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# 2014 ANNUAL REPORT

OTTAWA POLICE SERVICE | OTTAWAPOLICE.CA



OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA

*The Trusted Leader in Policing*  
*Le chef de file de confiance dans la police*



**WELCOME**

## MESSAGE FROM THE CHAIR, OTTAWA POLICE SERVICE BOARD, COUNCILLOR ELI EL-CHANTIRY



On behalf of the Ottawa Police Service Board, I am pleased to introduce the 2014 Annual Report of the Ottawa Police Service.

The Board worked hard through out 2014 to provide good governance and strategic direction for the Police Service, fulfilling its obligation under the Police

Services Act to ensure adequate and effective police services. I want to thank each member of the Board for their commitment and contributions, and I look forward to what we can accomplish together in 2015 as we continue to implement the goals and objectives in our 2013-2015 Business Plan.

In February 2014 we said farewell to provincially-appointed Board member Adriana Doyle, and Mayor Watson completed his term at the end of November. In December, the Board welcomed Councillor Tim Tierney (Ward 11), who joins myself and Councillor Jan Harder (Ward 3) from City Council. Rounding out the Board in 2014 were community representatives Jim Durrell (Vice Chair), Carl Nicholson, and L.A. (Sandy) Smallwood.

The Board addressed some challenging topics in 2014, including the use of conducted energy weapons and continued public dialogue on the Traffic Stop Race Data Collection Project. We are proud to continue to support Chief Bordeleau and members of the Police Service in delivering the services residents and visitors depend on, particularly around the Chief's priorities of guns and gangs, violence against women, and traffic safety.

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.

I look forward to serving as Chair throughout 2015 and continuing to serve the interests of the community.

Sincerely,

Councillor Eli El-Chantiry  
Chair, Ottawa Police Services Board



Front row - left to right - Wendy Fedec, Executive Director, Chair Eli El-Chantiry, Member Suzanne Valiquet, Councillor, Tim Tierney Back row - left to right - Councillor Jan Harder, Vice Chair Jim Durrell, Member Carl Nicholson and Member L.A. (Sandy) Smallwood

## CHIEF'S MESSAGE

The Ottawa Police Service 2014 Annual Report provides us the opportunity to demonstrate the work the members of the Ottawa Police Service do every day keeping our community safe.

It provides the Ottawa Police Services Board and the community we serve important information about our performance, the progress on our priorities and highlights some of the people behind the numbers.

Our effectiveness and strength as a police service is a direct result of the professionalism of our members and the trust and partnerships they build together with our community.

As you will see in this report our members are committed to serving our community. They protect residents, assist victims, enforce the law and raise awareness about important crime and safety trends.

I am proud of their work.

Together, we continue to seek new ways of delivering service that meet new and changing needs and expectations.

I invite you to read through this site or PDF to learn more about our performance and crime statistics. These numbers are important because they help us direct our resources to where they are needed most.

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

Among the statistics in this annual report, you will find information about Criminal Code of Canada (CCC) offences for the City of Ottawa and its 23



Wards - numbers that provide our community with a better understanding of crime and road safety.

Of note, in 2014 we recorded a 2% drop in Ottawa's number of reported crimes, falling to 31,471 offences (excluding traffic offences) and reinforcing our city as one of the safest large urban centres in Canada. There was also a 2% decline in property-related offences, which was driven down by 1,778 fewer cases of theft (\$5,000 and under) and 1,688 fewer cases of mischief.

Overall, we received 244,000 calls that required an on-scene police presence. From these calls, nearly 4,000 were assessed as Priority 1 (which means there was imminent danger to life), for which we achieved the response performance standard of arriving on scene within 15 minutes for 95% of the calls.

This annual report is more than just statistics.

It highlights individual members of our service and the excellent work they do.

The report reviews the ongoing work on our priorities of Guns and Gangs, Road Safety and Violence against Women. Working with our partners, we have been addressing these issues through enforcement, community outreach and prevention strategies.



## By The Numbers

<b>37%</b>	Solvency rate of Criminal Code of Canada Offences
<b>2,796</b>	Square kilometers in the city Ottawa
<b>7 minutes</b>	Average time to arrive on scene for an emergency call
<b>5,500</b>	Victims supported by the Victims Crisis Unit
<b>1,700</b>	Non-emergency occurrence reports taken online
<b>4,500</b>	Number of downloads of the Ottawa Police App
<b>23,488</b>	Number of OPS twitter followers gained in 2014
<b>\$731,900</b>	Budget surplus for 2014
<b>524</b>	Number of officers assigned to emergency response
<b>245,500</b>	Calls requiring a mobile police response
<b>71%</b>	Percentage of OPS members with a post secondary degree
<b>64</b>	Number of languages spoken by OPS members
<b>95,500</b>	Number of occurrence reports taken
<b>85%</b>	Percentage of policing cost attributed to salary
<b>80%</b>	Proportion of the city's land that is rural.

While our members are focused on enforcement in terms of these issues we know that community partnerships and support are key to long term solutions.

Looking back, the 2013-2015 Business Plan was adopted in March 2013 and set the course for the organization. The Plan is a collective response to the concerns that you, the community, have raised. From the Plan we derive our measurable goals and objectives for four strategic priorities – Value, Community, Members and Service. The Plan also takes into account the pressures police face and provides a roadmap for strengthening the day-to-day delivery of our services. This includes how we respond to calls for emergencies or assistance, and how we investigate crime, maintain public order, assist victims, enforce the law and prevent crime.



Charles Bordeleau  
Chief of Police





## PART OF OUR COMMUNITY

## VIOLENCE AGAINST WOMEN



Violence against women (VAW) is a serious and pervasive problem that crosses every culture, social boundary, and affects every community—one of the OPS's top priorities.

Throughout 2014, the OPS continued to engage community partners, such as Crime Prevention Ottawa, to help raise awareness regarding violence against women.

Statistics Canada reports that one in three Canadian women have experienced sexual assault or psychological, emotional or physical abuse from males. Think about the women and girls who live with the daily threat of violence, and those who have died as a result of deliberate acts of violence.

Our officers respond and investigate calls related to this issue on a regular basis. To help work towards a broader solution, the role of the OPS is evolving to be more than simply arresting those who break the law and investigating crimes. Our strategies include enforcement and education, especially to young men and boys, about ending violence against women, as well as challenging everyone to speak out and think about their own beliefs, language, and actions on this issue.

The Ottawa Police is conducting research on best practices in response to VAW, how resources are allocated to address it, and developing collaborative prevention strategies.

There is great work being done in this area within our community. Through collaboration with our partners, our collective efforts will help us reach out to victims, let everyone know that violence against women will not be tolerated, and provide women with resources to help them.

### Inspector Mike Maloney

Inspector Mike Maloney worked in the Partner Assault Unit where he helped victims and their families impacted by abuse. However, he quickly realized the unique perspective he brought to those types of investigations. Read about his own experiences with abuse.

### Walk A Mile In Her Shoes

OPS and our community partners are proud to have participated in three very important educational campaigns, as well as an awareness initiative called Walk a Mile in Her Shoes.





**Shine A Light**

Shine a Light aims to engage people in breaking the silence about domestic violence, which can affect anyone, regardless of their social or economic status, race or age group.

The Ottawa Police Service is very proud to have participated in this community initiative that ran from November 25 to December 6, 2014.

The aim is to build awareness and show the community that domestic violence is not acceptable or tolerated, and that help is available.

Throughout the campaign, the colour purple was showcased using light bulbs, posters, ribbons and window decals in local businesses on Elgin Street.



In 2003, Megan Paterson survived a horrific domestic violence incident where she was sexually assaulted and shot by an ex-boyfriend. She courageously shared her story during a previous Shine A Light campaign in hopes of helping other women. She serves as an inspiration and a powerful voice for women who have suffered at the hands of a partner, family member, or friend.

**White Ribbon Campaign**

The White Ribbon Campaign is Canada’s largest organization of men working to end men’s violence against women.

Wearing a white ribbon is a personal pledge to never commit, condone or remain silent about violence against women and children.

**The Clothesline Project**

The Women’s Event Network (WEN) aired their laundry in order to end violence against women and children.

Through the annual Clothesline Project, women and children break the silence about the violence they have experienced by painting messages on T-shirts and displaying them on a clothesline in the community.

As in previous years, our lobby at 474 Elgin Street was one of the display locations to help increase awareness of the impact of violence against women and children.

For more information about the project, please visit WEN’s website.

Together we can end violence against women and children.





### One Man Charged In Six Sexual Assaults

In 2014, Ottawa Police charged a local man in relation to six sexual assaults that occurred in 2012 and 2013, and were linked by an investigative task force.

Identifying the person responsible was a top priority for the OPS.

The task force received hundreds of public tips and identified more than 150 persons of interest through professional, methodical and thorough investigation work.

### I Can MANifest Change

At the beginning of November 2014, Ottawa Police launched a new preventative campaign called I can MANifest Change.

It invites men, male teenagers and boys to commit themselves to helping solve the prevalent issue of gender-based violence.

We all have a responsibility to end violence against women. If you see it, report it. Visit [manifestchange.ca](http://manifestchange.ca)!

### Power Of Social Media



#### In 2014....

- We gained 23,488 followers on Twitter bringing us to 41,285 on Dec 31, 2014.
- We gained 4,176 page likes on Facebook bringing us to 11,502 on Dec 31, 2014.
- We had 368,356 web views (34% returning users, 65% new users)

#### 2014 Web demographics:

- Most visits from ages 25-35 and 45-54
- Almost equal visits from men and women

#### Now in 2015:

- 51,132 followers on Twitter
- 11,549 page likes on Facebook





In May 2014, Ottawa Police launched a new look to [ottawapolice.ca](http://ottawapolice.ca) that featured an accessible design, simplified navigation and an upgraded search engine – not to mention our Online Reporting and an App that provides access to crime maps, traffic disruptions, a collision toolkit, a call police function, find a police station and more!

## RESPONDING TO THE COMMUNITY

### Four Youth Charged In Centretown Retail Robberies

On June 20, 2014, the OPS Robbery Unit arrested four young males in relation to robberies carried out in Centretown. Three convenience stores in the area were robbed in mid-January and a fourth robbery was carried out in April.

Weapons were involved in all four robberies and an employee was injured during the fourth incident in April.

### Results From Lowertown Foot Patrol Project

The Ottawa Police Lowertown Foot Patrol Project continues its success in making a difference for the people who live, work and visit the ByWard Market and Rideau Street areas.

In partnership with Bylaw Enforcement Officers and OC Transpo Service Constables, the project has seen an increased number of police officers who have been walking the beat since July 2, 2014.

The two-month summer project was launched in 2013 as an ongoing effort to deal with community-identified problems.

In its first month in 2014, officers responded to 257 calls for service and laid 576 charges.

As a result, the area saw a reduction in nuisance-type offences.

### Ottawa Police Conduct *John Sweep* In Carlington Area

In an ongoing effort to deal with community safety and sex-trade worker victimization, the OPS West District Neighbourhood team conducted a two-day *John Sweep*.

The initiative took place on November 28 and December 5, 2014, in the Carlington area and resulted in a total of seven *johns* being arrested for prostitution-related offences.

OPS conducts these initiatives throughout the year, both proactively and in response to community concerns.

These ongoing initiatives continue to increase community safety and reduce the victimization of sex-trade workers.

### More Than 400 Charges in Nuisance Enforcement Project

A nuisance enforcement project resulted in more than 400 Provincial offence and criminal charges being laid from September 18 to 20, 2014.

The project was carried out by OPS in partnership with the Alcohol and Gaming Commission of Ontario, City of Ottawa By-Law Office and OC Transpo Special Constables.

The ByWard Market, Lowertown, Vanier, Sandy Hill, Glebe and Centretown areas were all part of the project.

During the three days, the combined agencies:

- Handed out 426 provincial offence notices,
- Laid two charges under the Controlled Drug and Substances Act,
- Laid 16 charges under the Criminal Code, including theft, fraud and breach of judicial concerns, and
- Executed two arrest warrants.

### Ottawa Man Charged After A Month-Long Break-And-Enter Spree

On September 10, 2014, the OPS Break and Enter Unit arrested a man in connection with a break-and-enter spree that took place from mid-July to the start of September.

In total, 18 businesses and residences along the Bank Street corridor in Ottawa South were targeted, and nine vehicles were stolen and later recovered.

