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Ottawa Police Service

Environmental Scan: 2012



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

*Working together for a safer community
La sécurité de notre communauté, un travail d'équipe*

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votre place ici



Our community,
our inspiration



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Executive Summary

The 2012 Environmental Scan is a snapshot in time, a **broad account of the environment in which policing services are delivered, along with trends and issues that will potentially have the greatest impacts on policing in Ottawa over the next three or more years.** It represents a summary of research findings drawn from numerous sources to inform development of the Ottawa Police Service (OPS) 2013-2015 Business Plan. Further interpretation and prioritization of Environmental Scan findings will take place as part of the OPS business planning process.

The issues that emerge from the 2012 Environmental Scan are summarized in the Figure below. It is important to note that no single finding stands alone and there are numerous linkages between each.



Demographic shifts are changing how and where OPS delivers services and programs

- Policing will need to continue to respond to crimes, such as fraud, that are more likely to affect Ottawa’s aging and vulnerable populations.
- OPS will be serving an increasing number of residents affected by mental health issues, and policing delivery should reflect growing public awareness around mental health.
- In line with the city’s aging population (the proportion of Ottawa’s population aged 65+ will double between 2011 and 2031), OPS will have a continued role in helping manage relations between generations, particularly as perceptions of youth crime have a significant impact on feelings of safety in the city, and elder abuse.



- The same applies for relationship building between different immigrant groups, with immigrants to Canada accounting for one-quarter of city residents and the population continuing to become more diverse.
- Resourcing will need to account for a city-wide population increase of over 50,000 people by 2016, with most of this growth occurring outside the Greenbelt.

There are considerable strengths within the OPS membership that can help promote an organizational culture where ‘Everyone Matters’

- OPS has a high calibre and well-respected membership who are proud to work for the organization.
- An engaged and motivated workforce is highly important to ensure successful recruitment of new officers and for human resource sustainability in the longer term.
- There is increasing recognition within law-enforcement of the importance of work-life balance and managing this in practice, especially for younger members and those expected to deliver on multiple and competing priorities. Research suggests OPS performs well in this area, relative to other Canadian police services.
- There are several well-established well-being and professional development initiatives in place at OPS, although job mobility and tenure is still an important issue that continues to affect members’ views, and work to address these issues continues.
- Training and updated skills will be required to respond to new challenges and changes in technology, equipment and legislation.
- There is an opportunity for continued communication of the OPS organizational vision, including through the business planning process.

Community engagement continues to have considerable importance to OPS, with Ottawa citizens in favour of increased officer visibility, and broader moves towards crime prevention

- There are numerous OPS community initiatives underway that serve to engage residents, increase public confidence in the police and promote crime prevention.
- Post 9/11, community policing has also served a broader security and intelligence role in some instances which has had an impact on officer workload, increased paperwork and training.
- The 2012 public survey suggests that citizens would like to see even greater officer visibility in their neighbourhoods, particularly on foot or on bike. This fits with the public perception of officers actively involved in the community.
- Decreasing reported crime rates in the city may be contributing towards an increased focus on education, intervention and diversion (particularly among youth) and moves towards local empowerment. In other words, proactive crime prevention compared to reactive law enforcement.
- Community engagement and police visibility is especially relevant for new arrival immigrant and cultural groups.



- Speeding cars / aggressive driving consistently remains the greatest concern among Ottawa residents, and there may be opportunities for community initiatives to respond to this. This is similarly the case for other top community concerns such as break and enters, vandalism, youth crime and theft from vehicles.

There is a broad trend towards increased public accountability, consistent with the OPS focus on ethics and building upon high levels of public satisfaction and confidence

- Ottawa residents have high levels of satisfaction and confidence in the OPS and these are positive findings to build upon, especially as citizens are increasingly interested in how well the police are serving their community and adhering to ethical and professional standards.
- Social media is playing an increasingly important part in shaping public impressions, although the public survey finds that police visibility and direct contact with officers are also strong influencers.
- Where the organization can influence officers' commitment to professionalism, research finds that practices and behaviours of supervisors and senior leadership are the strongest drivers (supported by effective communication around positive values).
- Plans to recognize and communicate the OPS ethos of Honour, Courage and Service internally within the membership have become active with the introduction of the Ethics Program.
- There are concerns from the community and OPS partners for transparency (wherever possible), particularly for initiatives or practices involving public/police interaction, such as race data collection and use of force.
- At a broader scale, large law enforcement organizations are moving towards Corporate Social Responsibility (CSR), balancing environmental, economy and societal needs for sustainable development.
- Increasing accountability is a broad trend affecting all public and private organizations. This creates opportunities for best practice sharing and requires that differences between police and private sector roles in law enforcement/security are clear and accountable.

The decreasing number of reported offences per year is a positive trend to maintain, while accepting that new illegal activities can emerge in a short space of time

- The decreasing number of reported crimes per year represents a significant positive trend for Ottawa, although the number of priority one calls has increased over the past six years and public survey evidence suggests a quarter of crimes may go unreported.
- New types of crime found to be taking place in Ottawa can become concerns for the city overnight, with recent examples including dealing in new drugs such as MDPV (bath salts), national/international gun trafficking and human trafficking.
- Police oversight and intelligence gathering is central to protecting public safety and has a renewed focus on managing protests and preparing for civil disobedience, learning



from the experiences of other Canadian cities. The continued focus on intolerance and extremism is another highly important area where OPS is working hard behind the scenes and alongside partner agencies.

New technologies represent both an opportunity to combat crime and a threat of emergent illegal activities

- Technology supports for police are constantly evolving and improving with advances in forensics, protection, surveillance, biometrics and interoperability mechanisms.
- Legislation around lawful access (internet/communications surveillance) is on hold but may have an impact on how police acquire intelligence if passed.
- The increasing use of social media allows the public to capture the actions of police officers on duty and upload videos and pictures in an instant which has impacts on accountability, but also on police safety, particularly for undercover officers.
- Law enforcement agencies are struggling to keep pace with the expanding scale and scope of technology, having the financial resources to invest in equipment and training, and balancing costs, cost savings and outcomes.
- New technologies affect certain areas of policing more than others, for example, the internet and cloud computing are key tools for serious and organized crime and online fraud. New uses of social media also have implications for protection of vulnerable groups and youth, with OPS recently giving advice sessions on youth sexting.

