friendship; the Somali Hope Academy Gala; and the Somali Youth Support Project Fundraising Dinner. DRR delivered a presentation on community policing at Masjid Al Taqwa mosque in Sandy Hill. DRR also attended a peace gathering, challenging extremism organized by the NCCM.

Additionally, DRR attended events within the Twelver Shia Muslim community such as the Nowruz celebration of the Afghan Canadian Jaffari Culture Centre and the Ahlul Bayt Centre Community Fundraiser. The section also attended the Universalist Muslims Eid Celebration, which aimed to create a safer space for GLBT Muslims in Ottawa.

Also, DRR supported the Ahmadiyya Muslim Community after its mosque was vandalized. The Ahmadiyya Muslim community face serious religious persecution in Muslim-majority countries, and is not recognized as Muslim by many Muslim Canadians. This meant that when they experienced this hate incident they could not look to support from their fellow Muslim community members. Through DRR's relationship with the NCCM, we were able to connect the Imam of the Ahmadiyya Muslim community to this organization with the assurance that they would be treated fairly by them, which resulted in a newly established working relationship.

NEIGHBOURHOOD PROGRAMS

Neighbourhood Watch

In 2015, Neighbourhood Watch began increasing community representation on the Ottawa Neighbourhood Watch Executive Committee (ONWEC). The past year saw many new members appointed to ONWEC.

ONWEC is now operating with more community members than seen in previous years, supporting the philosophy, "neighbours helping neighbours."

There were 183 watches with 11,372 members at year-end, reflecting growth even after a thorough re-assessment of active watches. Watches are up 7.6% and membership is up 6.4%.





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Crime Stoppers



About 3,900 Crime Stoppers tips were received in 2015, representing a decrease of 4 % from the previous year, with \$11,340 in rewards approved. Despite the small drop in call volume, the information provided proved to be very reliable, and resulting in a near doubling of rewards and criminal charges/arrests compared to 2014. Recovered stolen vehicles attributed to most of the \$81,123 total of recovered property. The \$179,389 (street value) worth of narcotics seized included two grow-operation seizures and numerous drug arrests.

The website received about 15,000 hits monthly, an increase of 2,000 from 2014. Social media continued to play an important role in promoting high-profile and unsolved cases; nine postings on Facebook reached over 1,000 hits within 24 hours, and the number of Twitter followers increased by 10% with 1,650 individuals receiving Crime Stoppers tweets.

Last year marked a milestone for Crime Stoppers, celebrating 30 years in Ottawa. January's Crime Stoppers Month focused on the theme "The Crime Stoppers Imperative," reiterating the necessity of supporting and safeguarding this most reliable and important crime-fighting tool in our digital

society, one where information is shared virtually and instantly worldwide. There were eight public venues across the city raising public awareness, along with numerous media interviews with TV, radio and newspaper outlets.

A partnership with the Coalition Against Contraband Tobacco began in 2015 producing a postcard for distribution, bringing attention to this issue. The new event tent was widely used to help raise the Crime Stoppers' profile at community events and BBQs throughout Ottawa West, Vanier and Ottawa South. Volunteers were provided branded shirts and jackets, making them highly visible at this year's events. Numerous forums were attended organized by ward councillors Mark Taylor, Mathieu Fleury and Tim Tierney, addressing gun violence and gangs.

Presentations were provided to educate frontline workers, volunteers and nurses, working for the Ottawa Coalition to End Human Trafficking.

Participation at campus events and providing presentations to students raised awareness regarding anonymous reporting and strengthened the partnership with Algonquin College, Ottawa and Carleton universities. The Algonquin College Campus newspaper highlighted police news, which was also featured on campus television. There were 100 engagements throughout the city, which included eight community fairs and five parades promoting Crime Stoppers.

Crime Stoppers Statistics

	2015	Program Start March 1985 To-Date
Arrests	74	4,779
Criminal Cases Cleared	45	5,117
Criminal Charges	291	8,691
Recovered Property	\$81,123	\$11,852,740
Narcotics Seized	\$179,389	\$80,590,955
Misc (Arson, Fraud)	\$20,000	\$1,662,353
Recovered Arms	15	447
Calls	3,900	50,614
Awards Approved	\$11,340	\$785,815



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Crime Free Multi-Housing Program (CFMHP)



The CFMHP currently has 12 management companies/landlords participating in the Crime Free Multi-Housing program (CFMHP), totalling 144 properties and 18,174 units. This represents 26.8% of the 67,616 available rental units in the City of Ottawa.

Management companies/landlords complete an initial interview with prospective tenants to screen out applicants who have convictions on the CFMHP "prohibited list of offences for residency," which include violence, drugs, and offences against persons and property.

Prospective tenants will often opt to self-eliminate during the interview stage of the rental application

after being informed of the CFMHP criminal-record check requirements. Applicants who declare their intention to proceed complete the CFMHP record check.

Last year saw some changes for CFMHP, including:

- An overall increase of 158 CFMHP units from the previous year; and
- 144 properties audited during the day and again during the evening, met the program requirements.

In 2015, OPS Auxiliary Members received refresher training in Crime Prevention Through Environmental Design (CPTED) re-audit requirements and assisted in the annual re-audit of six properties.



OUR PEOPLE



OUR PEOPLE

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OUR MEMBERS ARE OUR GREATEST ASSET



OPS employees serve the community both on and off the job; they are coaches, parents, board members, volunteers and youth mentors.

Each year the Chief of Police has the opportunity to honour some of our people who have gone above and beyond the call of duty to save someone's life or positively impact the community.

These are the Chief's Commendations awarded in 2015.

Constable Carrie Archibald

For demonstrating the highest standard of Police conduct or humanitarianism in a single operation, incident or investigation where there was a high risk or exposure to actual or anticipated danger.

In September 2014, the Canadian Centre for Child Protection contacted the Ottawa Police Service with safety concerns for three Canadian children who were being severely abused while living with their father in Saudi Arabia.

Challenged with a long distance investigation, Constable Archibald worked with community agencies and the Canadian Embassy in Saudi Arabia and persevered through many roadblocks. She contacted the children and participated in nightly conference calls. On January 8, 2015, the three children were successfully reunited with their family in Ottawa.

Constable Archibald demonstrated compassion, outstanding police work and dedication throughout the investigation. Her actions ensured the safety of these children.

Constable Jean Begin

For demonstrating over the course of a single investigation, operation or incident outstanding skill, judgment, dedication or integrity in the performance of duty.

On August 21, 2014, Constable Jean Begin responded to the Cyrville Road bridge for a suicidal man about to jump on to the Queensway.

As Constable Begin arrived on the bridge, he observed the man on the outer ledge of the railing with his feet dangling. Knowing that the man was about to jump, Constable Begin risked his own life by leaning on the railing, grabbing the man and wrestling him back on the bridge where he was apprehended without injuries.

Constable Begin exercised outstanding skill, judgement and dedication by placing his own life in jeopardy to save the life of a young adult.



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Constable Jamie Desormeaux & Constable Christian Destrempe

For demonstrating the highest standard of Police conduct or humanitarianism in a single operation, incident or investigation where there was a high risk or exposure to actual or anticipated danger.

On June 24, 2015, Constables Jamie Desormeaux and Christian Destrempe responded to the area of Mann Avenue and Range Road for a report of residents shouting for police. As the officers arrived in the area they were directed to the western edge of the Rideau River.

The officers observed a man in the water who was in distress and screaming for help. The man was believed to be the suspect for a homicide in London who had earlier been involved in a vehicle pursuit that injured another OPS officer.

Both officers removed their body armour and gun belts and entered the river to attempt a rescue of the man. Just before the officers could reach him, he went under the water and did not re-surface. Both officers remained in the water for 20 minutes and dove underneath the water several times to find him to no avail.

They bravely risked their own lives by trying to rescue a dangerous suspect.

Sergeant Denis Hull

For developing a method or program that has a substantial effect on the operation of the Service.

In 2015, Sergeant Denis Hull developed and implemented the Leave the Phone Alone distracted driving campaign to address the increasing number of collisions, injuries and fatalities stemming from texting and driving, particularly among young drivers.

Sgt. Hull prepared a new approach to solving this problem through partnerships, education, awareness and enforcement. In particular, the education component teaches new and upcoming drivers about the dangers of distracted driving. He created age appropriate educational materials for students from elementary school through to post secondary school to prevent them from forming the habit of using the phone while driving.

Sgt. Hull brought many corporate partners on board, including media, to maximize messaging. The unique four pillar plan has been highly successful; so much so that the Ontario Association of Chiefs of Police have become sponsors in promoting this award winning campaign across Ontario.

Sgt. Hull is commended for his tireless efforts and ingenuity in changing the cultural mindset of the driving public.

Constable Robert McNaughton

For demonstrating the highest standard of Police conduct or humanitarianism in a single operation, incident or investigation where there was a high risk or exposure to actual or anticipated danger.

On August 21, 2015, Constable Robert McNaughton was driving on Terry Fox Drive in Kanata. As he proceeded through the intersection at Maple Grove, an eight-year old autistic boy ran into the intersection. Constable McNaughton braked and brought his truck to a stop and exited the vehicle.