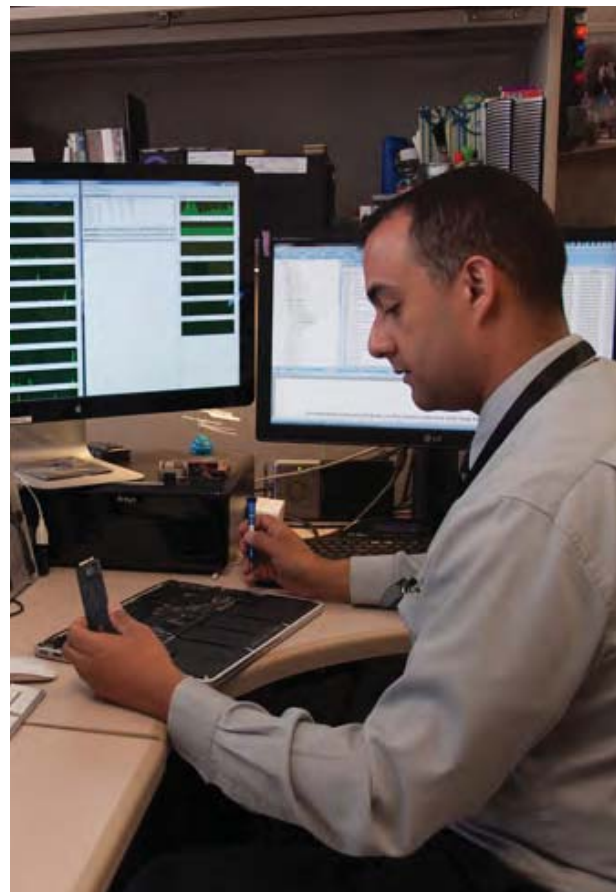
### Ottawa Youth Charged With More Than 60 Criminal Code Offences Related To Swatting

On May 8, 2014, the OPS arrested a 16-year-old male in relation to an international cyber-crime investigation involving swatting.

“Swatting is a term utilized online to refer to engaging emergency services with false calls to affect revenge on an individual or organization by causing the response of armed Swat Teams to active shooter scenarios or bomb threats,” Staff-Sergeant Rick Baldwin-Ooms of the OPS explains.

The joint investigation involved agencies in Canada and the United States

The young man was charged with 60 criminal offences. The matter remains before the Courts.







## OUR PEOPLE

## OUR PEOPLE

All levels of our organization are accomplishing great things – a direct reflection of the leadership, professionalism and dedication of our people.

The membership of OPS – both sworn and civilian – characterizes what we do and who we are. The individual and collective performance of our duties and contributions to the community largely define our Service.

It is through our members that we identify and demonstrate our vision, mission and values, and deliver the critical services that our community depends on.

- Our members are your neighbours.
- Our members are hockey coaches.
- Our members are running club leaders.
- Our members are moms and dads.

**Our members are our most valued resource.**

### 12 Recruits And 6 Direct Entries Graduate Into The OPS

In 2014, the OPS welcomed 18 new officers, of which 12 were new recruits and six were direct

entries (meaning they are experienced officers from another Canadian police service). Of the dozen new recruits, eight are bilingual and some speak Somali, Spanish or Portuguese. Of the six direct entries, four are bilingual and some can speak Spanish or German.

Chief Bordeleau presented all 18 officers with their badges in a formal ceremony in June 2014.

### Canadian Police and Peace Officers' Memorial Run to Remember

The Canadian Police and Peace Officers' Memorial Run to Remember is a 460 km relay that makes its way through many communities between the Ontario Police Memorial site in Toronto and the National Memorial Honour Roll along the perimeter wall of Parliament Hill in Ottawa.

From September 25 to 27, 2014, a determined dozen OPS members joined 300 officers from across the country to pay tribute and raise money.



## RESPONDING TO YOUR CALL

The OPS received nearly **827,000 calls in 2014**. Out of the 245,500 calls that required an on-scene police presence in 2014, 4,095 of these calls were assessed as Priority 1, which means there is an imminent danger to life. For these Priority 1 calls, OPS achieved the response performance standard of responding within 15 minutes, 95% of the time.

All of these calls require diligence and courage. Here are a couple of those calls.

### Bravery In Action

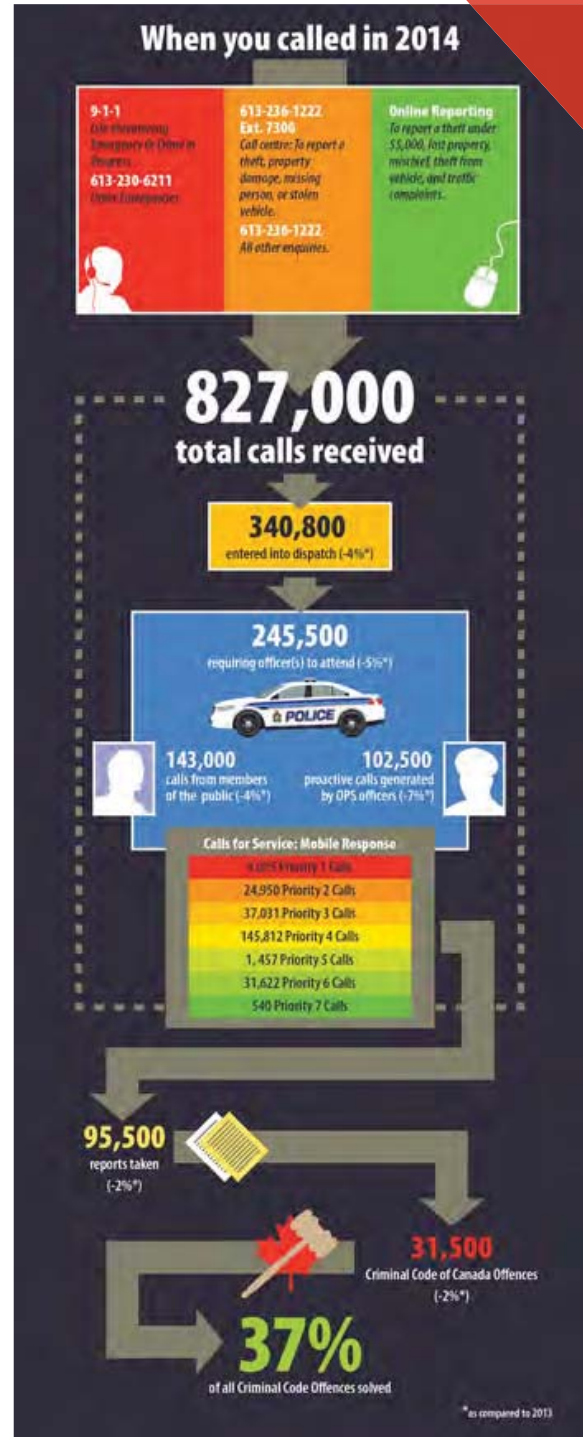
Constable Andrea Lensen responded to a call about a female on a pedestrian bridge near Laurier Avenue that spans the canal. The young woman had crawled under the bridge and was threatening to jump from the arch underneath onto the footpath.

Speaking to the woman from the ground, Cst. Lensen was able to talk her down using excellent communication skills.

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Earlier that night, a short distance away, Constables Timothy Keen, Kristina Correa, George Michie, Colin Bowie, Patrick Lafrenière, Mike Bellfeuille, and Christian Lamarche responded to the call of a teenage girl on the Cummings Bridge who had been at the hospital. When officers began speaking with her, she stated she did not want to return to the hospital and proceeded to jump into the cold, fast-flowing river. Cst. Bowie spotted her in the water from the St. Patrick's Bridge, took off his duty belt and boots and went into the river after pulling out the back seat of his cruiser which serves as a floatation device. He grabbed her as she floated by, saving her life. Constables Correa and Lafrenière also went in to assist in pulling the female and Cst. Bowie from the water. The teenager was transported to Children's Hospital of Eastern Ontario with no injuries.

Later that month, a man sent a picture of himself holding a gun to his ex-wife. The message received was that he was suicidal and if anyone came to the door he would end his life in the basement. As units were setting up, the man called his ex-wife. Constable Daniel Bargh was with the ex-wife at the time and asked for permission to talk with the man. Using effective communication skills he was able to talk the man out of his residence where Constable Devon Archer directed him onto the street. All of the officers involved were able to de-escalate the situation and the man was taken to hospital. A cache of guns was seized from the residence.

The brave actions and quick thinking of these officers is deserving of recognition. The hard work they do every day keeps our city safe and makes a difference in the lives of people who are in need of help.





## COMMUNITY AND POLICE AWARDS



Constable Christine Schulz received the Governor General Certificate of Commendation in May 2014 for her work to assist a suicidal male. Cst. Schulz waded into freezing water of the Rideau River in 2013 to assist the man and a responding paramedic to the shore.

On October 25, 2013, community members Peter Winkler and Kathleen McMullen witnessed a single-vehicle accident and stopped to assist the trapped driver. Recognizing that the vehicle was about to catch fire, Winkler managed to break the sunroof window. Both he and McMullen pulled the driver out before the car was completely engulfed in flames. Their quick thinking saved the driver's life. For their efforts, Winkler and McMullen both received the Certificate of Valour from the OPS.

The Thomas G. Flanagan S.C. Scholarship Award recipient 2014 is Melissa Commandant.

## IN THE COMMUNITY

The 2014 International Police Hockey Tournament fundraiser raised \$50,000 to assist CHEO, Do It For Daron (DIFD) and the OPS Benevolent Fund.

The annual tournament was hosted by the OPS for 2014 and raises funds for different organizations helping out in their communities.



### Cops And Kids Unite In The 14th Annual Flotilla For Friendship

Six police services and five Aboriginal youth groups spent the day together on July 9, 2014, in an annual canoeing event as part of the Flotilla for Friendship. Following a water ceremony at Dow's Lake, the participants traveled down the canal, portaged down to the Ottawa River and paddled upstream to Victoria Island. When the cops and kids finally dragged their canoes out of the water, they were greeted with a feast of traditional foods. The event is aimed at building strong bonds between the OPS and Aboriginal youth.

## Soccer Mentoring Program



Soccer transcends all backgrounds and barriers.

In the fall of 2014, the OPS kicked off its annual soccer mentoring program for boys and girls between grades three and six. The program brings at-risk children to the soccer pitch with members of OPS to enjoy the beautiful game together. The program focuses on kids who may not be doing well academically, cannot afford official programming or have endured some form of hardship.

More than 250 children and youth have taken part in the program and at least 101 police volunteers have donated their time since it began in 2009. The program has partnered with the Ottawa Inuit Children's Centre and the Wabano Centre for Aboriginal Health to include Inuit youth in the games as well. FC Capital United, Ottawa South United, Ottawa Internationals and the Sens Foundation have all shared their expertise to ensure the success of this important program.

### #pinkmaniCURES

On October 31, 2014, Ottawa police joined the fight against breast cancer and got their nails painted pink in support of the #pinkmaniCURES campaign.

The Canadian Cancer Society and THE TEN SPOT challenged men and women across Ontario to paint their nails pink to support the campaign, which raises money for the fight against breast cancer.



## OTTAWA POLICE SERVICE VOLUNTEER PROGRAM

The OPS Volunteer Program engages more than 300 active volunteers.

The OPS provides a multitude of volunteer programs. Some of our volunteer programs include Community Police Centres (CPC), Chaplain Program, Auxiliary Policing, Pipe and Drum Band, Chorus, Crime Stoppers Unit and our Venturer program. Our volunteers contribute their time city-wide by getting involved in events such as the Teddy Bear Picnic, Winterlude, Police Week and Crime Prevention Week.

Some statistics about OPS volunteers

- Our volunteers range in age from 14 to 85 years
- Our volunteers have up to 34 years of service with us
- 162 volunteers have been with us for five years or more
- 13 new members joined the Venturer Program in 2014

National Volunteer Week was held April 6 to 12, 2014. National Volunteer Week is important as it allows organizations to recognize the contribution that volunteers make on a daily, weekly and annual basis.

The Kanata/Stittsville CPC began a new program called Parents and Prevention (formerly known as Kids and Drugs). Five new volunteers were trained to deliver the Parents and Prevention Program. OPS has partnered with community health centres to bring this unique presentation to parents of youth in grades five to eight. In the first quarter of 2014, 10 presentations were delivered. The program provides parents with information about drugs and current drug trends.

Our Barrhaven CPC recently moved into a newly renovated space inside the Walter Baker Centre.

The volunteers at the Manotick CPC have been working hard, going into local businesses in their area and having them register for the Business Crime Prevention Program. There are approximately 150 businesses in the Manotick area and one-third of them are registered in the program.

Annually, we recognize the efforts of our volunteers by hosting an OPS Volunteer Appreciation Brunch to show our appreciation in the work that they do. In 2014, the OPS held the event at the Tudor Hall on April 12—always the last Saturday of National Volunteer Week.

## **EMPLOYEE HEALTH AND WELLNESS: IMPROVING AND SAVING LIVES**

“Ann, you have cancer.”

It was not remotely what Ann Hodgins expected from a wellness program at work, but she is forever grateful.