Changing demands are being placed on officers from new legislation, trends in policing service delivery and community expectations

- There is a continuing pressure on frontline officers and other members from workload, paperwork and accountability requirements.
- Broader areas of work around community engagement and assistance to victims can be time-intensive but can be shared between OPS members and external partners to better manage workloads.
- There is an international trend towards optimization of sworn officer capacity, and this is occurring to some extent at OPS already with civilianization of positions within the organization.
- A further step in this direction is public-private policing, and differentiating roles that can be contracted privately as opposed to requiring a sworn presence, reflecting the ethos and intensive training that sworn officers are subject to. Discussions over which aspects of policing this applies to are taking place in the law enforcement community currently and internationally.

There is an increasing focus on cost effectiveness and resourcing

- Improvements to public sector cost effectiveness and resourcing is another broad pressure that is affecting organizations around the world, linked to the global economic



slowdown. Managing the response to this is influencing new ways and models of policing service delivery.

- This cost effectiveness priority is shared with City of Ottawa and other local partners, so there are significant opportunities for collaboration. Closer joint-working with law enforcement partners and interoperability as part of an integrated strategy is one example of this.
- Moves towards cost effectiveness need to be matched with monitoring and accountability that is time-effective and consistent.
- In the face of fiscal pressures, the operational realities of delivering police services and compliance with legislative standards and audits, opportunities for continuous improvement must continually be examined, this includes through the upcoming services review.

The key findings outlined above are broad and represent a collective snapshot in time, while greater detail and program-specific findings are covered in the Environmental Scan main report. Managing the response to each of the issues and priorities will require leadership and community engagement over the long-term, and this begins with the OPS 2013-2015 business planning process.

1. Introduction

The 2012 Environmental Scan is a broad account of the environment in which policing services are delivered in the City of Ottawa. The Scan documents crime and disorder trends as well as relevant factors in the environment such as demographic and legislative trends, which have the potential to impact the future delivery of policing services in the city. The Environmental Scan draws from numerous research sources (see Figure below) and has been informed by continued engagement with the public, Ottawa Police Service (OPS) members, and community stakeholders.





The Scan helps meet the statutory requirements of the *Police Services Act*, Reg.3/99, s. 30 (1), which requires police services to conduct a business plan every three years. The Scan is a snapshot in time and provides relevant data and evidence to assist the development and implementation of the Ottawa Police Service 2013-2015 Business Plan and provide a resource for future monitoring. Importantly, it is a summary of research findings only and it does not attempt to prioritize issues or make any recommendations for action.

The Scan is divided into six main sections:

- **Demographic Trends** – summary of changing demographic characteristics of Ottawa;
- **Crime Trends** – detail and commentary on calls for service and reported crimes between 2010 and 2012;
- **Community Engagement** – highlights from the 2012 Ottawa Police public survey and input from other community stakeholders received to date;
- **Ottawa Police Service Members** – highlights from the 2012 Ottawa Police member survey and other membership initiatives;
- **Policing and Legislative Trends** – review of significant policing issues and trends, service delivery priorities and legislation that may impact OPS now and in the near future; and
- **Conclusions** – overview of the key messages from the 2012 Environmental Scan.

2. Demographic Trends

This section provides a snapshot of the changing demographic characteristics of the city that could impact OPS priorities, with data sourced from Statistics Canada Census 2011 and 2006, City of Ottawa’s Planning and Growth Management department and other referenced literature.

The Table below presents Ottawa’s total population in 2011, percentage change from previous Census years, and projected population for 2016. Whereas the Census reports Ottawa’s 2011 population as 883,391, the mid-2011 estimate by City of Ottawa’s Planning and Growth Management department is 923,041 (or 927,119 for end-2011). The City of Ottawa estimate is based on the population for which the City provides services; it includes embassy foreign nationals, temporary workers and students not counted through the Census. The City of Ottawa forecasts the city will grow to 976,747 people by 2016.



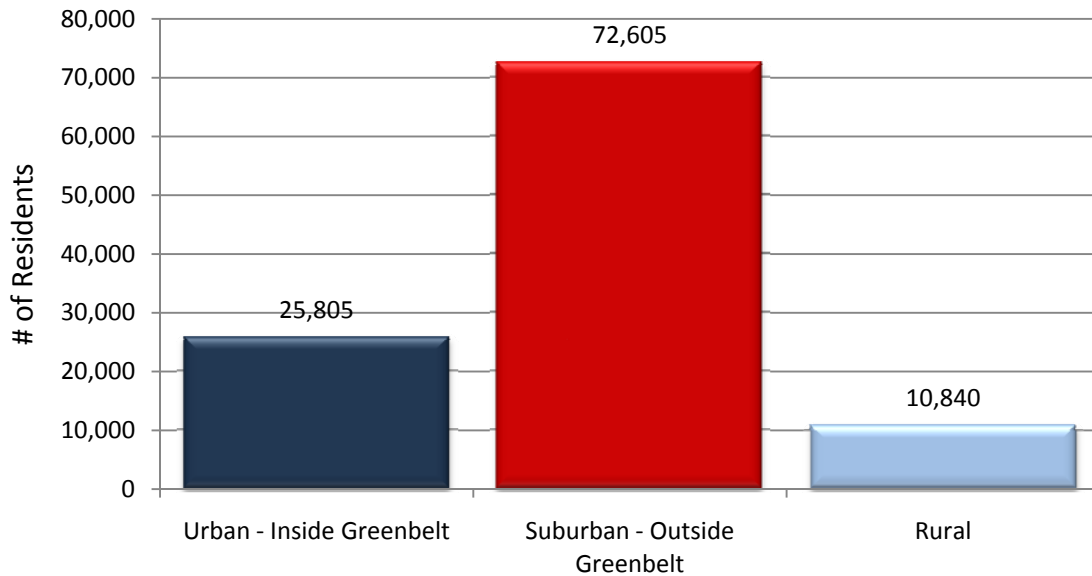
Ottawa Population Trends and Projection, 1996 - 2016				
	Census Population and % Change		City of Ottawa Mid-Year Estimate and % Change	
1996	721,136	-	-	-
2001	774,072	7.3%	-	-
2006	812,129	4.9%	870,757	-
2011	883,391	8.8%	923,041	6.0%
2016 (Projected)	-	-	976,747	5.8%

Source: Statistics Canada Census, 1996 – 2011; City of Ottawa Strategic Outlook, 2011

The proportion of Ottawa residents that live in suburban and rural wards has grown from 41% in 2001 to 45% in 2011. Suburban wards are forecast to continue having the fastest population growth, as well as housing some of the highest earning and largest households within the city. The wards of Gloucester-South Nepean, Barrhaven, and Kanata North are projected to have significantly larger population growth over the next decade compared to other wards in Ottawa.