The autistic boy continued to run through the busy intersection while north and southbound traffic had the green light.



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Many motorists did not see the boy and Constable McNaughton shielded him as he continued to run through traffic and alert other motorists. Once he got close enough to the child, Constable McNaughton walked him off the roadway and to safety.

Constable McNaughton's selfless actions ensured the safety of the boy and prevented a tragedy.

Michael Ross

For demonstrating over the course of a single investigation, operation or incident outstanding skill, judgment, dedication or integrity in the performance of duty.

Just after midnight on September 11, 2015, Mr. Michael Ross was participating in a ride-along with Constable Andrew Goodall during a routine patrol in the Byward Market.

During their patrol through the market, a man stepped out in front of their marked cruiser and became aggressive. The man then assaulted Constable Goodall, knocking away his radio and took possession of the officer's baton, threatening him with it.

Mr. Ross quickly returned to the marked police cruiser and broadcast over the radio for assistance. Officers responded to the scene and subsequently arrested the suspect.

Michael Ross demonstrated outstanding judgment and as a result of his actions, officers were able to assist in the arrest and the incident did not escalate further.

Crime Prevention Ottawa Enforcement Professional Award: Staff Sgt. David Zackrias, Ottawa Police Service



Staff Sergeant David Zackrias believes that the best communities are inclusive ones. Through his work in the Diversity and Race Relations Section (DRR), he has worked tirelessly to build bridges and to educate residents of all backgrounds. He is known for his ability to bring diverse groups together to deal with the crime and disorder affecting their communities. Over the past two years, he has worked closely with Ottawa's faith leaders on the issue of radicalization. At a time when the city was reeling from the Parliament Hill shootings, Staff Sgt. Zackrias brought a message of hope to the city's mosques and built stronger relationships with the Muslim community. He's passionate about community-police relations and believes that by working together, we can build a better city. Professional, persistent and unafraid to tackle sensitive issues, he has taken a very active approach to promoting trust, increasing cultural sensitivity and breaking down barriers.



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Canadian Peacekeeping Service Medal



Photo Credit: The Ottawa Sun

The prestigious Nobel Peace Prize was awarded to all United Nations Peacekeepers in 1988 in recognition of their collective efforts in the cause of peace. This inspired the creation of the Canadian Peacekeeping Service Medal to acknowledge the unique contribution to peace that Canadian peacekeepers have made since 1947. In 2015, OPS Constables Garth Faubert and Jacky Lord received the honourable medal for their United Nations stabilization mission in Haiti.

Constable Fraser Potts Awarded the Medal of Bravery

On May 1, 2015, His Excellency the Right Honourable David Johnston, Governor General of Canada, presented Constable Fraser Potts with the Medal of Bravery. Created in 1972, Decorations for Bravery recognize people who risked their lives to try to save or protect the lives of others.



Sgt Ronald Duchesne, Rideau Hall ©OSGG, 2015.

On May 10, 2013, Constable Fraser Potts, who was with the RCMP at the time, rescued a woman who was in danger of drowning in the Fairford River, in Gypsumville, Manitoba. The woman had intentionally driven her vehicle off the embankment and into the river, which was swollen due to the spring run-off. She managed to escape from the car but was swept away by the strong current. Constable Potts swam out to her and, despite having difficulty moving his limbs in the icy water, managed to pull her closer to shore where they were picked up by a rescue boat.

Congratulations to Cst. Potts for his bravery and dedication to duty.

Three Ottawa Police Officers Invested into the Order of Merit of the Police Forces



Sgt Ronald Duchesne, Rideau Hall ©OSGG, 2015.

On September 16 2015, three of our members were invested into the Order as a Member of the Order of Merit (MOM) - Staff Sergeant Rob Bernier, Staff Sergeant Isobel Granger and Inspector Chris Renwick were invested by His Excellency the Right Honourable David Johnston, Governor General of Canada in a ceremony at Rideau Hall.

The Order of Merit of the Police Forces was created in 2000 to recognize conspicuous merit and exceptional service by members and employees of Canadian police forces whose contributions extend beyond protection of the community.



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Constable De-escalates Dangerous Situation Involving Distraught, Armed Man

In December 2015, an Ottawa Police Constable was able to de-escalate a mental health call involving an armed man.

The Constable was dispatched to a west end residence after 911 received a call about a stabbed man.

Once on scene, the officer found himself in a face-to-face confrontation with a man armed with a knife. The man had a self-inflicted wound. The officer drew his firearm and instructed the man to drop the knife, but the man refused. At one point the man used large sweeping gestures with his hand and told the Constable to "Do it, Do it." The male also pointed the knife at the officer and started growling at him.

As trained, the Officer continued to talk to the man in an attempt to deescalate the incident. Eventually, the man complied, dropping the knife and was apprehended without further incident and taken to hospital.

"Our Members come upon dangerous and difficult circumstances every day and often put themselves in harm's way," said Ottawa Police Chief Charles Bordeleau. "This is just one example of how training and experience contributes to keeping our community safe."

Run to Remember

Ten Ottawa Police officers joined about 300 officers from across the country in the three-day National Peace Officers' Memorial Run to Remember from September 24-26, 2015.

The Run to Remember is a 460 km relay that makes its way through many communities between the start at the Ontario Police Memorial site in Toronto to the end at the National Memorial on Parliament Hill in Ottawa.

Not only does the run raise awareness about the Memorial Service it also gives peace officers and citizens along the route the opportunity to participate in some small way if they are unable to attend the actual Memorial Service on the last Sunday in September on Parliament Hill.





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Youth In Policing Initiative (YIPI)

The Youth In Policing Initiative (YIPI) is an employment program with the OPS for youth 15 to 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, and 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 to 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 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 team-building activities and helped with 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.





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HEALTH AND WELLNESS



Since 2011, over 400 OPS members have learned to take better care of themselves and make positive changes in their life through the Real You OPS Wellness Program. The Real You is a fundamental portion of the overall Wellness Strategy.

The Real You is a voluntary, holistic program, designed to help participants reduce the risk of developing chronic diseases and enjoy a higher quality of life. We have received continuous feedback directly from previous participants on ways we can enhance and adapt the program for others. As a result, participants receive an even more robust customized program with activities and support to improve their health and wellness.

To show our continued level of commitment to the health and well-being of our employees, the OPS doubled the number of participants that can benefit from the program from 100 to 200 annually. Another 25 spots will be funded by for past participants of the program as a gesture of thank you to our Members for their ongoing support, and to allow past participants to experience the new and improved The Real You Program.



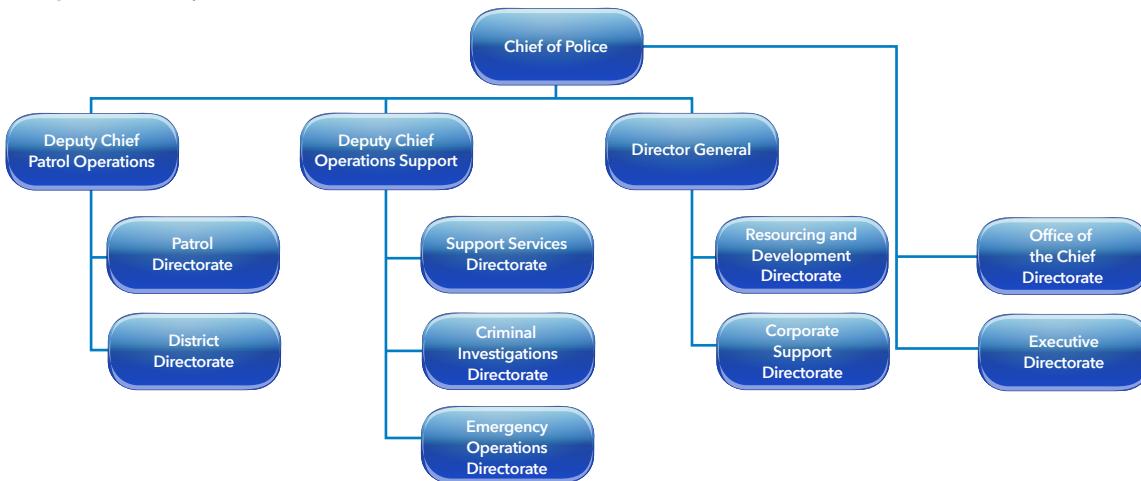
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STAFF COMPLEMENT

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, the OPS employs a complement of 1,942.6 members, of which 1,309 are sworn and 633.6 are civilian members, allocated in nine directorates.



2015 Staff Complement Summary

Directorate	Sworn	Civilian	Total
Executive Services Directorate	22	53	75
Corporate Support	4	208.6	212.5
Resourcing & Development Directorate	64	29	93
Emergency Operations Directorate	134	7	141
Support Services Directorate	26	282.7	308.7
Criminal Investigative Directorate	242	39.6	281.6
District Directorate	293	8	301
Patrol Directorate	524	3	527
Grant Total	1,309	633.6	1,942.6

Source: 2015 Budget. Note: Civilian staffing numbers include: full-time, full-time terms, casual



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LOWERTOWN FOOT PATROL CONTINUES TO MAKE A DIFFERENCE IN DOWNTOWN OTTAWA

In 2015, the Ottawa Police Lowertown Foot Patrol Project was back in the ByWard Market and Rideau Street area and continued to see success and make a difference for the people who live, work and visit the area.