When she volunteered for The Real You OPS Wellness Program in 2013, she simply wanted to improve her diet and get a better understanding of what her family's history of heart disease actually meant for her.

“I joined the program to get my health on track,” said Ann. “In April 2010, I had a heart stent put in and wanted to make healthier choices.”

But what Ann received from the program was far more valuable than she could have imagined.

It saved her life.

Ann initially joined the wellness program because she saw what a positive impact it had on her sister Carol, a Freedom of Information Analyst with more than 30 years of experience and one of the program's first participants.

As her sister Carol said, “I had been trying to lose weight on my own for the past year but wasn't very successful. I thought this would be a great opportunity. The program far surpassed my expectations of learning what foods to eat and about exercise.”

What Ann didn't know when she signed up for the program was that she had early stage cancer of the esophagus.





At the outset she told Dr. Neda Amani, the creator of The Real You program, that she had been inexplicably exhausted, had chronic heartburn and found it painful to swallow. When they investigated they discovered that Ann had cancer. This led to surgery, followed by six months of chemotherapy and radiation.

It was a harrowing journey, but Ann is currently, thankfully, considered cancer-free.

The Real You Program is part of the OPS' commitment to provide programs for its members that promote and support health and fitness. It has been offered to OPS members since February 2011, when the first 100 participants volunteered to take a twelve month journey toward better physical and mental health.

"The Real You Ottawa Police Service Wellness Program is a holistic program that provides activities and support to empower OPS employees to improve their health and wellness," explains Angela Slobodian, OPS Manager of Health, Safety and Lifestyles. "The goal of the customized program is to help participants reduce their risk of developing chronic diseases and enjoy a higher quality of life with the unique support of a multi-disciplinary health team."

Dr. Neda Amani, who is an Ottawa family physician specializing in preventative medicine, says the program "is designed to identify risk factors that may affect overall health and to provide support to participants to make positive lifestyle changes. These changes may include increasing physical activity, creating a healthy and balanced nutrition plan, and developing positive coping strategies for identified stressors."

Participants like Ann are screened and chosen using a variety of factors, such as gender, age and health risk factors.

Dr. Amani also calls upon a team of health-care professionals that actively assesses, supports and treats OPS members. This team includes psychologists, naturopathic physicians, physiotherapists, and registered massage therapists.

"The program is loaded with lots of information and the people that work with you are extremely talented and really know what they are doing," stated Ann.

Since 2011, the program has:

- Diagnosed more than 20 medical conditions, including cancer, heart disease, high blood pressure, high cholesterol, diabetes, fatty liver and sleep disorders;
- Significantly improved multiple aspects of the participants' lives, including health, lifestyle, personal life, family life, and work life;
- Supported participants' weight-loss goals, ranging from five to more than 100 lbs;
- Reduced and/or discontinued prescribed medication and/or over-the-counter medication for conditions such as diabetes, high blood pressure, high cholesterol and pain; and
- Significantly improved participants' energy, concentration, stress, anxiety, personal relationships and sleep with lifestyle changes.

The OPS continues to promote better health and wellness for all employees through the programs, resources and initiatives provided by Health, Safety and Lifestyles. In addition to The Real You program, it offers fitness testing, Immunization clinics, and an Employee and Family Assistance Program.

Ann, for one, couldn't be more thankful.

"If it wasn't for The Real You Program, I would not be alive today."



## STAFF COMPLEMENT

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 1,930 members, of which 1,334 are sworn and 596 civilian members, allocated in nine directorates.



### OPS Staffing Complement Summary, 2013-2014

Directorate	Sworn	Civilian	Total
Executive Directorate	22	52	74
Corporate Support	4	207.5	211.5
Resourcing and Development Directorate	64	29	93
Operations Support - Emergency Operations Directorate	134	7.5	141.5
Operations Support - Support Services Directorate	26	272.7	298.7
Operations Support - Criminal Investigative Directorate	242	39.6	281.6
Operations - District Directorate	293	8	301
Operations - Patrol Directorate	524	3	527
<b>Grand Total</b>	<b>1,309</b>	<b>619.3</b>	<b>1,928.3</b>

Note: Civilian staffing numbers include: full-time, full-time terms and casual  
 Source: OPS, Financial Services



**MAKING A  
DIFFERENCE**

With Ottawa being one of the safest cities in North America, the Ottawa Police Service (OPS) is committed to the safety and security of the community. Our mission is also to work cooperatively with members of the community to solve problems that affect our community.

## SERVICE INITIATIVE

The OPS is recognized as a trusted leader in policing. One of the ways we are building on that reputation is through a comprehensive program that looks at how we deliver services to the residents of Ottawa, called the Service Initiative (SI).

SI will improve how we serve our community by highlighting opportunities to do things better, identifying efficiencies, maximizing our use of resources, and enhancing our partnerships.

This program is also meant to help us continuously improve and keep pace with the growing community, constrained budgets, technology, and the increasing complexity of policing.

We have already launched a number of projects to achieve those ends, namely our Collision Reporting Centres and Online Reporting. As well, we are planning to have a business solution in place to allow requests for police background checks to be filed and approved online in early 2016.

We are also working on a number of other changes in terms of how we:

- Respond to calls for service;
- Structure our organization and deploy our resources;
- Improve our use of intelligence information;
- Enhance our court processes; and,
- Measure our performance.

While some of the changes are already underway in 2015, others are expected to rollout later this year and into 2016.

## ONLINE REPORTING

Some incidents require an officer to be dispatched to take a report in person, while other reports can be taken by a Call Centre agent over the phone. Launched in April 2014, the OPS online reporting tool allows reports to be submitted for:

- Theft or lost property under \$5,000,
- Traffic complaints,
- Mischief or damage to property under \$5,000,
- Theft from vehicles under \$5,000, and
- Lost licence plates.

Each report filed using this system is reviewed by Ottawa Police members who determine the appropriate course of action and respond to questions within 24 hours. This type of alternative response allows complainants to report incidents at their convenience instead of waiting for police at the scene or waiting in a phone queue.

In 2014, online reporting was utilized 1,950 times, resulting in the reporting of 1,651 new incidents and supplemental information being added to 88 reports.

Online Reporting is not meant to replace other forms of reporting crime. If you are not comfortable reporting an incident online, you can still attend a police station or phone our Call Centre at 613-236-1222, ext. 7300. Once you submit the report, you will receive a temporary reference number until it is reviewed by an online agent (approximately 24 hours). Once reviewed, you will be contacted with further information.

## RACE-BASED DATA COLLECTION



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

The Ontario Human Rights Commission and the York University research team that is conducting the study agree that the Traffic Stop Race Data Collection Project has made significant progress to date and is fulfilling, and in some cases exceeding, the requirements set out in the Minutes of Settlement - including extensive community-police engagement that has shaped the design of the racial profiling project.

The latest project report provides an update on four key areas:

**1. Data collection:** As a regular part of their traffic stop duties, officers have collected race-based data for more than 90,000 stops since data collection began on June 27, 2013.

**2. Draft report and plan for analysis:** Led by the York University research team, planning for the data extraction, analysis and report writing phase is well underway, thanks to considerable project consultation efforts with both police and community members. The team has drafted an outline for the final report along with a plan for analysis of the data.

**3. Timeline:** The research team says that the data analysis and report writing phase could take up to one year to complete, with the final report and recommendations expected in summer of 2016.

**4. Data collection continuance:** Based on initial research and consultation efforts, Ottawa Police officers will continue to collect race-based data during the data analysis and report writing phase. The plan for long-term data collection will be determined after sufficient police and community consultation on the final report.

Ongoing engagement and dialogue is a foundation of this project. In addition to the major Let's Chat public forum sessions, the project has also included dialogue sessions and presentations with police and community members - including Community and Police Action Committee (COMPAC) and the project's community-police advisory committee. More than a dozen other sessions have been held with student organizations, community centres and organizations, faith-based groups, community leaders, community police centre officers, and front-line police officers and supervisors. These sessions continue to provide ongoing information on the progress of the project as well as important feedback to help inform the next phases of the project. In addition, community-police consultation will also be critical to ensure there is a local approach to action planning the final report and recommendations.

The extensive police and community consultation has not only helped shape the design of this project, it has generated important dialogue about race-based data collection and bias-free policing. Recognizing that this project is only one component of an integrated strategy to address racial profiling concerns, a review of other areas (training, policy, outreach and recruiting, community engagement) is being conducted to strengthen the Ottawa Police Service's approach to ensuring a bias-free police service. This important work will also promote continued momentum and community-police dialogue while we await the report.

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



## ACTION ON HUMAN TRAFFICKING

Human trafficking is the forceful and illegal trade in humans for labour or sex. From the RCMP, "Canada has been identified as a transit and destination country for human smuggling. Canada is also a country where domestic trafficking for sexual exploitation prevails."

The OPS has made human trafficking a priority in 2014 and commissioned a 10-month research project to determine the extent of the problem in Ottawa. The researchers found and identified 140 women who said they were being forced to participate in the sex trade. This research revealed that 90% of those women trafficked in Ottawa are Canadian citizens.

"Through collaboration with our partners, we want to get the message out that violence against women will not be tolerated and provide women with resources to help them," says Chief Charles Bordeleau. "We are currently conducting research on best practices in terms of responding to violence against women and developing preventative strategies."

In 2014, the Ottawa Police Service began investigating human trafficking within the City in a more active way by creating a specialized unit. The new unit consists of four detectives and one sergeant who are dedicated to locating and rescuing girls under the age of 18 who may be involved in human trafficking.

"We can't wait for them to come to us because not enough complaints about human trafficking are reported," says Insp. Paul Johnston. "We need to go out there on our own and take initiative to find these girls."

To investigate cases where there is a danger of human trafficking, officers go undercover as johns and book appointments as customers. Once face-to-face contact is made, the officer proceeds to gain the trust of the victim and encourages them to leave the situation. The officer's goal is to bring the victim to a place of safety where further help can be offered.

"It's real work with real victims and you can make a big difference in someone's life," said Det. Shane Henderson in an article published by the Ottawa Citizen. "It's more than someone getting a car broken into. If you're successful, it changes people's lives."

Two other OPS detectives were also recognized for their work to combat human trafficking. From the time a first young victim came forward in the spring of 2012, Det. Carolyn Botting and Det. Kelly Lyle lived and breathed the case. Their work eventually broke up a teenage pimp ring in the city.

For more information, read the RCMP's report—Domestic Human Trafficking for Sexual Exploitation in Canada.



## TRAFFIC AND ROAD SAFETY

Traffic and road safety is one of the OPS's top priorities. The Service is fortunate to have community partners like Safer Roads Ottawa, Crime Prevention Ottawa and MADD, who assist us in educating commuters and promoting safety on our roadways.

With 2,796 square kilometers and 5,500 kilometers of roadways, ensuring safety on our streets is a challenge. When the OPS conducted public surveys, speeding and aggressive driving have consistently been in the top five community concerns.

Through partnerships and community engagement, as well as education, awareness, and enforcement initiatives throughout the year, the Ottawa Police continues to take measures to ensure roadways are safe for motorists, cyclists and pedestrians alike.

Annual awareness campaigns like National Safe Driving Week and Road Safety Week, as well as programs like Reduce Impaired Driving Everywhere (RIDE) and the monthly Selective Traffic Enforcement Program (STEP), all contribute to safer driving practices and compliance with traffic laws, as well as promote safety on our roadways. The OPS also has officers assigned to deal exclusively with traffic issues on a daily basis through the Traffic Section.

Preventing or eliminating road deaths and serious injuries for all people in the City of Ottawa can happen through culture change, community engagement and the development of safe transportation strategies. Everyone can help us achieve these goals by practicing safe driving measures, which ultimately will save lives. We encourage all users of our roadways, whether you are a motorist, cyclist or pedestrian, to work towards making our roads the safest in the world.



### Community Partners Out To Light Up Cyclists

Ottawa Police partnered with members of the cycling community to raise awareness and encourage cyclists to light themselves up while riding in the early evening and night. Together with Citizens for Safe Cycling, National Capital Commission and Safer Roads Ottawa, OPS traffic enforcement officers stopped cyclists who did not have the required lights on their bikes. The initiative was part of a bicycle safety awareness campaign, encouraging cyclists to have the mandatory front and rear lights, and a working bell, as required under the *Highway Traffic Act*.



In 2014, the Ottawa Police Service opened three Collision Reporting Centres (CRCs): one at 211 Huntmar (West) in July, the second at 474 Elgin Street (Central) in October and the third at 3343 St-Joseph Boulevard (East) in December. These centres provide a faster, safer and more efficient process for vehicle collision reporting.

“Since opening these three locations, over 2,400 non-injury collisions have been diverted off area roads”, said Acting Insp. Sandra McLaren, who is leading the CRC implementation project.