The Figure overleaf illustrates that the suburban area of Ottawa is expected to grow nearly three times as much as the downtown urban area and nearly seven times as much as the rural regions. While this indicates a significant disparity in growth, it should be noted that both the urban and rural areas are expected to witness increases at close to 26,000 and 11,000 residents respectively.

Ottawa Population Growth by Area, 2011-2021

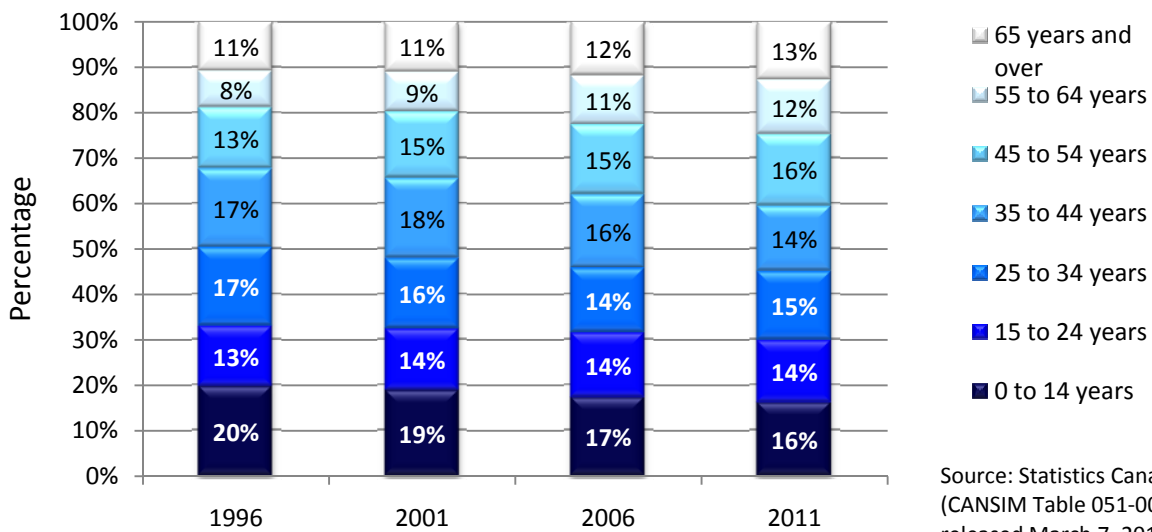


Source: City of Ottawa Planning and Growth Management, 2012

The City of Ottawa has an aging population, with the proportion of residents aged 55+ increasing from 19 percent in 1996 to 25 percent in 2011 (six percentage points difference). This rate of change is similar to provincial and national trends. The proportion of residents aged 0-24 years old has decreased slightly since 1996.

The proportion of seniors aged 65+ in Ottawa is expected to more than double between 2011 and 2031. In 2031, more than one in five residents will be over 65 years old.

Age Distribution in Ottawa, 1996-2011



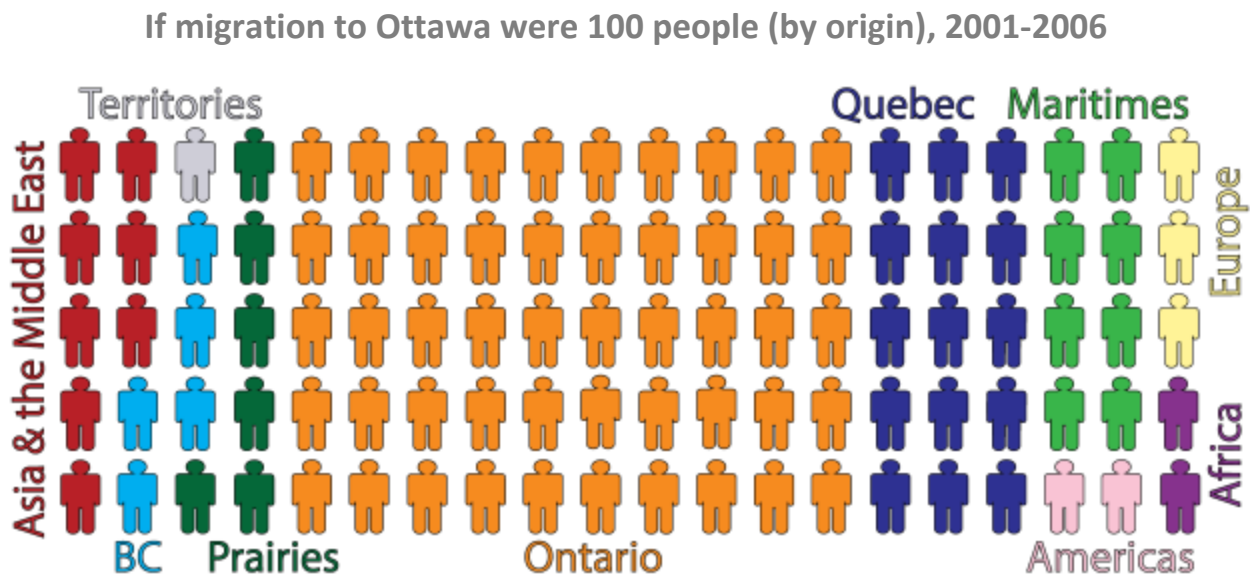
Source: Statistics Canada (CANSIM Table 051-0046, released March 7, 2012)

In 2010, 69,424 Ottawa residents reported having a mood disorder, and this represents an increase over the preceding five years. One quarter (25%) of Ottawa youth have sought care from mental health professionals.

There are 370,217 private households in Ottawa, although approximately 7,000 individuals reside in Ottawa homelessness shelters. This represents a decrease from over 9,000 in 2006, although the number of children and families using homelessness shelters has increased.

Approximately one-quarter of Ottawa’s population are immigrants or temporary residents. The number of foreign students and foreign workers in the city has increased substantially over the past decade, although the number of resident refugee claimants has decreased.