An increased number of police officers, in partnership with Bylaw Enforcement Officers and OC Transpo Special Constables walked the beat from July 2 to September 1, 2015, enforcing various bylaws and criminal and provincial offences.

"This is the third year we have committed foot patrol officers during the summer to work in the ByWard Market and Rideau Street area," said Central District Inspector Mike Laviolette. The two-month project was launched as part of an ongoing effort to deal with community identified problems and related issues. It is concentrated in areas that draw repeated calls for service and frequent complaints from the public, business owners and residents.



Officers responded to hundreds of calls for service and laid numerous charges that included Bylaw infractions; Provincial Offences including trespassing, aggressive panhandling, and public intoxication; and criminal charges including drug possession, possession of stolen property, causing a disturbance and breaching judicial conditions. The project officers also apprehended individuals wanted on warrants, located a missing person and assisted patrol officers in the area.

"The Lowertown Foot Patrol team proactively engages citizens, tourists and businesses in the area and focuses on known community concerns and areas with increased calls for police service," added Insp. Laviolette, "The impact seen by businesses, residents and tourists alike can be attributed in part to the efforts of the Foot Patrol Team."

ROBBERY SUSPECT APPREHENSION

Between September 29 and October 9, 2015, two suspects, armed with knives, robbed five businesses, taking cash, cigarettes, and lottery tickets. The OPS Robbery Unit partners with a number of retail and banking chains in the use of GPS technology. Such a device was taken during the most recent robbery.

As a result, Communications Centre staff received the notification and were able to effectively direct patrol officers to the suspects' location where one of the men was arrested. The arrest resulted in valuable evidence being recovered from a stolen vehicle. The suspect arrested was also unlawfully-at-large at the time of his arrest. The Forensic Identification Unit and Imaging Services team also assisted in the investigation.

This is a great example of the benefit of GPS tracking. Through the work of the Robbery Unit, Patrol Directorate, the Communications Centre, the Identification Section, and our private sector partnerships, a violent serial offender was apprehended.



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COMMUNITY OUTREACH AND ENGAGEMENT



The comprehensive network of meaningful relationships the Diversity and Race Relations Section has established through community outreach and engagement has resulted in high levels of trust, collaboration, open and transparent dialogue, and a deeper understanding of issues, needs, and expectations between police and Ottawa's diverse communities.

Some of these communities are developing ownership of issues concerning safety because of their relationship with DRR, and have been proactive in advising the OPS of potential concerns, trends, and issues in their community.

As a means of building upon these relationships, DRR attended events organized by Ottawa's First Nations, Métis, Inuit, Chinese, Filipino, Afghan, Egyptian, Palestinian, Lebanese, South Asian, Latin American and Muslim communities. DRR also regularly attended community events and City of Ottawa flag-raisings for racialized, Aboriginal, and faith-based communities.

In 2015, the section participated in several Black History Month events as well as events throughout the year organized by Black communities with cultural ties to Jamaica, Trinidad and Tobago, Haiti, the Democratic Republic of Congo, and Somalia.

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 and their feedback to be used to help influence the work of the OPS when interacting with youth.



These chat sessions were created for youth by youth, 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.



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VIOLENCE AGAINST WOMEN



The OPS has been working with frontline VAW advocates and agencies to improve police response to victims and survivors of sexual assault and domestic violence. It is important that the community is involved in this process to engage not only victims of these offenses, but to ensure that local agencies, friends and family are there to give their full support to them, while providing the resources they need at a critical time in their life.

Ongoing consultation with partners has proved beneficial in making meaningful changes. In 2014, key topics emerged that needed to be addressed in order to deal with issues that the community, our partners and police felt created barriers related to OPS' response to violence against women:

1. Improve response and consistency in applying policies and procedures;
2. Enhance or improve interaction and follow-up and support to victims/survivors;
3. Address issues with gathering evidence and laying charges;
4. Provide linguistically and culturally sensitive response;
5. Enhance engagement with OPS and frontline agencies;
6. Improve communications, address misconceptions, and recognize differing perspectives;

7. Enhance training;
8. Address performance;
9. Improve reporting and communications, understanding of statistics; and
10. Explore opportunities for joint advocacy.

Further consultation with the community generated a survey to gain essential data in order to help assess the function of the OPS and our frontline, VCU and investigative units.

That data yielded a report which was published in the fall of 2015 by Dr. Holly Johnson on improving police response to crimes of violence against women. In it, Dr. Johnson suggested five areas of improvement for the OPS:

1. Review discontinued complaints;
2. Update victims in a timely manner and give proper explanation of process;
3. Provide ongoing training for police in collaboration with community groups who provide services to sexually assaulted women;
4. Ensure that victim's safety remains a number-one priority as well as connecting them with the support services they need; and
5. Continuously review operations, policies and practices within the OPS, in collaboration with victim-serving agencies in Ottawa.



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Ongoing Improvements

To assist OPS in improving the process, we are committed to working with our frontline support agencies in Ottawa. We have identified areas that those agencies indicated as key to offering the support to victims.

OPS is looking to make changes to intake, whether by telephone or in person, to result in a more consistent response to victims. The ultimate goal is to better streamline how to update survivors on a more timely basis.

Through community dialogue, a greater understanding emerged about the importance of providing the survivor services in their own language, along with proper assessments of cultural sensitivities. Based on community requests, updated statistics about sexual and partner violence will also continue to be posted publically to the OPS website. We will continue to be collaborative in our approach to seeking solutions. Based on that collaboration, we have an action plan in place that will continue work on these initiatives, which will have a further positive impact on prevention and response.

The OPS website has been updated to provide clear direction on the criminal process and community supports available. A sexual assault survivor guide has been developed with input from community agencies and is available online at: ottawapolice.ca.



Violence Against Women is a Community Issue

Every woman is different. Every experience she has is unique and is handled as such. But violence against women is not a solitary issue, and it requires the entire community to participate in order to make positive change.

At the beginning of November 2014, Ottawa Police launched a new preventative campaign called I can MANifest Change. The campaign is a partnership between Ottawa Coalition to End Violence Against Women (OCTEVAW), Crime Prevention Ottawa and the OPS. It invites males of all age groups to commit themselves to helping solve the prevalent issue of gender-based violence and it continues to raise awareness about VAW issues within the community.

May was Sexual Assault Awareness month, and we partner every year with Bell Media and our local community agencies to raise awareness about the issue of violence against women. The media blitz includes not only television and print coverage, but a large social media push as well. Increasing awareness will result in greater discussion about this issue, which will ultimately lead to community-driven solutions.

The OPS Partner Abuse Unit and Sexual Assault and Child Abuse Section will be working on updating a new Standard Operational Procedure and training manuals. This will improve officers' abilities and awareness on how to effectively respond to incidents of sexual assault or abuse. This ongoing project will seek input from the community in establishing protocols that can become best-practice standards.



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Additionally, the OPS has developed specific training for front line officers responding to incidents of sexual assault. The Sexual Assault Response Officer (SARO) course started in May. Community agencies participated in the delivery of the training.

This course will run twice a year with a focus on officers who are keen to work with victims of sexual violence, develop a better understanding of victim trauma, and available community support. The SARO program will allow for stronger communication between the Sexual Assault Child Abuse investigators and frontline officers. The trained officers will be a valuable resource to other frontline officers.

Working in collaboration with the Ottawa Civic Hospital (OCH), new funding will see a safe room installed at the OCH. The room has been donated in-kind by the hospital's Sexual Assault Partner Abuse Care Program. It will offer an alternative place for a woman to report an assault and be interviewed. Victims will have the option to return to the Civic campus or visit the police station to further update their cases.

GUNS AND GANGS

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. In the mid-1990s the City of Ottawa began to see the emergence of street gangs and the criminality they were involved in. Based on research over the past 20 years, street gang members within the city of Ottawa have shown an increasing propensity for violence, particularly with the use of firearms.

Gang members and their associates are often involved in criminal activities such as murder, attempted murder, drug trafficking, firearms offences, assaults, human trafficking robberies, and home / apartment takeovers.

In response to the increased gang activity and gun violence, the OPS redirected resources and assets from across the organization to focus police efforts on gangs and gun violence. The Guns and Gangs Unit has made positive gains since its inception.

Between January and May 2015, the OPS attended numerous community safety forums in a variety of neighbourhoods, including Michelle Heights, Heron Road area, and Lowertown. These public consultations assisted in educating and raising awareness in the community regarding the gun and gang situation, what the OPS does to combat gun violence, and gave the Service the opportunity to emphasize the important role of community in reporting gun and gang-related crimes to police. These meetings also provided a platform to receive important feedback from the community and for officers that assist the Guns and Gangs Unit and the Direct Action Response Team (DART) to be strategic and effective in addressing this issue.

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can stop
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VIOLENCE
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Criminals don't.

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or Crime Stoppers: 1-800-222-8477



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Community outreach throughout the year included the Gang and Trauma Conference in February, where Staff Sergeant Ken Bryden spoke to approximately 250 police officers, teachers and community groups that work in the area with Ottawa's gang members.