All motorists involved in collisions in Ottawa must contact the OPS Communications Centre at 613-230-6211. From there, it will be determined if the collision can be reported through a CRC or if an officer needs to attend the scene. If a motorist is referred to the CRC, they will be given a police report number to bring with them to the CRC to complete the report of their collision.

“Collision Reporting Centres mean officers will spend less time on calls involving minor collisions,” said Acting Insp. McLaren.

Drivers involved in collisions must report to a CRC as soon as possible. In cases where there is more than one vehicle involved, drivers do not have to go to the CRC at the same time or even the same CRC location.

The CRCs have also been a welcome alternative for motorists who meet the criteria for reporting at a CRC and would otherwise have to wait for a police officer to attend the scene of the collision, which can take up to two hours.

“*The Highway Traffic Act* states that drivers involved in collisions are required to report to police forthwith, which means as soon as possible,” said Acting Insp. McLaren. “If a driver has not reported within 24 hours, police will begin a fail to report collision investigation.”

### Selective Traffic Enforcement Program

As part of Safer Roads Ottawa (see twitter feed: @SROttawa) the Selective Traffic Enforcement Program (STEP) issued 8,064 traffic offences, 129 licence suspensions, six vehicle impoundments and 103 impaired driving charges.

STEP focuses on two traffic-related issues each month in an effort to clamp down on specific violations, including distracted driving.

## Behind The Scenes: Collisions Investigation Unit

The Collisions Investigation Unit investigates collisions that involve life-threatening or fatal injuries or hit-and-run incidents. The section is made up of 10 specially-trained investigators, who handle 25 to 30 fatal collisions, 15 to 20 life-threatening/major case/industrial accidents and 1,000 fail-to-remain cases annually.

The newest member to join the team in 2014 was Constable Tara Edwards. An Ottawa native, Cst. Edwards has been a police officer for 12 years.

"I was attracted to the Collision Unit because the investigation aspect sounded very interesting," said Cst. Edwards. "Dealing with the most serious of motor vehicle collisions means there is always a large technical aspect to the investigation. In some cases, there are no witnesses or tragically, no survivors, so the physical evidence is all we have to tell the story about what happened."

All traffic collision investigators receive additional technical traffic collision investigation and collision reconstruction training at a provincial police facility in order to become certified. With this expertise, the officers may be called upon to assist the Major Crime Section with outdoor crime scene examination, when extensive surveying and mapping is required.

"In addition to mapping, math, physics and angles calculation is involved in all of our investigations," said Tara. "The work can be further complicated by the number of vehicles involved in the collision or even the type of weather there was during an incident."

The investigators are trained to look for what could have played a role in the collision. This includes things like road design, signage or lighting, to name a few. Physical and technical evidence is collected as part of the process and, as a result, investigations can take months to complete.

Every fatal or life-threatening investigation assigned to the section has two officers: the lead investigator, who speaks to witnesses and completes all paper work, such as warrants; and the collision re-constructionist, who looks at the physical evidence to determine the movement of the vehicles involved. The physical investigation, which is conducted independently, is used to support or negate the testimony of drivers and passengers.

"It's very difficult for drivers, passengers and witnesses to remember everything fully or accurately," said Cst. Edwards. "But the physical evidence doesn't lie. It can tell us a vehicle's speed, an area of impact or direction of travel. It's very satisfying to be able to analyze the evidence and reconstruct exactly what took place."

One of the things Cst. Edwards finds most rewarding about her job is being able to help people facing a traumatic situation. "Collisions are not something that people expect and the suddenness can be very difficult for families to process. I can give them answers that may help them through it."





## Distracted Driving



Ottawa Police teams up with community partners to prevent texting and driving.

Ottawa Police Sergeant Mark Gatien was driving on Highway 174 when the car on his right began to veer into his lane.

"I could see the driver texting," said Sgt. Gatien, who works in the Traffic Section. "I was in his peripheral vision for about 10 seconds and that whole time he had no idea I was there, despite the fact I was in a marked police car."

It is typical for drivers to be unaware of exactly how long they were not paying attention to the road or how much cell phone use affects their driving. Traveling at 100 km per hour, texting for three seconds is like driving the length of a football field without looking.

In 2013, distracted driving was involved in 40% of collisions in Ottawa. Cell phone use is the most common distraction.

"I see drivers using their phones all the time and it's dangerous. Safe driving requires your full attention," said Sgt. Gatien. "Your phone call or text can wait until you reach your destination or you are safely pulled over."

Although Ontario prohibited the use of hand held devices while driving in April 2009, distracted driving continues to be an issue on Ottawa's roadways. In 2014 Ottawa Police issued over 4,000 offence notices to drivers who were driving with a hand held device, had a display screen visible to the driver or were driving carelessly. This is a five year high for this type of offence and a 27% increase, +872 offences over 2013.

Between 2009 and 2013, there were 22,283 collisions, 6463 injuries and 18 fatalities in Ontario that involved distracted driving. In 2013, 40% of collisions in Ottawa were the result of distracted driving. In some Canadian cities the amount of injuries and deaths relating to distracted driving has surpassed those of impaired driving. The Ottawa Police Service researched different programs offered by police agencies across North America and as far as Australia and came up with a best practice approach model that focused on education, enforcement and partnerships.

That is why Ottawa Police, Safer Roads Ottawa, Canadian Council of Motor Transport Administrators, Canadian Association of Automobiles, CTV Ottawa, have united to deliver a campaign aimed at reducing the amount of collisions relating to distracted driving enlisting local school boards to provide a distracted driving education, awareness and enforcement campaign called Leave the Phone Alone. Texting drivers are 23 times more likely to be involved in a collision than attentive drivers. For drivers talking on cell phones the risk is four times greater.

Matt Morling was driving home from the cottage with his grandmother on August 3, 2009 when the vehicle he was driving was hit by an oncoming car. Mr. Morling, who was 19 at the time, received serious injuries, including broken bones in his feet, legs, neck and ribcage and a lacerated spleen. The coroner investigation established that the driver had been distracted.



On October 30, Ottawa Police Service East District Traffic Section held a traffic enforcement blitz in the area of Heron Road and Baseline Road. The initiative was in response to traffic-related complaints by the community and focused on reminding everyone to stay out of bus lanes and drive safely.

"It was upsetting knowing that it was a conscious decision made by him to do that. It wasn't forced upon him. It was a choice he made and it angered me that someone would choose to put others at risk," said Mr. Morling. "It cost him his life. My grandmother lost her life and I almost lost mine." The age group most at risk is drivers between 16 and 29. "They are the most comfortable with technology and no one in that age group remembers a time without Internet or email," said Sergeant Denis Hull, a traffic officer who is leading the Leave The Phone Alone campaign.

The 2013 Ontario Student Drug Use and Health Survey found that 33% of drivers in grade 10 - 12 have texted while driving. Furthermore, 46% of grade 12 students who drive admit to texting while driving at least once.

A major part of the Leave the Phone Alone campaign is education, including a component for students in both the primary and secondary levels. "We want to prevent future drivers from developing the habit of using the phone while driving at the same time have those children educate their parents on the dangers associated to distracted driving" said Sgt. Hull.

[Take the pledge](#) to leave the phone alone, and [view our distracted driving educational videos](#).



During road safety week in May 2014, Ottawa Police issued 395 speeding tickets, 42 distracted driving infractions and 25 seat belt violations. More than 1,800 tickets were issued during the week.



### Criminal Code Traffic Offences

The -66% decrease in Criminal Code traffic offences can be attributed to a 2013 Ontario Court of Appeal ruling (R. v. Hajivasilis) that allows Highway Traffic Act section 199 (Duty to Report Accident) to apply to off-highway collisions. Previously all fail-to-remain collisions on private property, regardless of severity, were coded as criminal offences simply because provincial law did not apply on private property. The results of this ruling can be seen in the 2014 decrease by -1,576 of criminal offences for failure to stop or failure to remain at the scene.

Type	2013			2014			5-Year Average (2)	Change% (2)
	Actual	Rate (1)	Solvency%	Actual	Rate (1)	Solvency%		
Dangerous Operation of Motor Vehicle	58	6.1	77.6%	59	6.2	83.1%	61	1.7%
Impaired Operation of Vehicle	619	65.6	99.5%	611	64.2	99.3%	632	-1.3%
Failure to Stop or remain	1,655	175.5	7.4%	79	8.3	75.9%	1,356	-95.2%
Driving Motor Vehicle While Prohibited	54	5.7	100.0%	56	5.9	98.2%	51	3.7%
Other Criminal Code Traffic Offences	8	0.8	75.0%	8	0.8	87.5%	8	0.0%
<b>Total</b>	<b>2,394</b>	<b>253.8</b>	<b>35.2%</b>	<b>813</b>	<b>85.4</b>	<b>95.7%</b>	<b>2,108</b>	<b>-66.0%</b>

(1) Rate is calculated per 100.00 of population. Rate is calculated per 100,000 of population.  
As provided by the City of Ottawa's Planning and Growth Management Department, the population for 2013 and 2014 was 943,256 and 951,727 respectively.  
(2) Calculated using actual values.

There was a slight decrease (-8 incidents) in the number of offences for operating a vehicle while impaired. As a result of the 611 impaired driving incidents, 600 drivers received 90-day Administrative Driver's Licence Suspensions (ADLS). An additional 266 drivers operating their vehicle in the warning range of 0.05 to 0.08 blood-alcohol content (BAC) received license suspensions of three, seven and 30 days. Under the Vehicle Impoundment Program, 47 suspended drivers had their vehicles impounded after violating their suspension.

### Traffic Offence Notices

Traffic offences include tickets (Part I violations) issued under municipal, provincial and federal statutes. Document violations include driving without insurance or an expired licence plate. Moving violations include speeding and traffic lights. Equipment violations include seatbelts, driving with a hand held device and improper brakes.



### Ottawa Traffic Offence Notices, by Type, 2013-2014

Type	2013	2014	5-Year Average (2)	Change% (2)
Documents	60,675	52,060	62,280	-14.2%
Equipment	15,822	14,498	16,485	-8.4%
Moving	51,543	42,754	51,584	-17.1%
Parking	18	7	15	-61.1%
<b>Total</b>	<b>128,058</b>	<b>109,319</b>	<b>130,364</b>	<b>-14.6%</b>

(2) Calculated using actual values.

Suspension notices continue to decrease due to a change in process by the Ministry of Transportation. Drivers now receive court-ordered suspension notifications through the mail as opposed to police officers issuing roadside suspension notices. More than 19,000 vehicles were stopped during 74 Reduce Impaired Driving Everywhere (RIDE) programs in 2014.

### Ottawa Traffic Offence Notices, by Status, 2013-2014

Type	2013	2014	5-Year Average (2)	Change% (2)
Charged	47,326	36,413	52,170	-23.1%
Suspension Notice	166	93	323	-44.0%
Warning	80,566	72,813	77,871	-9.6%
<b>Total</b>	<b>128,058</b>	<b>109,319</b>	<b>130,364</b>	<b>-14.6%</b>

(2) Calculated using actual values.

### Collisions On Ottawa Roadways

Since February 2013, all front-line officers submit motor vehicle collision reports electronically. The Electronic Motor Vehicle Collision (eMVC) reporting system expedites the preparation, submission and distribution of collision reports to the Ministry of Transportation, the City of Ottawa and to the insurance industry. Although the February 2013 launch did not provide a full year of data to compare to this year's collisions data, going forward this type of analysis will be available in the annual report.

In 2014, property damage accounted for 84% (14,482) of collisions investigated by OPS, while injury collisions accounted for almost 15% (2,519).

### Motor Vehicle Collisions, 2014

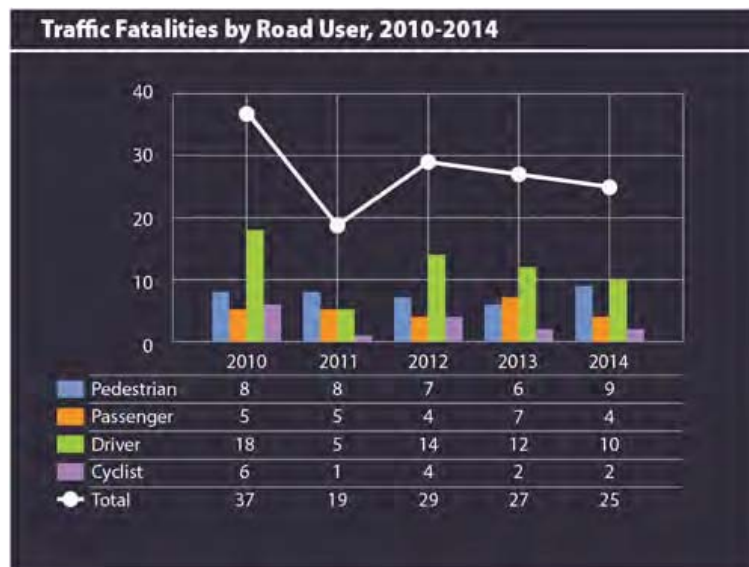
Type	On Highway	Off Highway	Total
Fatal Injury	23	1	24
Non-Fatal Injury	2,356	163	2,519
Non-Reportable	73	38	111
Other	4	7	11
Property Damage Only	10,840	3,642	14,482
Unknown	3	14	16
<b>Total</b>	<b>13,298</b>	<b>3,865</b>	<b>17,163</b>

This table includes all motor vehicle collisions, both on and off public roadways, reported to the Ottawa Police Service within the City of Ottawa.