While international immigration is an important element of population growth in Ottawa, the vast majority (80%) of people moving to Ottawa in 2009 came from elsewhere within Canada, and 47% of the total moved to Ottawa from elsewhere in Ontario (the equivalent percentage between 2001 and 2006 was 48% - see Figure below).



Source: Statistics Canada CANSIM Tables 111-0027 and 111-0028; represents latest data available.

Visible minority groups represent approximately 20 percent of the total population in Ottawa. As of 2006, there were 12,970 Aboriginal residents in the city. Over one-fifth of Ottawa residents have a mother tongue that is neither English nor French, and the most widely spoken minority languages are Arabic and Spanish.

The Ottawa labour force is increasingly concentrated within the services-producing sector, within which public administration, healthcare and professional services constitute the vast majority of employment. In contrast, employment in manufacturing has decreased.



The unemployment rate in Ottawa is slightly lower than the provincial average, and a higher proportion of Ottawa residents have a high school certificate or equivalent (85%) compared to the Ontario average (75%).

Implications from Ottawa demographic trends are explored in greater depth in the Policing and Legislative Trends section of the Environmental Scan.



3. Crime Trends

Ottawa remains one of the safest cities in Canada. The **2011 Crime, Police, and Traffic Statistics Report** was presented to the Ottawa Police Services Board on 25 June 2012 with information extracted from the Ottawa Police Records Management System (RMS) and categorized using the Uniform Crime Reporting (UCR) Survey for police-reported crime data (v2.2). The OPS also presents quarterly performance reports to the OPSB and forwards statistics to the City of Ottawa as part of the Ontario Municipal Benchmarking Initiative (OMBI).

Key Crime Trends for 2011

- With 36,622 reported *Criminal Code of Canada* (CCC) offences in Ottawa, the level of crime fell by over two percent in the past year (- 860 incidents).
- The city crime rate was 3,950 criminal offences per 100,000 population, down from 4,085 in 2010.
- Sixteen of Ottawa's 23 wards experienced a reduction in the number of CCC offences from 2010, with Stittsville-Kanata West having the largest decline (-28% or -204 incidents).
- Four in ten crimes were solved in 2011, with two-thirds of homicides solved by early 2012. The overall solvency rate for total *Criminal Code* offences (excluding traffic) remained consistent year-over-year at 39 percent city-wide.

Crimes Against the Person

- Violent crime dropped by nearly five percent in 2011 (from 5,495 to 5,245), the result of fewer assaults (-4%), threats and intimidation (-20%), and homicides (-14%).
- In 2011, there were 11 homicides, down from the 14¹ that were reported in 2010. Robberies however, increased by six percent, up 40 incidents to 712.

Crimes Against Property

- In the past three years the number of property crimes has fallen by over 3,000 offences, declining marginally (-0.9%) over the last year to 27,151 offences.
- Numbering 2,703 offences, break and enters decreased by six percent in 2011, resulting from fewer offences in 13 of 23 wards last year. The greatest reduction was in Stittsville-Kanata West (-46%), while River Ward had the largest increase (+26% or +36 incidents). The solvency rate of break and enters returned to 2009 levels as it decreased by six percentage points to 24 percent.

¹ Included in the total number of homicides in 2010 were two historical incidents from 1990 and 2003 that were otherwise unknown and unreported to the Ottawa Police.

Other *Criminal Code* Offences

- Other *Criminal Code of Canada* offences (weapons, bail violations, counterfeit currency, breach probation, internet threats, and other) decreased by 8 percent or 377 incidents from 2010. Other than Threats via the Internet which rose 30 percent (+30 incidents), there were few reported offences in all categories.

Traffic and Road Safety

- The Ottawa Police issued over 92,000 traffic violations in 2011, a 15 percent decline over the previous year.
- Motor vehicle collisions resulted in 17 fewer fatalities in 2011, down nearly half (-47%) from 2010 (36).
- Last year, the Ottawa police conducted 73 Reduce Impaired Driving Everywhere (RIDE) programs, stopping 22,384 vehicles, and administering 271 roadside (Alcotest) demands.
- Impaired operation of a motor vehicle charges declined by 13 percent (-97 incidents) in 2011 to some 660 offences.

Calls for Service

- In the past three years, the Ottawa Police handled an average of 381,000 calls annually. Last year, the number of calls received by the OPS grew marginally (+1.0%) to over 390,000.
- Ottawa Police responded to more than 78,000 emergency response calls - characterized as crimes in progress or life threatening situations – a one percent decrease from 2010.

Call Response

- Average response times for emergency calls city-wide declined slightly last year, with Ottawa Police Officers arriving on scene in 10 minutes – virtually the same as in 2010.
- Response performance to Priority 1 calls continues to hover below the benchmark of 90 percent, with an on-scene police presence within 15 minutes, 87 percent of the time. This was a negligible difference (-0.3 pct. Pt) from 2010.



In addition to the collision and provincial offence notice information contained in this report, the City of Ottawa releases an annual road safety report. The report includes highlights of road safety programs, traffic enforcement initiatives and collision locations. Further community safety data will be forthcoming from Statistics Canada based on the Crime Severity Index (CSI).

4. Community Engagement

Community engagement is a broad and strategically important aspect of OPS activity and the Environmental Scan benefits from comprehensive and ongoing input from residents, including through the 2012 OPS Public Survey. Perspectives and priorities affecting the City of Ottawa have been researched through the OPS Mayor and Councillor Survey as well as the City Strategic Plan (CSP) 2011-14. Additional feedback has been sourced from meetings hosted by Ottawa Police Services Board (OPSB) on youth engagement, mental health and racial profiling.

Ottawa Police Public Survey 2012

The 2012 Public Survey on Policing Services in the City of Ottawa² was the sixth in a series of formal public consultations since 1995. Similar surveys were conducted every three years between 1995 and 2008. Leger Marketing, a nationally recognized public opinion research firm, conducted the Public Survey on behalf of the Ottawa Police Service. The results of the 2012 Public Survey were presented to the Police Services Board on May 28, 2012. Key findings are as follows:



Perceptions of crime are most positive ever reported

- Nearly half of Ottawa residents (47%) believe crime levels have broadly stayed the same over the past three years. Additionally, the proportion of citizens who think crime has increased is the lowest ever reported (33%), and this has improved significantly since 2006 (54%). The gap between those thinking it has increased and decreased is the smallest ever reported (13 percentage points).
- Residents are typically more concerned about crimes in the city as a whole than in their own neighbourhood.
- Ottawa residents feel safe at home, in their neighbourhood, and around the city during the day. However, residents feel less safe in public spaces and on public transit after dark.