The OPS remains committed to supporting the wider Ottawa Gang Strategy (2013-2016), working 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.

Guns and Gangs Activity

	2014	2015
Incidents of shots fired	49	46
Street gang	32	21
Non-street gang	5	8
Unknown	12	17
Homicides	3	3
With a firearm (non-gang)	1	1
With a firearm (gang-related)	0	2
Other means (gang-related)	2	0
Crime guns seized	53	80
Handgun	29	39
Rifle/Shotgun	24	41
Charges by Guns and Gangs Unit	--	902
Gang members deported by Canadian Border Services Agency (CBSA)	2	1

DRUG INVESTIGATIONS

Drug trafficking is a serious concern in our community that impacts other criminal activity as well as safety and security.

Investigators face more challenges by changing legislative demands, criminal case law decisions, new technology being used by criminals, as well as emerging substances such as Fentanyl powder and designer drugs.

"All these factors have increased the burden and demands on investigative resources," said Staff Sergeant Ian McDonell, head of the Drug Unit.

It's the mandate of the Ottawa Police Drug Unit to enforce the provisions of the Controlled Drugs and Substances Act and other federal statutes.

"The Unit investigates drug offences that can range from street level drug trafficking to large scale investigations targeting Organized Crime groups responsible for the production/manufacturing, importation and distribution of large quantities of drugs in the City of Ottawa," said Staff Sergeant McDonell. "More and more, we are seeing young people getting involved in this type of criminal activity and using weapons."

In cooperation with the Guns and Gangs Section, the Drug Unit conducted numerous investigations in 2015 that targeted persons of interest to Guns and Gangs Section who were using firearms in their drug trafficking.

These investigations resulted in 29 people being charged with 247 offences. As well, seven firearms, 134 rounds of ammunition, 11 other prohibited weapons and one bullet proof vest were seized.



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"The items seized in these investigations show there is an increasing co-relation between criminal drug activity and the potential for gun violence," said S/Sgt. McDonell. "These joint investigations are important, as they take dangerous drugs and guns off our streets."

In the Fall of 2015 the Drug Unit concluded their outdoor marihuana eradication project. Police identified 15 locations across the city and seized a total of 1,505 marihuana plants (or approximately 2000 kgs).

"The seizure of this quantity of marihuana represents a significant loss of profits, used to finance a variety of criminal enterprises including gun smuggling, human trafficking and cocaine importation," said S/Sgt. McDonell. "These operations have a positive impact on the safety of our community."

Similar investigations targeting low - mid level drug traffickers were carried out by the Street Crime Unit.

Project Shadow, a four month undercover project conducted in May 2015 that targeted low level drug dealers, saw 52 people charged with 202 offences relating to trafficking of crack cocaine, prescription pills and marijuana.

Project "Freeze" in December 2015 resulted in 28 adults being charged in relation to street level drugs in the ByWard Market area.

"We will be doing similar joint projects and investigations in 2016," said S/Sgt. McDonell, "and promoting public awareness of the safety and health concerns that arise from the drug trade."

Traffic Stop: Firearm and Drug Seizure

In February 2015, East Patrol conducted a traffic stop on a vehicle where the driver falsely identified himself.

Upon querying the vehicle, the man was found to be a prohibited driver.

Searches of the vehicle resulted in the seizure of drugs, Canadian currency, ammunition, and firearms including a handgun and three new 12 gauge shotguns.

The 36 year old was charged with several firearm and drug related charges.

Although enforcement on its own is not the sole answer to the issue of the presence of drugs and drug dealers in our community, we continue to support our partners' efforts on intervention, prevention, and neighbourhood cohesion through the Ottawa Gang Strategy.

At the end of February 2015, the OPS participated in Crime Prevention Ottawa's Gangs, Trauma, and Community: Improving Outcomes conference.

The conference was geared towards working with front line service providers to better align programs and approaches to the street gang issue.



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TRAFFIC SAFETY

The Ottawa Police public survey on policing services consistently identify distracted driving and speeding cars as the two top concerns of residents.

To address these concerns and other Highway Traffic Act infractions, the Ottawa Police created a traffic plan that addresses road safety through education, enforcement, engineering and emergency response.

In addition to patrol units, officers dedicated specifically to traffic issues are on Ottawa roads every day. One of the officers working in our Traffic Section is Sgt. Eddie Yeoumans, who has been a police officer for 22 years.

"Our objective is to reduce injuries and fatalities," said Sgt. Yeoumans. "One of the biggest dangers facing road users is drivers using cell phones. Give driving your full attention. Your text or phone call can wait."

City wide enforcement blitzes targeting texting drivers were conducted throughout the year. Despite ongoing monitoring, in September 2015, the Ottawa Police Service Traffic Unit handed out 89 Provincial Offence Notices (PON) for handheld communication devices in just a few hours. The fine for using the phone while driving is \$490 and three demerit points.

"Distracted driving can be just as dangerous as impaired driving," said Sgt. Yeoumans. "Most people wouldn't get behind the wheel after drinking, but they don't realize the risk associated to cell phone use while driving."

That's why the Ottawa Police is taking the unique approach of educating young people before they even start driving in a campaign called Leave the Phone Alone. It is available to all Ottawa schools in both official languages.

Speeding remains one of the top causes of injuries and fatalities on Ontario Roadways. In 2015, the Ottawa Police issued 15318 tickets for speeding. This number was up by 370 instances from 2014.

"Speed limits are there for a reason," said Sgt. Yeoumans. "Going even 10 kilometres over the speed limit means you will need more distance to stop. It could be the difference between hitting a cyclist, pedestrian or road hazard and safely stopping."

Sgt. Yeoumans would like to remind drivers that cyclists and pedestrians are the most vulnerable road users, so give them extra care and attention. "We have over a million people living in, working in or visiting our city every day. Not only do we have a lot of roadways, people are using all kinds of means to travel between where they are and where they want to go."

That's why the Traffic plan accounts for all road users: buses, cars, cyclists, motorcycles, and pedestrians.

"Not only does the traffic plan look at streets in our city, it encompasses waterways, bike paths and skidoo trails too," said Sgt. Yeoumans. "So that adds other vehicles like boats and skidoos that drivers have to use responsibly and follow the rules under federal, provincial and municipal laws."

Enforcement campaigns delivered throughout the year encompass programs and partnerships around road safety like RIDE programs, Leave the Phone Alone and Canada Road Safety Week. These initiatives include other police agencies, like the OPP, Gatineau Police and the RCMP and municipal groups like Safer Roads Ottawa (SRO), Ottawa Paramedic Services and Ottawa Fire Services.

"Police can't be everywhere. We all have a responsibility to be vigilant and follow the rules of the road. Make road safety part of your driving behaviour, everyday."



MAKING A DIFFERENCE

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Leave the Phone Alone Distracted Driving Campaign



Between 2009 and 2013 there were over 6,463 injuries and 18 fatalities in Ontario that involved distracted driving. In 2013, 40% of collisions in Ottawa were the result of distracted driving, with cellphone use identified as the most prevalent form of distraction.

The OPS partnered with Safer Roads Ottawa, Bell Media (CTV, TSN 1200, SFRA, Magic 100), the Canadian Automobile Association (CAA), the Canadian Council of Motor Transport

Administrators (CCMTA), the Ottawa RedBlacks, and Ottawa's four school boards, to provide a distracted-driving education, awareness and enforcement campaign called Leave the Phone Alone (LTPA).

This program is aimed at educating the public and initiating a cultural change in the perception of drivers to one that lets people know that texting and driving is dangerous and illegal. The age group most at risk for being involved in a distracted driving collision is drivers 16- to 29-years-old. Therefore, a unique element of the campaign is to educate future drivers to leave the phone alone before they even begin driving.

A free LTPA education kit provides teachers with age-appropriate materials for students to learn about the dangers of distracted driving. Two complete kits are offered for different age groups and contain information for teachers to present to students as part of the school curriculum.

Since its implementation in 2014, the program has continued to grow. More community partners are coming on board to help deliver the LTPA campaign, including local colleges and universities.

Details of the program were recently presented at both the Ontario Association of Chiefs of Police (OACP) and the Canadian Association of Chiefs of Police (CACP) annual meetings, and were received very positively. As a result, materials have been shared with other police services across the country so that they can provide similar programs in their communities.



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Traffic and Road Safety

Criminal Code Traffic Offences

2014: 810

2015: 824

+1.7%



Provincial Traffic Offences

2014: 109,316

2015: 99,589

-9%



Fatal Collisions

2014: 24

2015: 17

-29%



Fatalities

2014: 25

2015: 19

-24%



Road Safety Statistics

In 2015, Criminal Code Traffic Offences grew by 1.7% or 14 incidents. The increase can be attributed to more Impaired Operation of Vehicle offences (2%) and Dangerous Operation of Motor Vehicle (9%) 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 driver 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 2015, Provincial Traffic Offences (Part I) declined by 9,700, almost a -9% reduction over the previous year. This decrease is primarily related to 11,000 fewer warnings (-15%) being issued, 60% of which were related to document offences.