## Fatalities

In 2014, fatal collisions rose to 24 from 20 during the previous year, a 20% increase. The number of persons killed (fatalities) as a result of a collision decreased -7% from 27 to 25. This decrease, despite an increase in fatal collisions, is attributed to the deaths of six victims in a single collision in 2013.



## DRUGS

The number of Controlled Drug and Substances Act Offences declined -11% in 2014 to 1,379 offences. The solvency rate for drug-related offences remains high, with 99 percent of all cases solved.

**Controlled Drug and Substances Act Offences**

Offence	2013			2014			5-Year Average (2)	Change% (2)
	Actual	Rate (1)	Solvency%	Actual	Rate (1)	Solvency%		
Cannabis	1,050	111.3	97.0%	941	98.9	97.4%	1,018	-10.4%
Ecstasy (Methylenedioxyamphetamine)	9	1.0	100.0%	6	0.6	100.0%	9	-33.3%
Crystal Meth (Methamphetamine)	5	0.5	100.0%	1	0.1	100.0%	2	-80.0%
Heroin	2	0.2	100.0%	4	0.4	100.0%	5	100.0%
Cocaine	360	38.2	94.2%	321	33.7	101.9%	347	-10.8%
Other Controlled Drugs and Substances	121	12.8	95.9%	106	11.1	101.9%	110	-12.4%
<b>Total Drug Offences</b>	<b>1,547</b>	<b>164.0</b>	<b>96.3%</b>	<b>1,379</b>	<b>144.9</b>	<b>98.8%</b>	<b>1,492</b>	<b>-10.9%</b>

(1) Rate is calculated per 100,00 of population. As provided by the City of Ottawa's Planning and Growth Management Department, the population for 2013 and 2014 was 943,256  
 (2) Calculated using actual values.

In 2014, OPS undertook several initiatives and worked proactively with partners to reduce the number of drugs on city streets. Here are some examples.

**Jun 17:** The OPS seized nearly 1,000 marijuana plants valued at \$975,000, and 4,971 grams of dried marijuana valued at \$49,710. The seizure was the result of a warrant allowing officers to investigate the large, indoor grow operation located on Speers Crescent.

**Sep 9:** The OPS Drug Unit, assisted by the Tactical Team and Central Neighbourhood Office seized marijuana plants and loose marijuana valued at \$50,000. The seizure was the result of a drug warrant execution on the 300 block of Gloucester Street.

**Nov 6:** The OPS Drug Unit with the assistance of the Tactical Team, executed a warrant in the 1,600 block of Playfair Drive and seized: \$9,500 worth of cocaine; \$720 worth of MDA (methylenedioxy amphetamine); \$210 worth of marijuana; and, approximately \$22,000 in Canadian currency. As a result of the investigation, one woman and one man were charged with drug-related offences.

**Oct 14:** The OPS conducted a two-day outdoor marijuana eradication project with the assistance of the Air Support Unit and the Marine, Dive and Trails (MDT) Unit. As a result of the investigation, 1,200 marijuana plants were seized with an estimated street value of more than \$1,200,000. The plants were located at two large-scale operations in the rural west end of the city.

**Nov 19:** The OPS Street Crime Unit concluded a four-month investigation resulting in the arrest of 33 persons with drug trafficking-related offences. Project Sweeper investigated street-level drug trafficking in the ByWard Market and downtown Rideau Street areas. With support from the Central

Division Neighbourhood Unit, Project Sweeper: Arrested and charged 33 people; identified an additional 47 people to be arrested with similar charges, and seized \$9,000 in cash and other miscellaneous drugs with a street value of more than \$50,000.



### Joint-Forces: Project Anarchy

The abuse of dangerous, illegal drugs continues to be a threat to Ontario communities. Confronting this problem requires both highly-trained law enforcement professionals and well established partnerships at the municipal, provincial and federal levels. Project Anarchy was a two-year project involving OPS, OPP and RCMP. It resulted in the seizure of 25 kilograms of cocaine with a street value of \$12,250,000, and 75 charges laid against nine men. The objective of the project was to dismantle the local drug trafficking network in order to disrupt the distribution of cocaine in Ottawa. It was also meant to stop further acts of violence related to the network's activities.

## GUNS AND GANGS



In 2014, there was an increase in the number of incidents of shots fired in Ottawa, and a large portion of them were associated with individuals affiliated with street gangs and the local drug trade.

OPS is focused on disrupting gang activity and getting illegal guns out of the community. To accomplish this goal, we work with several community and law enforcement partners primarily through the Guns and Gangs Unit and the Direct Action Response Team (DART). This city-wide strategy focuses on enforcement, investigation and proactive policing presence in communities most affected by gang-related activity.

Since January 1, 2014, 221 people have been charged by the OPS in relation to gang activity, and we have seized over 50 crime guns – more than half of them were handguns.

The Ottawa Police Service's approach:

- Uses intelligence information to identify areas of concern for gun and gang violence in order to focus our enforcement activities,
- Conducts compliance checks on known gang members and their associates to ensure they are adhering to any conditions handed down by the Courts,
- Continues to keep an increased visibility in high risk areas, and
- Conducts investigations and search warrants to hold offenders accountable.

OPS participation in the city-wide strategy is aimed at criminal gang activity through targeted, sustained and effective enforcement. This is done as a collaborative effort from Patrol, District and Guns and Gangs.

For example, the Neighbourhood Officers (NHOs) have increased self-initiated calls for service. The efforts include arrest warrant executions, compliance checks and an overall uniformed police visibility.

NHOs are working collaboratively with DART to ensure coordinated efforts and increased presence in the area and are providing support to the community.

Investigations include stabbings, home takeovers, weapon offences, drug trafficking, robberies, forcible confinement and assaults.

Our DART Unit directly engages with known gang members and their associates. In hundreds of calls for service, it has assisted with investigations, information gathering and has completed hundreds compliance checks. Those checks that have resulted in dozens of breach-of-conditions charges for gang members or associates. One individual has also been deported from Canada.

Every gun seized by the Ottawa Police Service goes through ballistic testing. Put simply, it is the study of bullets - but there's much more to it than that. Detective Chris O'Brien is one of the officers responsible for this test. Read more about his work in this [Ottawa Citizen article](#).

### Safety Initiatives

Safety initiatives provide an opportunity for community partners and police to speak directly with members of the community, reinforce the importance of their safety, as well as encourage residents to call police or community agencies for assistance.

One 2014 initiative was the Safety Bag Program, led by the Bayshore Community Police Centre (CPC). More than 300 packages containing resources and pamphlets on Crime Stoppers and other important numbers were hand delivered to residents in units on Ritchie Street and Penny Drive.

### Supporting Role With Community

The OPS plays a supporting role to community partners by:

- Hosting and participating in information sessions for community leaders and community members on police response and actions on youth crime,
- Working with Community Health Centres on the protocols for post-incident neighbourhood support after a violent event within a community, and
- Applying a risk assessment tool, with our Youth Section, to identify gang risk factors, as well as implementing a pilot project to identify and intervene with younger siblings of youth involved in gang and criminal activity as a prevention initiative.

There are a number of innovative activities in development:

- Pinecrest-Queensway Community Health Centre received a grant from Trillium to expand the sibling approach to crime prevention in that part of the city. OPS and Children's Aid Society are working with community partners - John Howard Society and YouTurn - to reach out to the younger siblings of gang-involved youth to break the cycle of violence in families.
- The Youth Services Bureau is building a trades centre to offer training, employment possibilities and hope to youth involved with the law who are currently making money illegally but need new, realistic sources of income.
- There have been hundreds of people involved in information sessions and relationship-building exercises to develop a more positive understanding between the criminal justice system and the city's diverse communities.

As in every neighbourhood across the city, community participation is key to our successes. We cannot do it alone and we need your cooperation.





## HOMICIDE

Staff Sergeant Bruce Pirt has been an Ottawa Police officer for almost 30 years and has spent the last 17 years working in Major Crime.

“The number of homicides is decreasing in part because of advances in emergency medical treatment,” said S/Sgt Pirt. “Lives are being saved where previously a person would have died from their injuries and it plays a role in our numbers being down in recent years.”

He sees a vast difference between how major crime cases were investigated when he first started and how they are investigated today.

“The motives are mostly the same; jealousy, money, gangs and a perception of being disrespected, but the means we have to solve homicides has greatly changed,” said S/Sgt Pirt. “Before we had to rely on witness testimony, but today, we have social and digital media and more video footage to assist us. These tools have enabled us to solve more crime.”

In 2014, six of the seven homicide investigations led to charges against a suspect or suspects. Only the murder of Jabeir Jemmie on August 23 on Elgin Street remains unsolved.

“Every case is challenging. The motives are different, the methods are different. We have to adapt to

each and every case,” explained S/Sgt Pirt. “But no matter how or why it happened, the perpetrator has to be brought to justice. It takes a team of people, including the community, to solve a murder.”

The Major Crime investigators work closely with other sections, such as Forensic Identification, Guns and Gangs and High Tech Crime. The Major Crime Staff Sergeant acts as Case Manager for all homicides, overseeing the flow and direction of the case in consultation with the lead investigator and file coordinator.

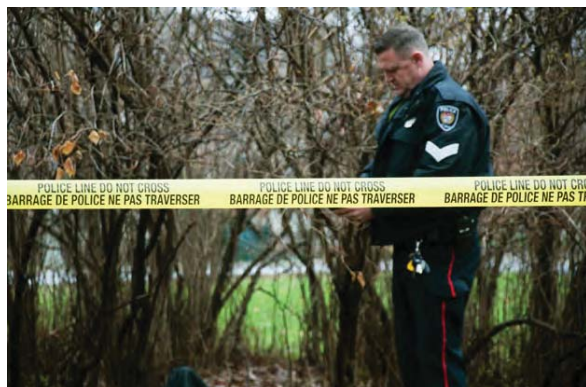
S/Sgt Pirt credits witnesses for playing a key role in the work of Major Crime investigators. “Sometimes the information we need to solve a case doesn’t come to us immediately. But our officers will keep looking. It’s never too late for someone to come forward with information.” For instance, the 2008 murder of Pamela Kosmack and the 2011 murder of Leanne Lawson were both solved in 2013.

“Our job is to get justice for the victims,” said S/Sgt. Pirt. “We want that for every case and we will investigate until we get it.”

The Major Crime Section continues to investigate the murder of Jabeir Jemmie and previous unsolved murders.

## CRIME PREVENTION

The Ottawa Police Service works in partnership with the community to ensure that people’s rights, lives and property are secure. We offer residents and business owners crime prevention tips through pamphlets, videos, presentations and by providing free home security inspections. You can help us by becoming involved in our programs and developing your own awareness on how to prevent or deter crime in your area.



## Crime Stoppers Celebrates 30 Years In Ottawa

Last year marked the 30th anniversary of Crime Stoppers in the Ottawa region. The program began here in 1984, thanks to business people in the community who came together to do something about crime.



The central pillar of the program has always remained the same: tipsters remain anonymous. The program serves as an important tool for a number of criminal investigation units within the Ottawa Police Service.

In particular, the robbery unit receives dozens of anonymous Crime Stoppers tips every year that lead to numerous arrests each year.

Aside from National Crime Prevention Month in January, events were held throughout 2014 to celebrate this milestone anniversary and provide well-deserved recognition to this incredibly important program.



## Prescription Drop-Off Day

On May 10, 2014, OPS participated in the Prescription Drop-off day and provided Ottawa residents with the opportunity to dispose of old and unused prescription medications. Area residents turned over approximately 1,000 grams of a variety of prescription drugs, including oxycodone and codeine.

"The abuse of prescription medications can lead to incidents of overdose and, in some cases, death," Acting Staff Sergeant Ian McDonell said. "If this program has prevented one child from attending the emergency room at CHEO, then it should be deemed a success."

## Crime Prevention Week

OPS celebrated Crime Prevention Week from November 2 to 8, 2014. The theme of the event was:

***Community Safety + Well-Being = A Shared Responsibility***



During the week, the Ottawa police partnered with Datashred Security to offer area residents an opportunity to shred their documents in exchange for a donation to the food bank. This allowed residents to shred confidential documents as a great way to reduce the risk of identity theft, while also giving back to the community through a donation to Ottawa Food Bank.