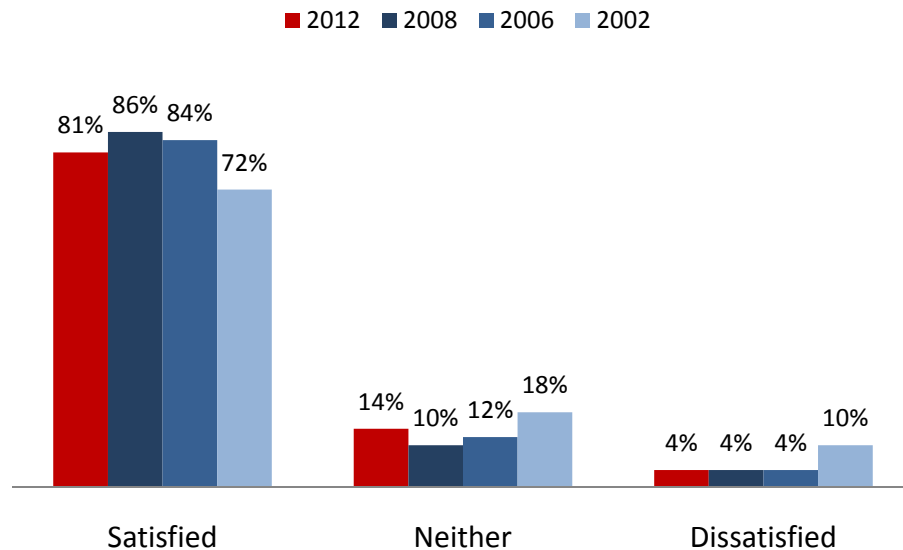
² Report on the 2012 Public Survey on Policing Services
<http://ottawa.ca/calendar/ottawa/citycouncil/opsb/2012/05-28/item4.htm>



Views on the performance of the OPS remain very positive

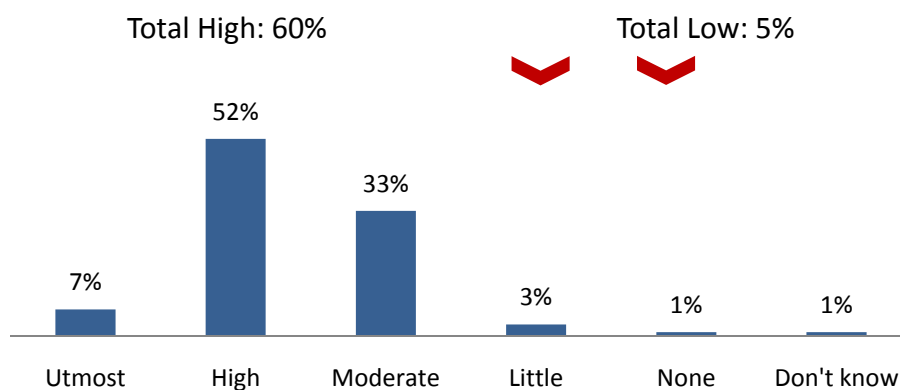
- Consistent with previous surveys, satisfaction with the Ottawa Police is very high; more than four out of five residents (81%) are satisfied, with only four percent being dissatisfied.

Public Satisfaction with Ottawa Police Service, 2002 - 2012



- Satisfaction is high for those who have had direct contact with officers, whether seeing them around or having a personal interaction. These were viewed as two of the top factors in shaping perceptions of the Ottawa Police.
- In terms of public confidence in the OPS, three-in-five Ottawa residents (60%) have high or utmost confidence in the OPS, and 33 percent report moderate confidence.

Public Confidence in Ottawa Police Service, 2012



- A small majority of residents (53%) think the quality of police services has broadly stayed the same over the past three years. While more residents think the quality of policing services has improved (36%) rather than deteriorated (12%), these responses are a decline from perceptions in 2009.
- The Ottawa Police is seen to perform especially well in providing primary police services:
 - Responding promptly rated good or very good by 75 percent of respondents;
 - Enforcing the law by 65 percent; and
 - Doing everything possible to help and be of service by 63 percent.
- An opportunity for improvement remains for direct local engagement (dealing with local problems rated good or very good by 49 percent, educating the public (41%), and police presence on foot or bike (34%).

Citizens' concerns broadly remain the same

Top Neighbourhood and City-wide Concerns, 2012

	TOP 5 CONCERNS (Very concerned + Concerned)	Neighbourhood	TOP 5 CONCERNS (Very concerned + Concerned)	City
1	Speeding cars /Aggressive Driving	64%	Speeding Cars/ Aggressive Driving	76%
2	Break & Enter	59%	Presence of Drugs/ Dealers	74%
3	Vandalism	51%	Youth Crime	71%
4	Youth Crime	50%	Street Gangs	70%
5	Theft from Vehicles	50%	Break & Enter / Sexual Assault / Robbery	68%

Average Degree of Concern (Top-5)
Neighbourhood: 55%
City: 72%

- Residents are typically more concerned about crimes against property, rather than crimes against the person.
- Citizens' concerns have remained relatively constant - all cited concerns have been in the top five lists for every OPS public survey since 2002 (and the majority since 1995).
- The most frequently suggested improvements (open text comments) related to increasing visibility of police officers, improving enforcement of traffic violations, and increasing interactions with local people.

Some police programs and services are less well known or used

- Over half of citizens (57%) are aware that the OPS has two dedicated emergency phone numbers, with 72 percent calling 911 the last time they reported an emergency. Of



those who contacted the Ottawa Police in person or by phone, 78 percent were satisfied with front desk or Community Police Centre (CPC) services and 87 percent expressed satisfaction with emergency and non-emergency calls.

- With the exception of Neighbourhood Watch and Crime Stoppers (72% and 71% of residents aware of respectively), crime prevention programs are not very well-known.
- Despite low levels of awareness currently, three-quarters of citizens (75%) would like to learn more about crime prevention programs and high proportions would like to know more about other OPS activities and programs.
- Over one-third of Ottawa citizens (38%) are aware of the responsibilities of the Ottawa Police Services Board.