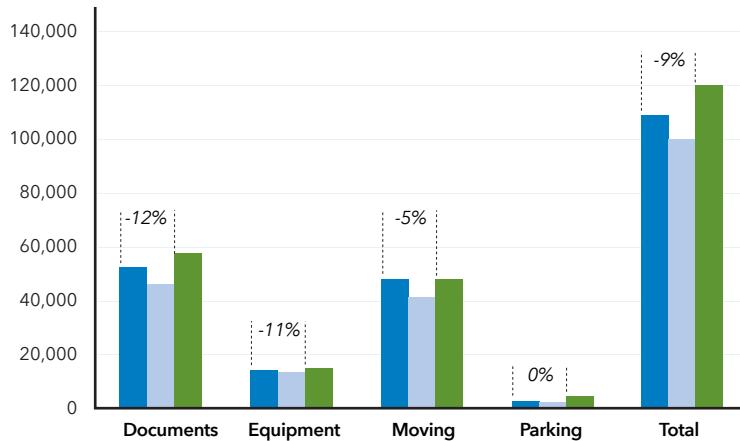
Overall collisions increased by 1% in 2015 to 17,301, with property damage collisions accounting for 84% of all incidents investigated by the OPS. There were 2,600 collisions resulting in injury last year. In 2015, fatal collisions declined by -29% from the previous year, or seven incidents. Similarly, the number of persons killed (fatalities) as a result of collisions decreased -24% from 25 to 19. Five fewer vulnerable road users lost their lives as a result of motor vehicle collisions in 2015 and two fewer passengers.



MAKING A DIFFERENCE

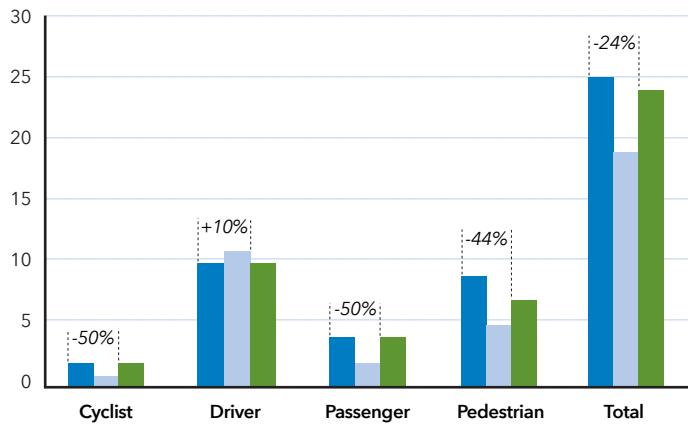
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Ottawa Traffic Offence Notices (2014-2015)



	Documents	Equipment	Moving	Parking	Total
2014	52,060	14,499	47,752	5	109,316
2015	45,817	12,959	40,808	5	99,589
5-Year Average	57,173	15,211	47,822	12	120,218

Road Fatalities (2014-2015)



	Cyclist	Driver	Passenger	Pedestrian	Total
2014	2	10	4	9	25
2015	1	11	2	5	19
5-Year Average	2	10	4	7	23



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HUMAN TRAFFICKING



Coordinated Provincial Human Trafficking Investigation

The Ottawa Police Service was one of 21 police services to take part in the third instalment of a provincial human trafficking suppression project called Operation Northern Spotlight.

In June 2015, the Ottawa Police Human Trafficking Unit, with the assistance of the Royal Canadian Mounted Police (RCMP) and the Human Trafficking National Coordination Centre, participated in project Northern Spotlight—an initiative to identify victims of Human Trafficking and raise awareness of the ongoing issues related to Human Trafficking in communities in Ontario and across the country.

As a result, police ensured the safety of six young women, between 14 and 19 years of age, who worked in the sex trade as a minor or against their will. Four of the victims, three 15-year-olds and one 16-year-old, were identified by the Ottawa Police Human Trafficking Unit.

Ninety officers and support staff combined to interview 122 people, including 110 women and offered them information and contacts with community-based support agencies. Locally, Ottawa Police charged a 21-year-old man with 36 criminal offences related to human trafficking, sexual assault and child pornography.

"Human trafficking is a very serious crime. We want victims to know help is available and that police will fully investigate all allegations," said Act. Sergeant Jeff Leblanc of the Human Trafficking Section. "We hope other victims will come forward as a result of this Project."

Ottawa Police Results for "Operation Northern Spotlight IV"

In October 2015, the Ottawa Police Service Human Trafficking Unit (HTU) participated in the fourth edition of Operation Northern Spotlight

At the same time, the FBI jointly ran '*Operation Cross Country*'—a collaborative effort across the United States involving all levels of police, working together to rescue/recover child sex trafficking victims. Dating back to 2003, this annual initiative has identified and recovered thousands of child sex trafficking victims in the U.S. over eight instalments.

In the spring of 2015, the FBI reached out to share information and work together with Canadian police in a collaborative effort to fight this borderless crime. At that time, a plan was formulated for Canadian and American law enforcement to work together on an international joint initiative to rescue and recover human trafficking victims forced to work in the sex trade as a minor or against their will. More than 500 U.S. police services participated in this initiative.

The Cornwall Police and the RCMP Human Trafficking National Coordination Centre joined the Ottawa Police for the project.

"In Ottawa, 11 sex trade workers were contacted during Operation Northern Spotlight," said Act. S/Sgt Jeff LeBlanc, Human Trafficking Unit. One 17 year old female victim of human trafficking was recovered resulting in the arrest of two adult males.

A total of 11 criminal charges were laid.



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Ottawa Man Charged with 76 Offences Including Trafficking in Persons

In September 2015, the Ottawa Police Human Trafficking Unit concluded a four month long investigation with the execution of search warrants and the arrest of two individuals.

"In late April 2015, an organized prostitution/human trafficking operation was discovered by HTU during a joint community safety project focusing on massage parlours," said Act. S/Sgt Jeff LeBlanc, "A follow-up investigation identified links between several locations which advertised sexual services."

Search warrants were executed at three Ottawa residences. Two adults were arrested and police made the seizure of \$14,000 in cash. A 33 year old Ottawa man was charged with multiple criminal offences.

SERVICE INITIATIVE

The OPS launched the Service Initiative (SI) Program to enhance the sustainability of its policing model. Geared towards continuous improvement of service delivery and a renewed focus on policing responsibilities, the SI is meant 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.

When the SI was first launched, an internal review was conducted with Members from across the organization to look for opportunities to be more effective and efficient in how we serve the community. This review helped to identify five areas of the OPS police model to focus efforts:

Demand Management which is about reducing demands on police resources across the organization;

Frontline Deployment which is about improving how we deploy frontline officers in the community and coordinate their efforts;

Investigative which is about better serving victims of crime and holding offenders accountable through improved investigative processes;

Control Centre which is about leveraging intelligence information to improve public and officer safety; and,

Courts which is about streamlining processes related to court file quality and management, court attendance, and prisoner management.

The OPS will be looking to implement a number of incremental changes to its policing model over the next few years to improve service, realize money and/or person hour efficiencies, create cost recovery or revenue opportunities, and enhance partnerships. Building on its community policing philosophy, the OPS will be including partners, stakeholders, and the public, as key contributors to these changes. Members will also continue to play an integral role in this process.

Policing services come at a cost to taxpayers and over the years that cost has risen due to a number of pressures. Through the SI Program, the OPS is taking an in-depth look at how it operates to ensure it is focused on core policing and continues to be recognized as a trusted partner in community safety.



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IT ROADMAP UPDATE

Information Technology (IT) provides essential tools for policing. Properly applied, these tools will help the OPS meet the goals set out in its 2016-2018 Business Plan and support organization-wide transformation of work in an efficient and cost-effective manner. Enhancing officer safety, reducing the administrative burden on personnel – both sworn and civilian – and providing increasingly improved service to the public are also benefits to be achieved.

Information Management (IM) is also critical to the success of the OPS. Policing relies upon complex, often decentralized and rapidly growing amounts of data, both for its operational and business functions. Effective police organizations must manage the timely input, reconciliation and flow of data to perform critical analysis and predict the likelihood of certain occurrences. Analytics are becoming the lifeblood of modern policing and are the expected way to deliver timely, accurate information to Members and meet community service needs.

To this end, the OPS is just beginning the journey of implementing an Information Technology Services Modernization Program (ITSMP) to enable service improvements and transform operations by leveraging technology and information. The roadmap is comprised of a number of elements that together will create the integrated environment needed to support OPS' transformation.



This initiative will equip the OPS with the necessary capabilities to continue to meet the needs of citizens and improve service delivery in an increasingly digital world.

THE GROWING POWER OF SOCIAL MEDIA



In 2015, our social media showed us how engaged the citizens of Ottawa really are. More and more, people are actively participating in sharing messages that not only help build awareness on important topics that affect our community, but also demonstrate concern and empathy to those in need.