## OUR PERFORMANCE

**OUR PERFORMANCE**

The Ottawa Police Service is committed to protecting the safety, security and quality of life in Ottawa. As a way of demonstrating how we are achieving these goals, we have established a Performance Monitoring Framework to monitor and evaluate progress on a variety of performance metrics.

The framework was built on valuable work completed by the Performance Measurement Advisory Committee, which included representatives of the Police Services Board, businesses, community groups, the academic sector and senior OPS members. The committee developed a wide range of indicators chosen for their relevance to the citizens of Ottawa, various levels of government, and policing standards and practices. The figure identifies some of the key performance indicators from the framework, covering areas such as value-for-money, efficiency and effectiveness.

The Ottawa Police Service also contributes metrics to a number of local and provincial initiatives, including the Ontario Municipal Benchmarking Initiative (OMBI) and the Municipal Performance Measurement Project (MPMP). As well, Ottawa Police Service representatives continue to serve on the OMBI Police Expert Panel, the national Police Information and Statistics (POLIS) Committee, and other venues that contribute to the ongoing discussion, improvement and transparency of police performance measures.



*"If you cannot measure it, you cannot improve it."* – Lord Kelvin, 1883



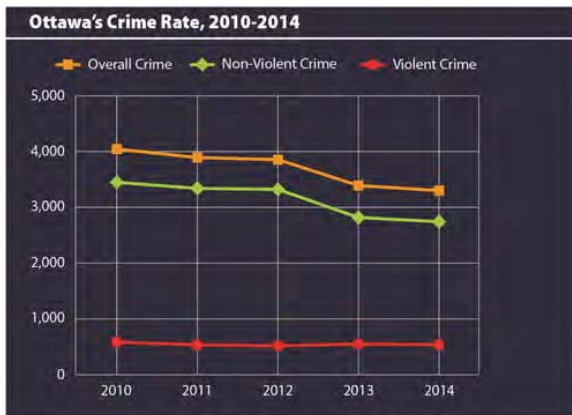
This section presents statistics for Criminal Code of Canada (CCC) offences in the City of Ottawa and its 23 Wards. The information has been categorized according to the Uniform Crime Reporting (UCR) Survey 2.2, which is consistent with the methodology used by the Canadian Centre for Justice Statistics (CCJS). All crime figures refer to actual crimes reported to the Ottawa Police Service within the

2014 calendar year. Unfounded incidents, which are those deemed through investigation not to have occurred, are excluded from this report. Unless otherwise stated, Criminal Code of Canada traffic offences are excluded from Criminal Code offences. The information provides residents and visitors with a better understanding of crime in Ottawa.



## Crime Rate

In 2014, the overall crime rate in Ottawa dropped -3% to 3,306 reported offences per 100,000 residents. This marks the fifth year in a row that the city has seen a decrease in its crime rate. Mirroring this trend, the actual volume of reported crime has also fallen during the same time period. Since 2010, the actual number of reported Criminal Code of Canada offences has decreased by -9%, which translates into -3,200 fewer incidents annually. While crime has decreased in the past five years, the decline has been driven by the drop in property-related incidents. The largest reductions over the five-year period were in theft under \$5,000 (down -11% or -1,400 incidents annually) and mischief (down -14% or -710 incidents annually).



## Crime Severity Index

The Crime Severity Index (CSI) provides residents with a measure to help understand whether crime was more or less serious than in previous years. The

CSI tracks changes in the severity of crimes reported to police by accounting for both the amount of crime to police and the relative seriousness of the incidents. Introduced by Statistics Canada in 2009, the CSI uses weights derived from incarceration rates and prison sentences to determine the severity of each crime. Values are estimated and do not represent the official Crime Severity Index as published by Statistics Canada. Over the past five years, the CSI has declined by -30% in Ottawa, falling 8% last year alone.

## Solvency Rate

Following Statistics Canada's Uniform Crime Reporting (UCR) guidelines, for an offence to be considered to be solved the incident must be cleared by charge or cleared otherwise. Cleared otherwise means that although the offender was identified a charge was not laid for certain reasons, which can include the death of the accused, the offender's participation in a diversionary program or for reasons at the discretion of the investigating police officer.

The solvency rate is expressed as a percentage and is an often-used measure of police performance. It is calculated using the following formula:

The solvency rate for all Criminal Code of Canada offences (excluding traffic) fell slightly in 2014 to 37%, just below the five-year average of 39%.

## Solvency Rate Formula

$$\frac{\text{Incidents cleared by charge} + \text{Incidents cleared otherwise}}{\text{Total actual reported Criminal Code of Canada offences}} \times 100 = \text{Solvency rate (\%)}$$

[View the Ottawa's Crime Trends For The City And Wards, 2013-2014](#)

## CRIME SEVERITY INDEX BACKGROUNDER

### What is the Crime Severity Index?

The Crime Severity Index (CSI) is a measure of crime reported to police that reflects the relative seriousness of individual offences and tracks these changes in crime severity over time.

### What does the Crime Severity Index tell us?

The Crime Severity Index tells us if crime was more or less serious than in previous years. It can also tell us whether certain types of crime are more or less serious over time. For ease of interpretation, the index is converted to 100 for the base year, which is 2006.

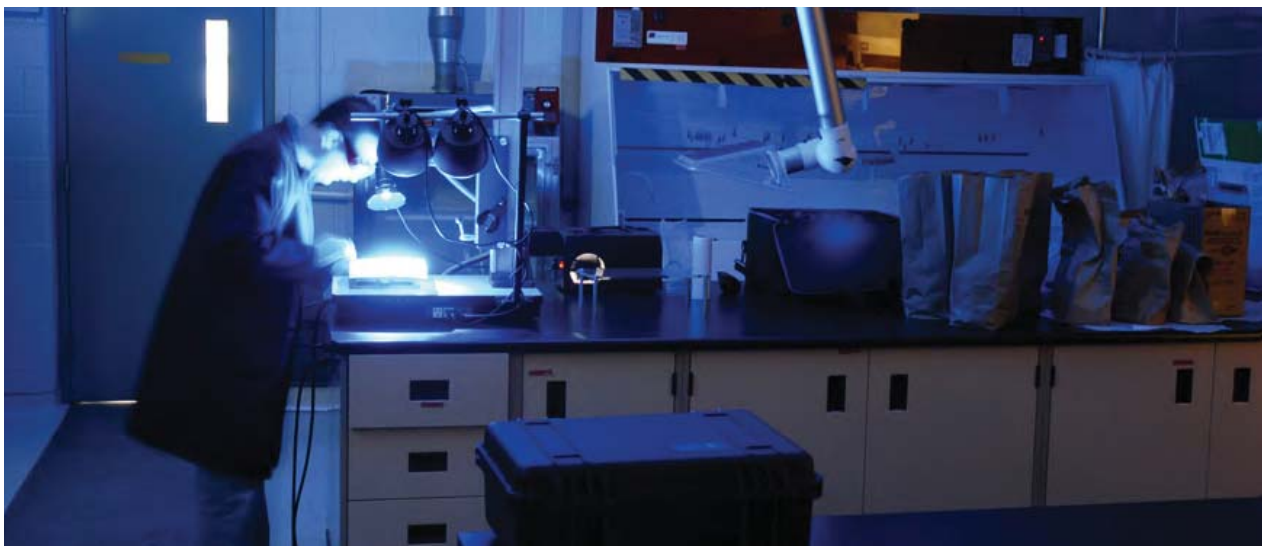
### Who was involved in the development of the Crime Severity Index?

The index was created in 2009 by the Canadian Centre for Justice Statistics at Statistics Canada in collaboration with numerous stakeholders. Representatives from provincial and federal justice departments formed a working group with the policing and academic communities to guide the development of the Index.

### How is the Crime Severity Index calculated?

The seriousness of each offence is determined by using sentencing data from the nation's courts. Each individual offence is weighted according to the severity of the sentences handed down by judges. Sentencing data comes from Statistics Canada's Adult and Youth Courts Surveys. To calculate the actual weight for an offence, the incarceration rate for that type of offence (the percentage of all convictions receiving a jail sentence) is multiplied by the average length of the prison sentence in days. Those weights are then multiplied against the volume of each offence to determine what their impact will be on the Crime Severity Index.

For more information on the Crime Severity Index, please contact the Canadian Centre for Justice Statistics at [ccjsccsj@statcan.gc.ca](mailto:ccjsccsj@statcan.gc.ca) or at 1-800-387-2231. Data tables at various geographic levels are also available through the Statistics Canada website at [www.statcan.gc.ca](http://www.statcan.gc.ca).



## VIOLENT CRIME IN OTTAWA



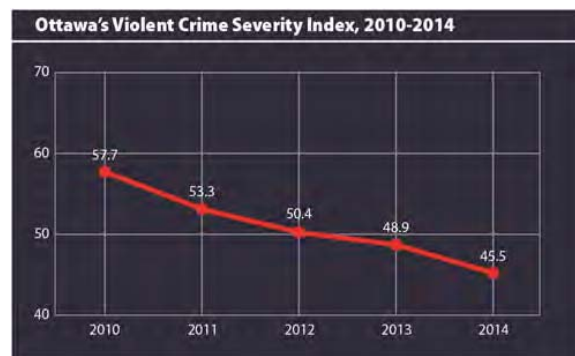
A violent crime is any crime in which an offender uses or threatens to use force on a victim. In Ottawa, the violent crime rate declined by -4% in 2014, down to 552 incidents per 100,000 population. There were -30% fewer homicides, -23% fewer robberies and -7% fewer assaults, which together accounted for the majority of the overall decrease in the violent crime rate. Assaults represent more than 50% of all violent offences in Ottawa.

The -23% decrease in robberies was partially attributed to the creation of the cell-phone blacklist in September 2013. The list, accessible on [protectyourdata.ca](http://protectyourdata.ca), tracks the International Mobile Equipment Identity number of all lost or stolen mobile devices so they cannot be reactivated by any service provider. By removing the capacity to reactivate stolen devices, the monetary value of stolen mobile devices diminished to criminals. Consequently, there was a reduction in personal and swarming robberies.

This reduction allowed Robbery investigators to focus their attention on commercial and financial robberies, resulting in a 15 percentage point increase in solvency rates for these crimes. Additionally, the overall solvency rate increased to more than 43%, with the solvency rates for bank and retail robberies both in excess of 76%. The Robbery Unit also continued to enhance its partnerships with companies such as Macs, Petro Canada, and 3SI Security Systems.

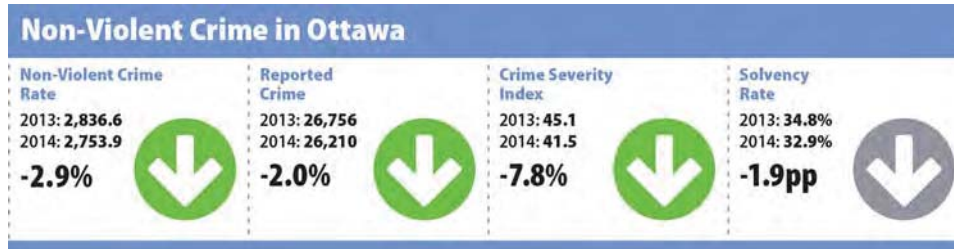
Compared to 2013, some categories of violent offences increased, including a 13% increase of sexual violations (+62 incidents), and a 6% increase in other offences (+55 incidents), which includes criminal harassment and a 50% increase in abductions (+28 incidents). The rise in abductions can be partly attributed to more reported cases of trafficking in persons (+12 incidents) and forcible confinement (+17 incidents). The efforts undertaken by the Human Trafficking Section to identify victims of this crime are contributing to the increased number of incidents.

Despite this increase, the overall severity of violent crime declined by -7% in 2014. Compared to 2013, there was a slight drop in the solvency rate for violent crimes, decreasing by -1 percentage point to 55%.



Several units from the OPS are looking to identify and find people related to ongoing investigations. [Visit our Most Wanted page](#) to see if you recognize anyone.

**NON-VIOLENT CRIME IN OTTAWA**



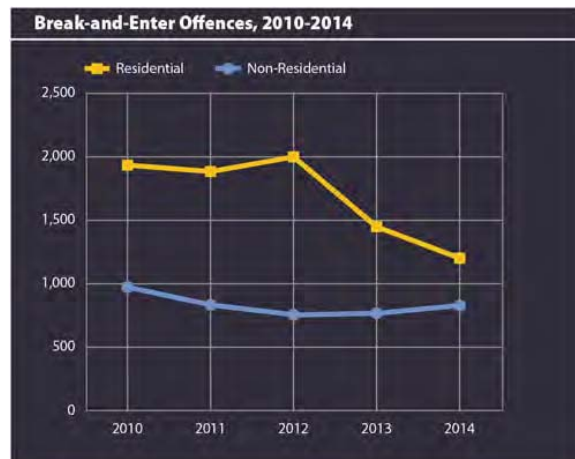
Non-violent crime includes both property-related offences and other Criminal Code of Canada offences. In 2014, non-violent crime accounted for more than 80% of all criminal offences in the city. The crime rate for non-violent has continued to decline over the past five years, from more than 3,500 offences per 100,000 population in 2010 to 2,750 offences last year, a decrease of -21%.