Levels of crime victimization are relatively low, but policing challenges remain

- Just over one-in-six respondents (17%) have been a victim of crime over the past three years (comparable to previous years' OPS surveys, which ranged from 17-20%).
- Over half of crime victims (55%) were satisfied or very satisfied with the response, compared to 20 percent who were dissatisfied.
- The proportion of residents that reported their most recent experience of crime to the police has increased from 70 percent in 2008 to 73 percent in 2012; however, a quarter of victims (27%) did not report crimes to the police. The main reasons for not doing so were that victims felt nothing of value was taken or damaged and/or that the police could not do anything.

Public survey findings offer insights on how to improve service delivery

- Overall, the 2012 survey returned positive results, which enhances our knowledge of community priorities and identifies opportunities for service improvement. The results indicate that there has been ongoing improvement in many baseline measures compared to previous surveys, but also that each service area can be further improved. Two potential areas for improvement are further engagement with citizens at the community level and increased visibility of police in the community.



Word cloud of OPS public survey open-text comments



City of Ottawa Strategic Priorities, 2011-2014

In July 2011, City of Ottawa formally approved Term of Council priorities that define what the City will accomplish over the 2011 to 2014 period and these form the basis of the City Strategic Plan (CSP).

Ottawa Police Services Board members and representatives and the OPS Executive Team held a joint session in September 2011 to review these 2011-2014 priorities and to determine linkages to the OPS 2010-2012 Business Plan. The review highlighted numerous points of intersection that are summarized in the Table overleaf.



City of Ottawa and Ottawa Police Service Strategic Priorities - Comparative Review	
City Council 2011-2014 Priorities	OPS 2010-2012 Plan for a Safer Ottawa
Economic Prosperity (including support to immigrants in Ottawa)	Strategic priority of <i>Reducing, Investigating & Preventing Crime</i> , strategic goal of supporting youth (e.g. strategic initiative YIPI Program)
Environmental Stewardship	OPS supports Environmental Stewardship through the implementation of an OPS Anti-Idling program and new facilities (e.g. Huntmar) LEED certified.
Healthy and Caring Communities (including safe, secure and accessible communities)	Strategic priority of <i>Reducing, Investigating & Preventing Crime</i> , and goal to be compliant with AODA
Service Excellence (including improving operational performance and client interaction)	<i>"Service-Excellence-Ethics"</i> , supported by strategic initiatives of Strategic Deployment Review and Criminal Investigative Service Enhancement Project
Governance, Planning and Decision Making (including management controls and public confidence in services)	OPS has adopted a number of strategic initiatives that have resulted in improved management controls (e.g. overtime) and strives to ensure confidence in our services
Employee Engagement	Strategic priority of <i>Investing in our People</i>
Financial Responsibility (including fiscal direction and prudent fiscal management)	OPS is aligned to Council's fiscal direction and have demonstrated prudent fiscal management, as "efficiency targets" have been identified in past budgets

The September 2011 review also identified two areas of renewed focus for OPS:

- **Service Initiative (Si):** OPS is undertaking a Service Initiative focused on providing some of the transformational service changes and enhancements required to meet the challenges outlined in the Environmental Scan. Preliminary work began in 2011 (under the title of Core Service Renewal). The Service Initiative will assist OPS in continuing to meet community service expectations while also ensuring accountability and compliance with statutory requirements. The review will build upon the work of the OPS Strategic Deployment Review and Criminal Investigative Services Enhancement Project.



- **Monitoring Demographic Trends:** OPS should continue to monitor and understand the impact of existing and emerging demographic shifts and growth trends in the city, and the Environmental Scan Demographic Trends Appendix acts as a foundation for further development and analysis.

City of Ottawa Mayor and Councillor Survey 2011

In September 2011, Ottawa Police Service circulated an online survey to all 23 Councillors and the Mayor for their views on crime, public safety and Ottawa Police Service activity. A total of 11 completed surveys were returned, four from Councillors within the Greenbelt (urban), five suburban and one rural. Given the small sample size and the number of respondents, findings should be interpreted with caution. Highlight findings from the survey are:

- The majority of respondents perceive that crime in their ward has remained the same over the past two years. Three Councillors perceive it has decreased, one perceives that it has increased.
- Nearly all respondents (91%) feel safe walking alone in their neighbourhood during the day; just over half feel safe or very safe after dark.
- Most cited concerns at both ward and city level are speeding, traffic offences, vandalism, graffiti and drugs-related offences.
- Most respondents view the quality of policing services as having improved or remained the same over the past two years (45% and 36% respectively).
- The majority of Councillors rate five out of 16 fields of activity listed in the survey as good or very good – particularly working with local residents to solve crimes and deal with local concerns, and responding promptly to calls.
- Concerns remain among three or more respondents around visible police presence (on foot and in vehicles) and enforcing traffic laws.
- The majority of respondents rate police performance ensuring residents' safety and security as good or very good (82%), and 91 percent are satisfied or very satisfied with quality of service.
- Councillor opinions of Ottawa Police members are highly positive, and all eleven respondents agree or strongly agree that members are knowledgeable and well-trained.
- Eight respondents (73%) have utmost or high confidence in the Ottawa Police Service and no respondents have less than a moderate level of confidence.
- When asked to identify the single most important issue facing their community, three Councillors cite community engagement to resolve local issues and two refer to delivering quality police service activity within budget.

Youth Engagement



“It is perceived that young people have a high frequency of police interactions, and it may not always be in the best of circumstances. In fact, when considering police contacts with young people between the ages of 13 and 18, less than 1% of Ottawa youth will have been involved in the justice system in some way in 2011. This speaks volumes to the good character of the vast majority of the youth in our community... The Ottawa Police Service is committed to building meaningful relationships with future generations.”³

In September 2011, the Ottawa Police embarked on the development of an internal youth engagement strategy. The first step was a “Let’s Chat” Youth Café, hosted by the Ottawa Police Service and the Ottawa Police Services Board in October 2011. Approximately 100 youth and officers came together and were consulted on: their ideas for a safer Ottawa; how they can contribute; what we can do together; and how they envision a Youth Advisory Committee (YAC) at the Ottawa Police.⁴ The responses to these questions are helping shape the youth strategy. Some highlights from this event are:

³ Excerpt from Ottawa Police Service Annual Review 2011 - Constable Khoa Hoang, Community Police Centre Somerset

⁴ Ottawa Police Service Annual Review 2011 - Jessica Ripley, Strategic Youth Program Specialist, OPS Youth Section



- The importance of open, trusting relationships/communication between youth and officers;
- Increased awareness around safe ways for youth to be reporting crimes and victimization;
- The creation of a YAC where youths' voices are heard and contributions are made towards training, projects, outreach and events; and
- Increased OPS awareness of youth culture and current trends.