Ottawa Cares

Ottawa Police social media content continues to be a mix of investigative files as well as current police-related news and crime prevention information. In particular, posts about missing persons is our most shared content, reaching upwards of a 1.8 million potential impressions on Twitter and 270,000 on Facebook. In fact, when a 12 year old boy went missing on December 22, 2015, citizens of Ottawa shared the Ottawa Police's Facebook and Twitter messages almost 3,000 times resulting in more than 10,000 people being engaged on the topic solely through our social media. This, of course, does not account for all the engagement resulting from other media spreading the news as well. Thankfully, the boy was found safe and sound the following day after OC Transpo security noticed him in a bus shelter.

We would like to thank Ottawa's social media users; we couldn't do it without you. For all the missing persons, people that needed to be identified and found, and messages that you continue to share, thank you.



OUR PERFORMANCE



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Performance Measurement Framework

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- Reduce crime and victimization
- Call offenders to account
- Reduce fear and enhance personal security
- Ensure civility in public spaces through neighbourhood problem solving
- Use force and authority fairly, efficiently and effectively
- Use financial resources fairly, efficiently and effectively
- Ensure quality of service and customer satisfaction
- Member engagement



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 our mission, 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 the Public Safety Canada's Economics of Policing Summit and the Citizen Advisory Committee.

This section provides residents with information on a range of indicators selected for their relevance to the citizens of Ottawa, various levels of government, and policing standards and practices.

CRIME STATISTICS

In 2015, the overall crime rate in Ottawa dropped -2% to 3,235 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. Over the past five years the CSI has fallen -17% in Ottawa; however, increased by 3% last year. The result was due to increases in select violent and non-violent offence categories such as attempted murder and break-and-enter.

Ottawa's Crime Trends for the City and by Wards, 2014-2015

Ottawa's Crime Statistics

Crime Rate

2014: 3,302.5
2015: 3,235.6

-2.0%



Reported Crime

2014: 31,431
2015: 31,086

-1.1%



Crime Severity Index

2014: 42.6
2015: 44.0

+3.4%



Clearance Rate%

2014: 36.6%
2015: 36.0%

-0.6%





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Violent Crime

Violent Crime			
Crime Rate	Reported Crime	Crime Severity Index	Clearance Rate%
2014: 555.4	2014: 5,286	2014: 45.5	2014: 55.0%
2015: 543.0	2015: 5,217	2015: 48.8	2015: 55.9%
-2.2%		-1.3%	
		+7.3%	
			+0.9%

A violent crime is any crime in which an offender uses or threatens to use force on a victim. In Ottawa, the violent crime rate declined by -2.2% in 2015, down to 543 incidents per 100,000 population.

There were seven homicides in Ottawa in 2015—all of which have been solved.

In addition, First Degree Murder charges were laid against an Ottawa man in three homicides that took place in 2007.

Despite declines in the rate and number of reported offences, the overall severity of violent crime increased by 7.3% in 2015. This was driven by an increase in attempt murder, robbery, assaults, sexual violations, and abduction offences. The clearance rate for violent crime improved by 1% last year, to nearly 56%.

First Degree Murder Charges Laid in Three Homicides

On February 20, 2015, the Ottawa Police Major Crime Section charged Ian Bush, 59 years old of Ottawa with three counts of First Degree Murder in connection to the June 30, 2007 homicides of Alban Garon, Raymonde Garon, and Marie-Claire Beniskos.

The Robbery Unit also laid eleven (11) additional charges for firearms offences against Bush in relation to the December 18, 2014 home invasion of a 101 year old man on Durham Private.

The investigation into the December home invasion prompted investigators to consider Bush as a suspect for the June 2007 homicides. Investigators worked to establish evidence, which include DNA, to warrant the homicide charges.

"Identifying and arresting the person responsible for the 2007 triple homicide has remained a priority for the Ottawa Police," said Deputy Chief Jill Skinner. "I want to thank our Major Crime and Forensic Identification officers. They never gave up and relentlessly pursued this complex file. I also want to acknowledge the recent contribution of the Robbery Unit to this file."

Police work related to this file continues. As with any major case investigation, Ottawa Police are reviewing unsolved files for any similarities.



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Non-Violent Crime

Non-Violent Crime			
Non-Violent Crime Rate	Reported Crime	Crime Severity Index	Clearance Rate%
2014: 2,747.1	2014: 26,145	2014: 41.4	2014: 32.9%
2015: 2,692.6	2015: 25,869	2015: 42.2	2015: 31.9%
-2.0%	-1.1%	+1.9%	-0.9%

Non-violent crime includes both property-related offences and other Criminal Code of Canada offences. The volume of non-violent crime has continued to decline over the past five years, from more than 31,700 offences in 2011 to 25,869 last year. Theft under \$5,000 and mischief offences represent more than 50% of all criminal offences across the city.

Contributing to the -2% decline in non-violent crime rate were fewer Arson offences (-19%), Mischief (-12%), and Theft under \$5,000 (-2%). Conversely, break-and-enter offences increased

10% and incidents of fraud grew by 17%. As a result of the increases, the crime severity index for non-violent crime also rose by 1.9% to 42.2. The clearance rate for property crimes dropped slightly to 31.9% from 2014.

CALLS FOR SERVICE

The OPS received 811,419 calls in 2015, which included info-desk inquiries, call-centre communications, officer-initiated calls, switchboard calls and emergency calls to 911 and 613-230-6211. More than 330,000 calls were

Emergency Calls For Service

Total Dispatch Calls	P1 Emergency Calls	P1 Response Performance	Service Time (hours)
2014: 340,775	2014: 4,099	2014: 95.1%	2014: 271,976.4
2015: 334,480	2015: 3,900	2015: 94.0%	2015: 263,528.2
-1.8%	-4.9%	-1.1%	-3.1%



OUR PERFORMANCE

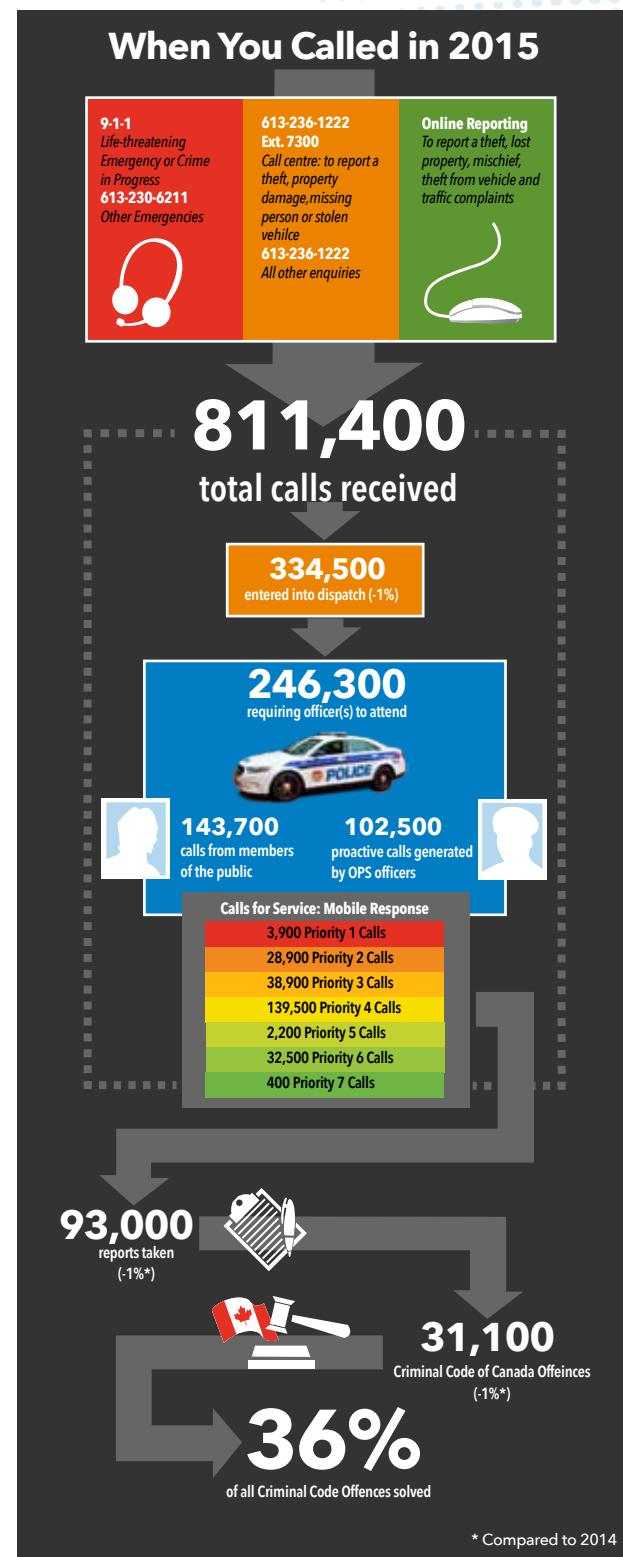
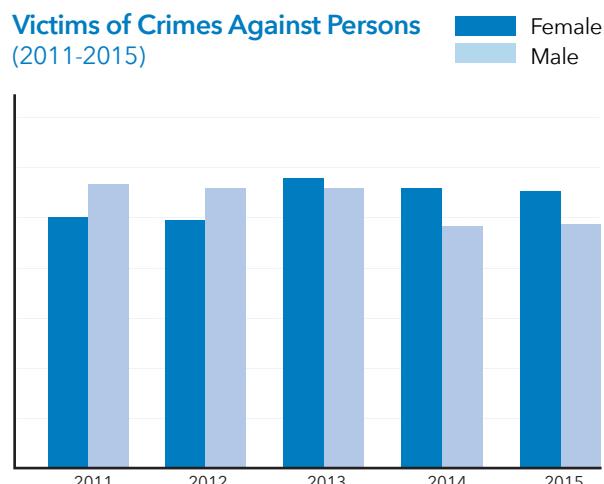
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entered into the OPS computer-aided dispatch system (CAD), with approximately 75% requiring an on-scene police presence. Nearly 4,000 calls were assessed as Priority 1, which means there was an imminent danger to life. For these Priority 1 calls, OPS arrived on scene within 15 minutes, 94% 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 2015 service time fell by -3% to 263,500 hours. The decline was mainly attributed to fewer patrol hours spent responding to and dealing with collisions, which has been supported by the introduction of Collision Reporting Centres.