The volume of reported property crime declined for the second year in a row in 2014, falling by -2% compared to 2013. Theft under \$5,000 and mischief offences continue to represent more than 57% of all criminal offences (excluding traffic) across the city. Break-and-enters declined by -8%, or -175 incidents, there was a slight decrease of -2 percentage points in the city's solvency rate for break and enters. Residential break-and-enters declined by -17%, or -232 incidents, while non-residential break-and-enters increased by 8%, or 61 incidents. The increase in non-residential incidents is partly related to offenders focusing on smash-and-grabs from commercial businesses and breaching apartment lockers. Sentencing rates for these types of crimes are generally lower than for a residential offence, which has resulted in some offenders refocusing their efforts on non-residential properties. Overall decreases in the break-and-enter rates are partly related to the incarceration of several prolific offenders and ongoing proactive efforts by the Break and Enter Unit to monitor known offenders.

In the category of *Other Criminal Code of Canada* offences (including offences for weapons, bail violation, counterfeit currency, breach of probation, internet threats and administration of justice), there

were -15 fewer offences in 2014, a drop of less than -1%. The solvency rate for other *Criminal Code* violations remains high, at 82%, because of the charge rates for failing to attend court (100%) and failing to comply with conditions (90%).

A -51% reduction in prostitution offences (-32 incidents) for 2014 can be attributed to the Supreme Court of Canada ruling, delivered in December 2013, that found portions of the *Criminal Code* related to prostitution and keeping a common bawdy house were inconsistent with *Canadian Charter of Rights and Freedoms*. The largest declines in other Criminal Code offences included a -14% decrease in offensive weapons (which include firearms and knives) charges (-28 incidents) and an -8% decline in failure to comply with conditions (-107 incidents). There was a slight rise of 3% in failure to attend court (+34 incidents).





**CALLS FOR SERVICE**



The OPS received nearly 827,000 calls in 2014, which included info-desk enquiries, call-centre communications, officer-initiated calls, switchboard calls and emergency calls to 911 and 613-230-6211. Out of this total, nearly 341,000 calls were entered into the OPS computer aided dispatch system (CAD), a decline of -3.9% from 2013 to 2014. This decline of -13,685 calls was driven by fewer traffic stops (-4,500 or -7%), street checks (-2,000 or -23%), and alarm calls (-1,500 or -8%).

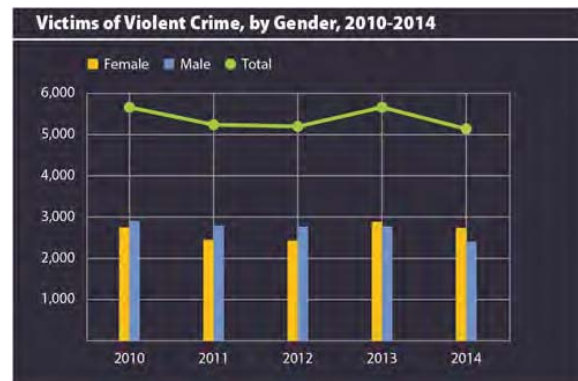
There were also 245,500 calls in 2014 that required an on-scene police presence. From these calls, more than 4,095 were assessed as Priority 1, which means there was an imminent danger to life. For these Priority 1 calls, OPS achieved the response performance standard of arriving at the scene within 15 minutes, 95% of the time.

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. Reactive workload generally fluctuates seasonally throughout the year, with variations in the weather influencing call volume and criminal behaviour. In 2014, there was a 2% increase in service time,

amounting to 272,000 hours despite a slight decrease in the fourth quarter. This is the second year running that the cumulative amount of time officers spend on calls has remained below the five year average of 277,500 hours.

**ASSISTANCE TO VICTIMS OF CRIME**

From 2010 to 2014, approximately 27,000 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.



The OPS Victim Crisis Unit provides crisis intervention and post-trauma interventions to victims of crime and tragic circumstances. The unit works in partnership with all members of the police service to ensure victims receive the services they need. 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.

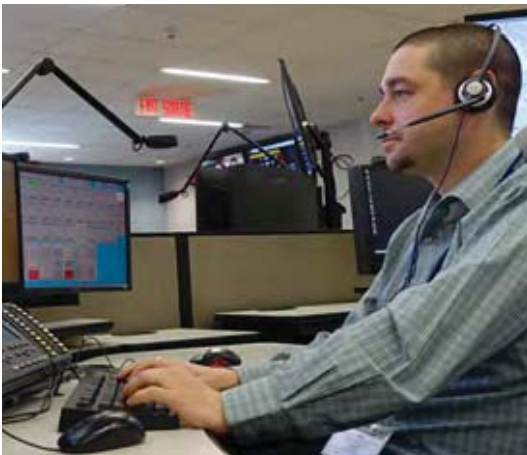
In 2014, the unit responded to 3,090 calls and supported more than 5,400 interventions. This is an 8% increase over the 2,870 calls for service the unit answered in 2013. While some of these calls for service involved a single victim, many involved multiple victims, including the coordination of a mass response to the shooting of Cpl. Nathan Cirillo at the National War Memorial in October 2014.

This year the unit has had many notable accomplishments.

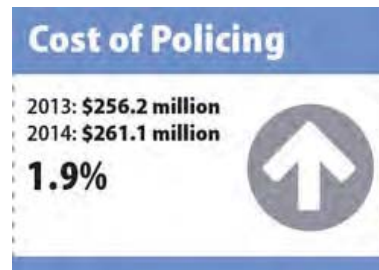
- The unit received the Service Provider Award 2014 from Immigrant Women's Services Ottawa, which is given to recognize outstanding service to immigrant and visible minority women.
- In partnership with the Elder Abuse Unit, the Victim Crisis Unit created an Elder Abuse Information Line to provide community members with access to assistance and information to address issues of elder abuse, which allowed investigators to focus on the criminal investigative process.
- During National Victims of Crime Awareness Week 2014, the unit partnered with Algonquin College Victimology Program, St. Joe's Women's Centre and PACT Ottawa to host an educational workshop on human trafficking that involved more 130 stakeholders.



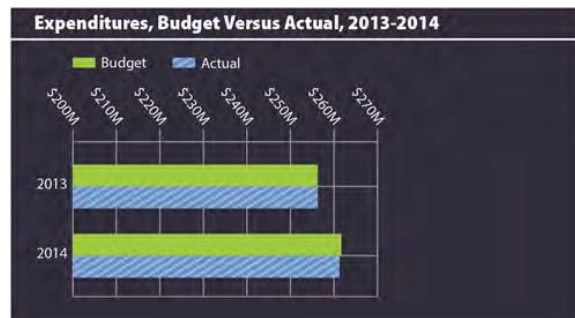
- With funding from Justice Canada, the OPS Victim Crisis Unit partnered with Canadian Parents of Murdered Children to develop and deliver an eight-week support group to parents of murdered children.
- In the fall of 2014, the unit enhanced its partnership with Ottawa Victim Services by opening its doors to members of this not-for-profit group, bringing them within the unit to work collaboratively in identifying victims who might require their services. This initiative is an excellent example of working together to make the best use of resources available in the community and OPS.



## COST OF POLICING



The OPS recognizes the community's expectation that an organization should deliver value for money. The net expenditures for 2014 are presented in the table below and highlights **a surplus of \$731,900**. This surplus was the 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.



## Efficiencies And Reduced Expenditures

In 2014, staff achieved efficiencies beyond those already planned, which resulted in savings in the areas of telecommunications and print management. In addition, the areas of business continuity, IT projects and specialized equipment had reduced spending, which provided a total surplus of \$590,000.

## Paid Duty And Other Revenue

Paid duty revenue has provided surpluses in past years, a trend that continued in 2014 by bringing in \$890,000. In addition, revenues generated from records clearance check generated a surplus of \$350,000.

## Compensation And Benefits

The OPS compensation area generated a savings of \$750,000, partly the result of nearly \$350,000 in savings on benefits claims.

## Facility Operating Costs

In past years, the facility operating costs for OPS have provided surpluses and 2014 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.

## Vehicle Maintenance

In 2014, vehicle maintenance activities continued its record of posting a surplus, this year in the amount of \$280,000. This surplus is attributable to Board-approved funding for capital replacement, which means that older vehicles are replaced prior to incurring significant maintenance costs.

## Fuel Costs

OPS ended the year with a \$132,800 surplus in its fuel accounts.

### Change in Expenditures, Budget and Actual, 2013-2014

Preliminary Net Expenditure	2013		2014		5-Year Average		Change (%)	
	Budget (\$000s)	Actual (\$000s)	Budget (\$000s)	Actual (\$000s)	Budget (\$000s)	Actual (\$000s)	Budget	Actual
Compensation and Benefits	233,362	236,419	238,121	240,911	223,467	226,217	2.0%	1.9%
Material and Services	14,647	15,148	17,409	18,010	15,268	15,197	18.9%	18.9%
Other Internal Costs	8,188	8,548	8,542	8,821	7,951	8,167	4.3%	3.2%
Financial Charges	18,893	18,897	17,523	16,923	18,090	17,939	-7.3%	-10.4%
Fleet Costs	5,103	4,953	4,995	4,606	4,800	4,795	-2.1%	-7.0%
Transfer Payments	27	20	27	22	27	22	0.0%	10.0%
Total Gross Expenditures	280,220	283,985	286,617	289,923	269,604	272,337	2.3%	1.8%
Revenues and Recoveries	(23,959)	(27,828)	(24,736)	(28,144)	(23,558)	(26,860)	3.2%	1.1%
<b>Total Net Expenditures</b>	<b>256,261</b>	<b>256,157</b>	<b>261,881</b>	<b>261,149</b>	<b>246,047</b>	<b>245,477</b>	<b>2.2%</b>	<b>1.9%</b>



## Revenue From Collision Reporting Centres (CRC)

The budgeted revenue for the program was increased in 2014 to \$1.6 million, up from \$800,000 in 2013 because the program was not fully operational for the entire 2014 year. Although the revenue has grown, the overall budget for the CRCs for 2014 ended with a shortfall of \$950,000 because insurance companies have been slower to enrol than was expected.

## Overtime, Court Overtime And On-Call Costs

The overtime account ended the 2014 year with a deficit of \$890,000. The War Memorial/Parliament Hill shooting in October created a significant pressure on the overtime budget, with costs for this occurrence amounting to approximately \$400,000.

## 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 Board and paid. Although we do have a budget for legal costs and claims, the magnitude and timing of these claims vary significantly from year to year. This year, the insurance claims account created a deficit of \$290,000 and legal costs ended the year with a pressure of \$240,000.

For more information on the OPS budget please visit [ottawapolice.ca](http://ottawapolice.ca), or to access the 2014 Annual Financial Report please visit [ottawapoliceboard.ca](http://ottawapoliceboard.ca).

## Grant Funding Partnerships

In 2014, OPS secured more than \$8 million through government partnerships. These are outlined below.

Grant Funding Partnerships	
<b>Provincial strategy to protect children from sexual abuse and exploitation on the Internet</b> <b>\$301,790</b>	<b>Reduce Impairment Driving Everywhere (RIDE)</b> <b>\$52,042</b>
Funding from the Ministry of Community Safety and Correctional Services for specialized investigative teams to investigate cases of online child-luring and identify their victims.	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.
<b>Provincial Anti-Violence Intervention Strategy (PAVIS)</b> <b>\$624,000</b>	<b>Provincial Community Policing Partnership (CPP)</b> <b>\$960,000</b>
Funding from the Ministry of Community Safety and Correctional Services that supports targeted enforcement in the geographical areas of street gangs by establishing crime prevention initiatives, building relationships with at risk youth and mobilizing the communities.	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.
<b>Youth in Policing Initiative (YIPI)</b> <b>\$254,629</b>	<b>Intersect Situational Awareness Network (ISAN)</b> <b>\$250,000</b>
Funding from the Ministry of Children and Youth Services that provides high-school students, ages 15 to 18, with summer and winter employment opportunities within the Ottawa Police Service. These youth enhance police community relations while developing job skills that could lead to a career in policing.	Project funding from the Canadian Safety and Security Program (Defence Research and Development Canada) to establish a 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).
<b>Provincial Safer Communities 1,000 Officers Partnership</b> <b>\$3,325,000</b>	<b>Provincial Electronic Surveillance Equipment Program (PESEDP)</b> <b>\$105,188</b>
A cost-sharing agreement with the City of Ottawa and Ministry of Community Safety and Correctional Services to create and retain new frontline sworn officer positions. These officers will work in the areas of community policing, youth crime, guns and gangs, organized crime, dangerous offenders, domestic violence Internet crime and court efficiencies.	PESEDP funds activities directed at organized and serious crime, and initiatives focused on proceeds of crime.
<b>Court Security Prisoner Transport (CSPT)</b> <b>\$1,911,076</b>	<b>Civil Remedies Illicit Activities Office (CRIA)</b> <b>\$141,000</b>
This seven-year provincial subsidy from the Ontario Municipality Partnership Fund (OMPF) offsets municipal expenditures for providing security at provincial courts and for transporting prisoners.	Funding to develop effective practices for the management of risk in medium-risk to high-risk partner assault. CRIA funds are obtained through the Civil Remedies Act, which allows the Crown to freeze, take possession or forfeit property that is a proceed of crime or an instrument of unlawful activity.