The next step for 2012 is to develop engagement with youth agency partners in the city, reach out and seek youth applicants for the YAC, and to provide a strategic youth voice and engagement for the OPS.

Ottawa Police Services Board

The OPSB has a community engagement strategy and regularly hosts public-interest meetings on topical and/or priority issues. The Board hosted a discussion in June 2010 focused on child and youth mental health that was attended by relevant stakeholders across Ottawa, as well as members of the public. Similar sessions were held on racial profiling in November 2010, community solutions for preventing youth crime in April 2011, and youth engagement (the Let's Chat Youth Café) in October 2011.

Ottawa School Boards

Members of the OPS research team attended the April 2012 Ottawa Regional Safe Schools Committee to discuss safety and policing issues being encountered by Ottawa's four School Boards in and around their schools. Four main issues emerged from the discussions, as outlined below:

- An increasing number of students with mental illness are being placed in schools, and this is affecting interactions between students, staff and School Resource Officers (SROs) to ensure a safe school environment, particularly protecting students that may be more vulnerable to (cyber)bullying.
- Challenges exist in balancing compliance with legislation around student privacy/confidentiality in the *Youth Criminal Justice Act* (YCJA), sharing information that should be known by staff to protect them from known violent or disruptive students (as authorized through *Bill 168 Workplace Violence*), and educating staff about what should and should not be shared.
- The SRO program is highly valuable for the School Boards, students and staff, with SROs engaged in proactive prevention activities that help ensure a safe school environment, including involvement with suspensions and expulsions, and keeping aware of rumblings among students. Recent changes to the SRO model and how SRO resources are allocated have had a broadly positive impact. Where the level of SRO involvement has



decreased in schools that typically face less disruption, other community resources could potentially be called upon to assist.

- Responding to parents with concerns around bullying or perceived bullying is increasingly taking up School Board time, and joint-work with OPS is helping to educate parents and students and distinguishing between bullying, anti-social behaviour and more serious criminal actions. There is a strong interest from the School Boards for further joint-working in this area, potentially through brochures and presentations.
- Linked to above, teachers are increasingly uncertain whether acts of cyber-bullying should be reported as crimes, and what information they can share with parents. Instances are not usually serious enough for a criminal offence but could lead to more serious issues among students. School Boards would appreciate guidance from the OPS on definitions of cyber-bullying/crimes and the process for dealing with harassments (e.g. who has what authority? What approach should be followed?).

Community engagement is highlighted as a priority in the Policing and Legislative Trends section of the Environmental Scan. It has strategic importance in helping to meet public expectations of the police across all sections of the population, improving crime prevention and reduction efforts, and assisting with intelligence gathering and solvency of crimes.



5. Ottawa Police Service Members

As of early 2012, Ottawa Police Service employs 1,940 sworn and civilian employees and the ability for members to work effectively and to their full potential has a significant bearing on the success of the organization as a whole. To help research this, the 2012 membership survey provides an up-to-date and holistic snapshot of the issues, engagement and satisfaction levels and priorities affecting those who work for OPS.

There are several longstanding and new initiatives in place to support members, and a selection of these with relevance to the business planning process are summarized below, along with supporting research.

Ottawa Police Member Survey 2012

The OPS member survey has been conducted every three years since 1995 and it acts as an important tool for measuring employee satisfaction, engagement, and morale, and to inform the OPS business planning process. Issues raised in previous member surveys have directly informed changes to OPS business, particularly around human resource functions, policy, procedure, accountability, public services and work/life balance for employees.

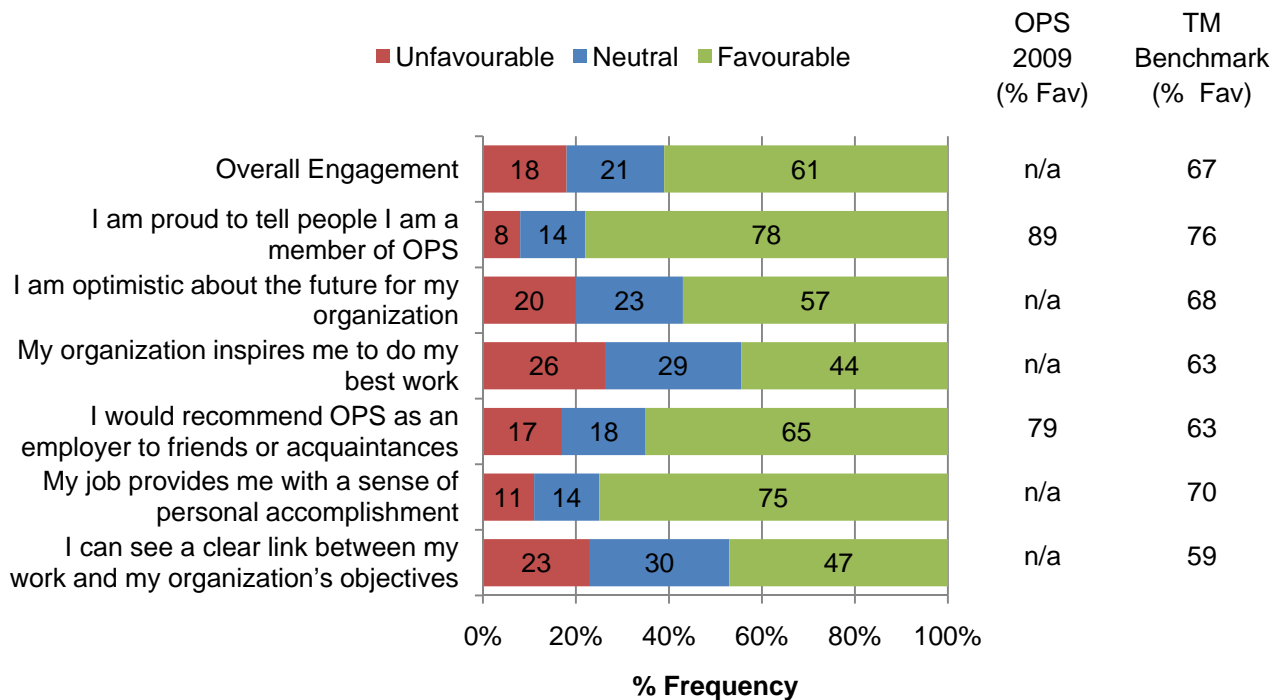
The 2012 member survey was conducted online and managed by an external company, Talent Map, who are specialists in employee engagement research. The survey itself was deployed to 1,940 OPS members over the period of March 14 to April 3, 2012, and received 1,389 responses (a response rate of 72 percent). Compared to previous OPS member surveys, the 2012 questionnaire had a greater focus on measuring workforce engagement rather than simply job satisfaction, in others words whether employees go the extra mile in their duties.