ASSISTANCE TO VICTIMS

From 2011 to 2015, approximately, 26,700 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.





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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.

In 2015, the unit responded to 5,530 calls and supported more than 6,648 interventions. This is a 79% increase over the 3,090 calls for service the unit supported in 2014. The increase is predominantly related to a revised partnership agreement with Ottawa Victim Services (OVS). This year the unit has had many notable accomplishments:

- Revised partnership agreement with OVS to increase the capacity to serve victims of crime;
- Worked in partnership with the Nepean Rideau Community Resource Center, Algonquin College and the Council on Aging to deliver a series of events during the National Victims of Crime Awareness Week; and

- Developed a Multi-Agency Risk Assessment Tool (MRAT) that provides the ability to manage the high-risk partner assault victims through online sharing of information.

COST OF POLICING

The OPS recognizes the community's expectation that an organization should deliver value for the money spent. The net expenditures for 2015 are presented in the table below and highlights a surplus of \$70,930. This surplus was a result of increases in revenues and recoveries, as well as some efficiencies and reduced expenditures. These offset pressures caused by overtime costs, Collision Reporting Centres (CRC) revenue shortfall, and insurance and legal settlements.

Cost of Policing

2014: **\$261.1 million**

2015: **\$269.8 million**

+3.3%



Change in Expenditures, Budget and Actual 2014-2015

	2014		2015		% Change 2014-2015		5-Year Average	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
Compensation/Benefits	238,121	240,911	246,994	248,915	3.7%	3.3%	231,843	234,449
Material & Services	17,409	18,010	19,872	19,959	14.1%	10.8%	16,031	16,165
Other Internal Costs	8,542	8,821	8,445	9,264	-1.1%	5.0%	8,120	8,591
Financial Charges	17,523	16,923	19,024	19,789	8.6%	16.9%	18,630	18,622
Fleet Costs	4,995	4,606	4,293	4,125	-14.1%	-10.4%	4,769	4,765
Transfer/Grants	27	22	27	24	0.0%	9.1%	27	23
Total Gross Expenditures	286,617	289,923	298,655	302,076	4.2%	4.2%	279,420	282,740
Recoveries & Allowcations	(24,736)	(28,144)	(28,757)	(32,248)	16.3%	14.6%	(24,981)	(28,378)
Total Net Expenditures	261,881	261,149	269,898	269,828	3.1%	3.3%	254,439	254,235

For more information on the OPS budget, please visit ottawapolice.ca or to access the 2015 Annual Financial Report please visit ottawapoliceboard.ca.



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Efficiencies and Reduced Expenditures

The 2015 budget included a provision for an increase in user fees under the new radio system. The implementation date for the new system has been delayed, creating a \$700,000 in savings. There was also reduced spending of \$80,000 in various other supplies and equipment accounts for a savings total of \$780,000.

Paid Duty and Other Revenue

Paid duty revenue has provided surpluses in past years, a trend that continued in 2015 by bringing in \$1,100,000. In addition, revenues generated from records-clearance checks generated a surplus of \$200,000.

Compensation and Benefits

The OPS compensation area generated a savings of \$1,650,000. There were several areas where positive variances occurred, including savings due to reduced retirement costs (\$1,150,000), benefits claims experience on retired as well as active members (\$350,000), and a surplus in WSIB costs (\$150,000).

Court Overtime

The past several years court overtime has been contributing to year-end surpluses and this trend continued in 2015. Court overtime ended the year with a surplus of \$650,000.

Facilities Operating Costs

In past years, the facility operating costs for OPS have provided surpluses, and 2015 was no exception. The year ended with a net surplus of \$350,000 in the overall facility budgets, including reduced charges to OPS from the city of Ottawa for facility maintenance services.

Fuel Costs

The OPS ended the year with a \$40,000 surplus in its fuel accounts.

Overtime and On Call Costs

Overtime ended the year with a deficit of \$2.1 million. Utilization of the Emergency Services Unit (ESU), the taxi strike at the airport and several homicides had significant impacts on the overtime budget, but the overriding pressure was due to staff shortages. The number of sections eligible to be placed on-call in 2015 was expanded and, as this change occurred after the budget was finalized, a pressure of \$450,000 was created.

Revenue from Collision Reporting Centers (CRC) & Other Revenue

Enrolment of more insurance company clients in the Automatic Payment Plan (APP) has been slower than anticipated creating a deficit of \$900,000. Staff is in the process of finalizing an agreement with an industry leading client which will help to improve revenue for 2016. False alarm revenue experienced a shortfall of \$215,000 and the cost recovery for vehicle impound fees did not commence in 2015 resulting in a shortfall of \$135,000.

Insurance and Legal Settlements

The OPS is self-insured for claims up to \$3 million. Currently there are over 90 claims outstanding. As settlements occur they are approved as required, reported to the Ottawa Police Services Board (OPSB) 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 \$700,000 and legal costs ended the year with a pressure of \$200,000.

Grant Funding Partnerships

In 2015, the OPS secured more than \$10 million through government partnerships. These are outlined on the next page.



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Grant Funding Partnerships

Provincial Strategy to Protect Children from Sexual Abuse and Exploitation on the Internet \$494,754	Reduce Impaired Driving Everywhere (RIDE) \$51,323 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.
Provincial Anti-Violence Intervention Strategy (PAVIS) \$482,232	Provincial Community Policing Partnership (CPP) \$992,368 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.
Youth in Policing Initiative (YIPI) \$213,660	Intersect Situational Awareness Network (ISAN) \$250,000 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).
Provincial Safety Communities 1,000 Officers Partnership \$3,505,002	Provincial Electronic Surveillance Equipment Program (PESEDP) \$105,188 PESEDP funds activities directed at organized and serious crime, and initiatives focused on proceeds of crime.
Court Security Prisoner Transport (CSPT) \$2,466,714	Federal Support for Extraordinary Policing Costs in the Nation's Capital 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.
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.	



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COMMUNITY SATISFACTION



CRIME

- 51% of respondents are under the impression that crime has increased across Ottawa over the past three years, compared to 33% in 2012.
- Ottawa residents are, on average, more concerned about crime in the city as a whole than in their neighbourhood.

NEIGHBOURHOOD SAFETY

- 66% of respondents have the perception that there is less crime in their own neighbourhood versus the city as a whole.
- 95% felt safe in their own homes and 90% felt safe in their neighbourhood during the day.

A total of 16,000 survey invitation letters were mailed out across all wards: 4,328 were completed, resulting in a response rate of 27.5% compared to 20.4% in 2012. For more information on the 2015 Public Survey, including citywide results, please refer to the OPS Highlights located on ottawapolice.ca.

The OPS and the Ottawa Police Services Board (OPSB) regularly seek input on residents' perception of safety and security in their communities, concerns about crime, priorities for the police, and residents' satisfaction with police services.

The information collected from the Public Survey assists the OPS to identify priorities, areas for improvement and helps the development of the Business Plan, published every three years.

City's Top 5 Concerns

1 Distracted driving	86%
2 Speeding cars / aggressive driving	80%
3 Street gangs	79%
4 Presence of drugs / dealers	76%
5 Youth crime	74%

Top 5 Concerns:

Main concerns about the neighbourhood and the City of Ottawa are similar to those observed in 2012.

The vast majority (82%) of citizens are satisfied with the quality of service offered by the OPS.

- The majority of Ottawa citizens (73%) provided the OPS with a good performance rating in terms of ensuring the safety and security of the citizens of Ottawa, 6-point increase in 2015;
- The highest rated aspects of performance were: ensuring public safety and security at public events, providing services in both official languages, and responding promptly to emergency calls (> 80%); and
- The two elements that received the lowest score are: using financial and human resources efficiently and wisely (48%) and the police presence on foot or bicycle (41%).



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Performance of OPS Relative to Other Police Services

Statistics Canada's 2013 General Social Survey reported that Ottawa residents have a high degree of satisfaction with local police. Residents of Ottawa rated local police performance higher than the average for all Census Metropolitan Areas (CMAs) in every aspect assessed:

Statistics Canada 2013 General Social Survey (released in 2015)



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 348 complaints generated in 2015, a -10% decline compared to 2014. Both public complaints (-18%) and Chief's complaints (-4%) contributed to the result last year.