## PROFESSIONAL STANDARDS



The OPS takes the investigation of complaints very seriously, fully understanding the impact that police service 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.

Our Professional Standards Section (PSS) is one level of oversight that investigates complaints about OPS policies and service, in addition to investigating and resolving complaints about the conduct of individual members. PSS is responsible for investigating internally generated complaints (Chief's complaints) and public complaints

generated through the Office of the Independent Police Review Director (OIPRD). PSS also assists the Special Investigations Unit (SIU) on investigations of incidents involving the police that have resulted in death, serious injury, or allegations of sexual assault.

PSS has an active role in educating supervisors to resolve complaints. This allows for a better dialogue between complainants and supervisors and promotes a way of resolving issues that arise in the course of daily operations. In 2014, PSS attended training days for supervisors, managers and NCOs training days, as well as presentations for new recruits presentations and training seminars for new NCOs. PSS also presented at the 2014 OPS Ethics Week, along with OIPRD Director Gerry McNeilly.

Complaints Received, 2013-2014				
Type	2013	2014	5-Year Average	Change (%)
Public Complaints	218	209	224.8	-4.1%
Chief's Complaints	162	183	183.4	13.0%
<b>Total</b>	<b>380</b>	<b>392</b>	<b>408.2</b>	<b>3.2%</b>

OPS classifies each complaint about conduct based on the type of allegation made. Where there is more than one allegation, the most serious allegation is used to classify the complaint. The classification provides an idea of the types of situations that generate complaint investigations.

Complaints Received, By Category, 2013-2014				
Type	2013	2014	5-Year Average	Change (%)
Excessive Force	26	17	29.2	-34.6%
Improper Conduct	280	302	302.6	7.9%
Neglect of Duty	57	61	60	7.0%
Firearms Discharge	4	1	2	-75.0%
Policy and/or Service Complaints	12	11	14.2	-8.3%
<b>Total</b>	<b>380</b>	<b>392</b>	<b>408.2</b>	<b>3.2%</b>

Improper conduct includes a broad spectrum of allegations including inappropriate actions, such as unauthorized search and seizure, red-light camera infractions, poor judgment, at-fault motor vehicle collisions, abuse of authority, breach of confidentiality and insubordination. The 2014 increase in complaints related to improper conduct can be attributed to a rise in allegations of breach of confidence (37%) and abuse of authority (55%).

Breach of confidence is one of the most frequently received complaints from the Chief and the public. We are able to prove breaches, with the logs and audits from Canadian Police Information Centre (CPIC) and the Records Management System (RMS). There was a 30% increase in breaches of RMS and CPIC in 2014, compared to 2013. We have also had complaints about breaches where members unlawfully attained information from CPIC or RMS and then disclosed that information to members of the public. Use-of-force complaints are down 34% from 2013 and are rarely substantiated.

2% of all complaints have a racial element to them. In 2013 and 2014, none of the complaints alleging racial discrimination was substantiated.

Off-duty conduct is one of the top reasons members are disciplined. There was a 60% increase in off-duty conduct allegations (2013:4-2014:10), although it represents a relatively low number of complaints (10 out of 392), a large percentage of these complaints are substantiated and result in discipline.

Further information on all PSS activities and how to make a complaint can be accessed at [ottawapolice.ca](http://ottawapolice.ca).





## USE-OF-FORCE



In the course of their duties, officers are occasionally faced with situations that require they 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 (2004).

More information on our legislated use-of-force options is provided in the ['Equipment and Use of Force'](#) regulation 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.

Alongside any use-of-force options, it is critically important to employ good communication skills.

**The Ottawa Police Service has 204 members who are qualified to use conducted energy weapons (CEWs, known as Tasers) and 23 qualified instructors.**

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. A report is also required when a conducted energy weapon is pointed or discharged at a person, or when physical force is used and causes injury. In 2014, members of the Ottawa Police Service filed 485 use-of-force reports, which is nearly a 10% increase from the 443 reports filed in 2013. 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. With this in mind, the number of individual use-of-force options that were used over the past two years is shown below.

While the frequency of firearms drawn and pointed declined in 2014, there was a slight increase (4 incidents) of firearms discharged in order to put

Use-of-Force Reports Compared to Total Calls, 2013-2014				
Type	2013	2014	5-Year Average	Change (%)
Calls Entered into Dispatch	354,488	340,763	369,171	-3.9%
Use-of-Force Reports	443	485	487	9.5%
Reports / 10,000 Calls	12	14	13	16.7%

Use-of-Force Options, 2013-2014				
Type	2013	2014	5-Year Average	Change (%)
Aerosol Weapon	23	18	30.8	-21.7%
Empty Hand - Hard	30	31	37.2	3.3%
Empty Hand - Soft	34	33	33	-2.9%
Firearm - Discharged	47	51	54.4	8.5%
Firearm - Pointed	204	183	195.2	-10.3%
Handgun Drawn	252	213	238	-15.5%
Impact - Hard	12	10	10.8	-16.7%
Impact - Soft	5	1	6.3	-80.0%
Other*	125	177	119.4	41.6%

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



down animals. Aerosol spray and impact weapons (soft and hard) are used to assist 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) has remained stable through 2013 and 2014. 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 has remained stable since 2013.

The 'Other' category includes use of conducted energy weapons, 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 42% in 2014, compared to 2013. The increase relates to the use of CEWs.

## POLICE INTERVENTION

When the Ottawa Police Service (OPS) receives a call for service, there are a number of intervention options available to help resolve the incident.

Communication and de-escalation are always the preferred response options and remain so until the situation is resolved.

However, sometimes a situation requires the use of other options. These include:

- **Officer presence:** having an officer present and readily identifiable at the scene
- **Physical control:** use of soft techniques (e.g., grabs, holds, joint locks) or hard techniques (e.g., punches, kicks)
- **Intermediate weapons:** includes Oleoresin Capsicum Spray (*also known as pepper spray*), batons, and conducted energy weapons (*commonly known by the brand name Taser*)
- **Lethal force:** includes firearms

These options are outlined in the provincial regulation governing use of force that officers receive training on (see Diagram 1). Each intervention option carries different strengths and weaknesses, depending on the situation. For example, pepper spray may not be an appropriate option in a small confined area where cross-contamination could affect innocent bystanders or other officers.



**Ontario Use Of Force Model (2004)**

The officer continuously assesses the situation and selects the most reasonable option relative to those circumstances as perceived at that point in time.

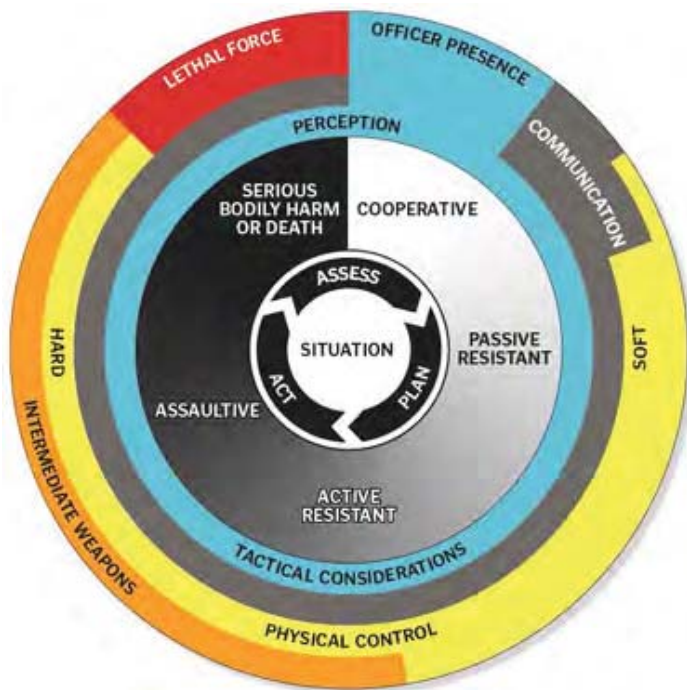


Diagram 1: Police officers are provided with Ontario's use-of-force model and guidelines to assist them in assessing a situation and acting in an appropriate manner to ensure public safety, as well as officer safety. Since situations can be quite dynamic, the model helps illustrate that choosing options is not a linear process, whereby officers proceed through a series of levels. Rather, officers select the appropriate option based on the circumstances, the subject's behaviours and tactical considerations, as well as the officer's perceptions.



**Resistant (Passive)**

The subject refuses, with little or no physical action, to co-operate with the officer's lawful direction. This can assume the form of verbal refusal or consciously contrived physical inactivity.



**Resistant (Active)**

The subject uses non-assaultive physical action to resist, or while resisting an officer's lawful direction. Examples would include pulling away to prevent or escape control, or overt movements such as walking toward, or away from an officer. Running away is another example of active resistance.



**Assaultive**

The subject attempts to apply, or applies force to any person; attempts or threatens by an act or gesture, to apply force to another person, if he/she has, or causes that other person to believe upon reasonable grounds that he/she has, present ability to effect his/her purpose. Examples include kicking and punching, but may also include aggressive body language that signals the intent to assault.



**Serious Bodily Harm or Death**

The subject exhibits actions that the officer reasonably believes are intended to, or likely to cause serious bodily harm or death to any person. Examples include assault with a knife, stick or firearm, or actions that would result in serious injury to an officer or member of the public.



In every call, officers must use their knowledge, skills, abilities and experience. They must continuously assess the situation and select the most reasonable option relative to the circumstances. Is the subject threatening serious bodily harm or death? Are the subjects likely to assault someone? Will the subjects harm themselves? Is there an imminent need to gain control of the subject?

By law, officers are expected to use the least amount of force required and are trained to do so. Officers are also taught to transition between the different use-of-force options when circumstances change, as well as cease use of force once compliance has been gained. Multiple options can be used simultaneously as well, depending on the situation. In most cases, communication is often combined with other options. For example, an officer may display pepper spray but will speak with the subject and attempt to de-escalate the situation to prevent having to use it.

### **Officer Training And Accountability On Police Intervention**

Officer training on police intervention, as well as the options themselves, must adhere to standards set out by the [Ontario Ministry of Community Safety and Correctional Services](#), as well as the Police Services Act (see [R.R.O. 1990, Regulation 926, Equipment and Use of Force](#)).

The standards include the amount of training officers must receive on the different options, including requalification, the approved models for the authorized weapons and the reporting requirements.

In terms of reporting, officers must complete a [use-of-force report](#) when physical force or a weapon is used on a subject. The report is then reviewed by the officer's supervisor, as well as staff at the OPS Professional Development Centre, to ensure the appropriate intervention option was used and to identify any possible training issues, so any required follow-up can be carried out.

The information is also used to report back to the community on the annual use of force by OPS through these annual reports. Previous annual reports can be found at our [Reports and Publications](#) page.

OPS continues to exceed Ministry standards in terms of training and accountability associated with police intervention options.

## **OPS AND THE USE OF CONDUCTED ENERGY WEAPONS**

Conducted energy weapons (CEWs), commonly known as Tasers, provide one of numerous non-lethal options available to Ottawa police officers to help gain control of a situation.

CEWs are an approved and effective use-of-force option for police officers in Ontario and they work by sending electrical impulses that cause involuntary muscle contractions and temporary immobilization, which helps officers gain control of the person..

The OPS initiated a review after determining that these devices were not readily accessible to first-class patrol constables in violent or life-threatening situations. An extensive review of CEWs was conducted throughout 2013 and early 2014. The results presented to the Ottawa Police Services Board in April 2014 support the need for expanded deployment of CEWs, especially to frontline Patrol.

### **Did You Know?**

**More than 95% of calls for service received by the OPS are resolved using officer presence and communication 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.





**OTTAWA POLICE SERVICE**  
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