Professional Standards

Complaints Against Conduct of Police Officers

2014: 381

2015: 348

-10%



Policy & Service Complaints

2014: 11

2015: 4

-63%



Complaints Resulting in Discipline

2014: 23

2015: 29

+26%



Complaints Resolved Within Year Received

2014: 59%

2015: 91%

+32%





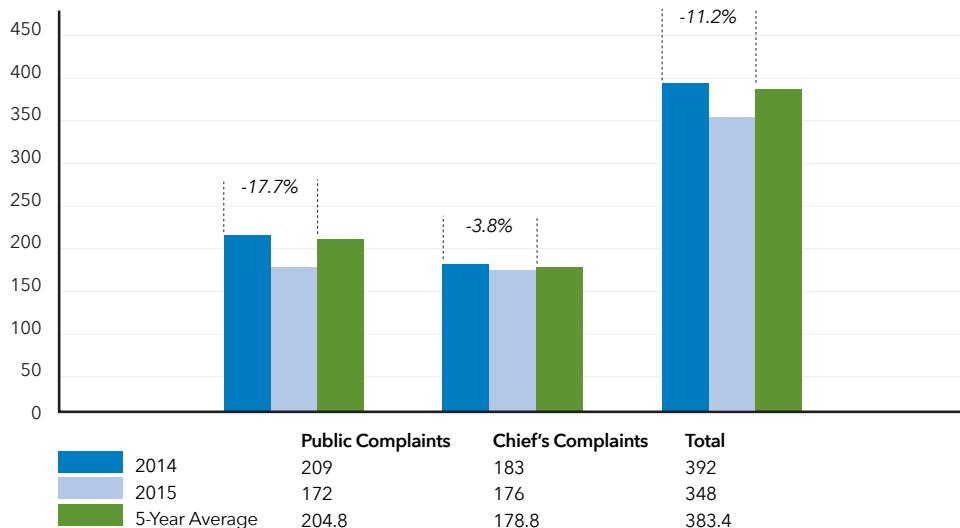
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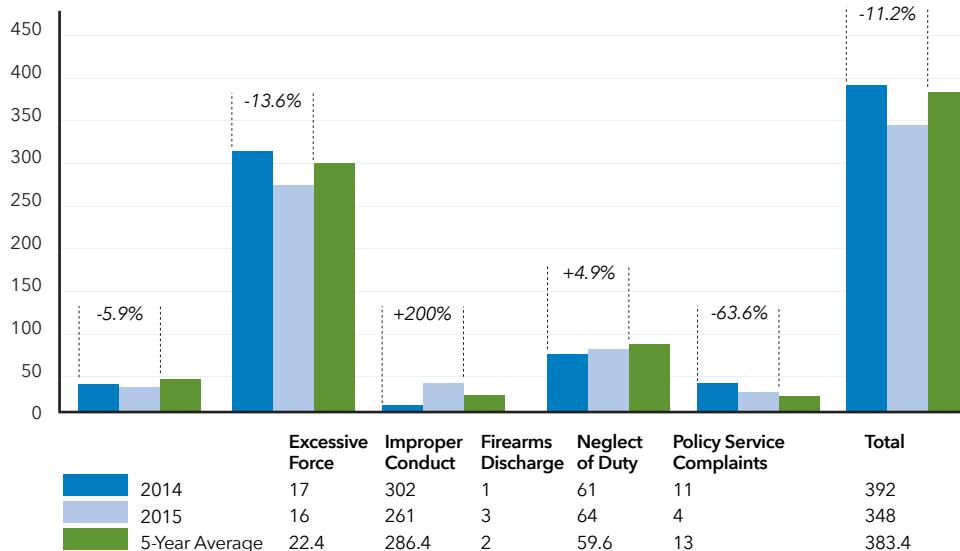
Complaints Received, 2014-2015

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 (2014-2015)



Complaints by Category (2014-2015)



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



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Top 5 Reasons for Discipline

OPS motor vehicle collisions	Breaches of the Canadian Police Information Centre (CPIC) & the Records Management System (RMS)	Red-light camera infractions in an OPS vehicle	Off duty conduct (criminal charges against officer)	Inappropriate language (swearing)

Top 5 Complaint Types Received

Misuse of police resources including the Canadian Police Information Centre (CPIC) & the Records Management System (RMS)	Abuse of authority (displays of rude, arrogant attitudes)	Inadequate investigation (fails to lay charges, fails to contact complainant)	Off duty conduct (criminal charges against officer)	Inappropriate language (swearing)

USE OF FORCE

In the course of their duties, officers are occasionally faced with situations that require them to use force in order to protect public safety and themselves. 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.

Use of Force

Use of Force Reports

2014: 485

2015: 463

-4.5%



Reports/10,000 Calls

2014: 14.2

2015: 13.8

-3%





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Use-of-Force Options, 2014-2015

Type	2014	2015	5-Year Average	% Change (2014-2015)
Aerosol Weapon	18	18	25	0%
Empty Hand - Hard	31	26	29	-16%
Empty Hand - Soft	33	22	31	-33%
Firearm - Discharged	51	31	47	-39%
Firearm - Pointed	183	196	185	7%
Handgun Drawn	283	202	237	-29%
Impact - Hard	10	14	12	40%
Impact - Soft	1	3	6	200%
Other *	177	182	151	3%

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

Alongside any use-of-force options, it is critically important to employ good communication skills. 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 2015, members of the OPS filed 463 use-of-force reports, which is nearly a 5% decrease from the 485 reports filed in 2014. 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 above.

The frequency of firearms drawn and pointed declined in 2015. 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) rose in 2015. 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. The use of hard physical control decreased from last year.



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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 3% in 2015, compared to 2014.

Conducted Energy Weapons

The OPSB approved a two-year plan in April 2014 to purchase an additional 100 CEW devices, and expand access to additional “officer classes”. Previously, access had been restricted to members of the Tactical team and frontline supervisors at OPS.

By the end of 2015, the training had been completed and an additional 100 CEWs had been issued to members of Patrol (who met criteria outlined in policy), bringing the total number of available CEWs at OPS to 297. Before these changes, there were between five to fifteen CEWs available on the road for the entire City of Ottawa at any point in time.



With the expansion of access and purchase of the 100 additional devices, the number of CEWs on the road at any time now ranges from between 29 and 50.

In addition, CEW Operator Training was increased in 2015 from 8 hours to 12 hours, with additional time being devoted to judgment-based training and de-escalation techniques.

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.

TRAFFIC STOP RACE DATA COLLECTION



The Traffic Stop Race Data Collection Project, the result of a 2012 agreement reached between the Ottawa Police Services Board (OPSB) and the Ontario Human Rights Commission (OHRC), requires officers to record their perception of the driver's race, by observation only, for traffic stops for a two-year period from June 2013 to June 2015.

In December 2015, the Ottawa Police Service (OPS) completed the data extraction and delivered it to the York Research Team for analysis. The data analysis and report writing is on track, with the final recommendations expected in the fall of 2016.



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The OPS has continued data collection beyond the original two-year agreement, and is now in its third year of data collection with over 153,000 traffic stops recorded.

The OPS has an ongoing commitment to this project, and police and community engagement continues. With considerable investment in consultation and engagement, the OPS has continued to demonstrate professionalism and leadership to advance the study of race data collection in Canada while contributing to open dialogue and building community trust.

Full information, including the agreement, project updates, and opportunities to stay engaged are available online at: ottawapolice.ca/race.

PROVINCIAL STREET CHECK REVIEW

In 2015, the Ontario government announced it would conduct public consultations over the summer as part of an effort to standardize Street Checks by creating province-wide rules to ensure these encounters are consistent, without bias, and carried out in a manner that promotes public confidence in order to maintain the use of a valuable tool for police.

The Ottawa Police Service welcomed the government's decision to standardize street checks and was already engaged in an operational review of how Street Checks are performed prior to the provincial announcement. The review included research and initial consultations with members of the public, academics, community organizations, members of the police service and other stakeholders to identify key issues.

In pursuit of our ongoing work related to ensuring a professional and bias-free police service, it was important to build on the extensive community-police dialogue over the last three years with the Traffic Stop Race Based Data Collection Project, and contribute to the provincial street check consultation process.

In addition to creating a project webpage and promoting the provincial consultation sessions and online feedback form, the Ottawa Police Service held five well attended sessions with over 75 people who represented over 40 different organizations.

Following the province-wide consultation efforts in 2015, the province filed a new Regulation earlier this year under the Police Services Act regarding the "Collection of Identifying Information in Certain Circumstances - Prohibition and Duties", commonly referred to as the "Street Checks Regulation".

The Regulation establishes rules for: data collection, retention, access and management; training; and reporting requirements, that all police services must implement by January 1, 2017. The Regulation further requires the establishment of policy and procedures by July 1, 2016.

The Ontario Association of Chiefs of Police created a working group to ensure consistent implementation across the province. Street Checks Project Lead, Inspector Mark Patterson is also participating on this provincial working group.

For up to date project information, please visit: ottawapolice.ca/streetchecks.



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