The survey found that 61 percent of OPS members hold favourable views on overall engagement in their job (e.g. whether they're proud to work for OPS, inspired to do their best, provided with a sense of personal accomplishment, etc) – see Figure overleaf. This compares to a benchmark average of 67 percent, based on aggregate survey results for Talent Map's large clients that employ over 1,000 people.

In greater detail, the survey found that 11 percent of OPS members are highly engaged, 26 percent are engaged, 43 percent are sometimes engaged and 20 percent are disengaged. The respective Talent Map benchmark proportions are 18 percent, 30 percent, 36 percent and 16 percent.



OPS Membership Engagement Scores, 2012



Drivers of engagement are workplace dimensions that have the strongest statistical impact on member engagement, and where improvements in these areas would most likely improve member engagement. The member survey results indicate that OPS's primary engagement drivers are, in order of importance: professional growth; organizational vision; senior leadership; and ethics. Professional growth is almost always the top driver of engagement amongst Talent Map's client base, senior leadership is a driver most of the time, and organizational vision is also a common engagement driver. Ethics is a custom dimension deployed for the OPS.

The OPS shows strength in the following areas: compensation (77% favourable score), work environment (75%) and immediate supervisor (71%). The OPS shows weakness in the following areas: organizational vision (36% favourable score); information and communication (36%); and job mobility (11%).

The top 5 findings from the 2012 OPS Member survey are:

- In terms of functional groups, **Corporate Support and Patrol directorates** are candidates for the OPS to focus efforts to improve engagement.
- In terms of rank, **Constable and Special Constable groups** are candidates for the OPS to focus efforts to improve engagement.
- A significant opportunity for improvement lies in **OPS organizational vision**, as it is a strong driver of engagement and is currently a low performing dimension.



- The results indicate **concerns regarding job mobility, including tenure**, although this is consistent with considerably low scores on job mobility in previous OPS surveys.
- Segmentation analyses revealed that **organizational vision is not communicated consistently** throughout the entire organization and that certain groups need to be re-educated about how their jobs fit into achieving this vision.

Professionalism and Ethics

OPS Ethics Program

The concept of an OPS Ethics Program first emerged in the OPS 2007-2009 Business Plan and its development coincided with an increased focus on organizational ethics (in both private and public sectors) across Canada over the past decade.

The OPS Ethics Program was launched in full during the first annual OPS Ethics Week in January 2012, and at the heart of the program is the reminder for all members to reconnect with fundamental ethical values in the police profession: Honour, Courage and Service. The Program outlines the duty of each and every police professional to preserve life, property and the peace within the context of Canadian law and at the direction of the Ottawa community.

Professionalism in Policing

In February 2012, results from the first national study of ethics and professionalism in Canadian police forces were released by the Canadian Association of Chiefs of Police (CACP). The study began in 2009 and included a survey of over 10,000 respondents across 31 Canadian police services, including OPS.

Where organizations can influence the values of their employees, the research findings indicate that the practices and behaviours of supervisors and senior leadership are the strongest drivers sustaining officer commitment to professionalism, and that this is supported by effective communication of positive values throughout the organization. The better informed the front line, the more committed they are to professionalism.

Employee Well Being and Workload

Work-Life and Employee Well-being

The National Work-Life and Employee Well-being Study is a collaborative work between Carleton University and University of Western Ontario (UWE) based upon employee surveys undertaken at regular decade intervals since 1990. The 2011/12 survey involved participation by 4,500 sworn officers and 2,500 civilian employees across 25 Canadian police forces, including OPS. The study focused on work-life conflicts and role overload factors, and mechanisms by which these can be reduced or prevented within a policing environment.



The research suggests that three factors in particular – work-life balance, communication and performance feedback – play an important role in safeguarding officer engagement and organizational well-being. It also notes the important role of immediate supervisors: “Who you work for within an organization has become more important than where you work.”

Recommendations from the 2011/12 survey include: introducing flexible job mobility initiatives, such as tenure, to improve organizational engagement; making targeted changes to workload scheduling for officers under greatest work/home-life pressures, particularly younger officers; and having clear succession planning in place to encourage professional development.

Overall, scores on work-life balance from the OPS 2012 Member Survey (for sworn members) are positive where comparable to the 2011/12 work-life survey results. Whereas only 33% of OPS members agree that the organization believes work should be their primary priority in life, the Canada-wide average is 50% according to the 2011/12 work-life survey.

Criminal Investigations Directorate (CID) Enhancement Project

The CID Enhancement Project was initiated in May 2009 to address workload challenges being faced by investigators. Preliminary findings indicated that the Section an investigator worked in influenced stress levels and work output, and that the ability to meet workloads was affected by supervision models in place and the extent to which staff take proactive approaches to work.

Project recommendations focused on redeployment of personnel, restructuring of sections and units, and civilianization of sworn positions. Recommendations were aligned with the OPS 2010-2012 Business Plan and have been implemented as follows:

- Creation of a new High Risk Offender Management Section targeting prolific and priority offenders.
- Addition of a third surveillance team to expand investigative resources and interoperability.
- Restructuring to reinforce investigative processes within CID.
- Development of a new supervision model that strengthens risk assessment, file prioritization, services to victims, and support to members.
- Redeployment of Directorate personnel to investigative sections that deal in personal crimes.

Cellblock Review

The Cellblock Review Project was initiated in March 2011 to analyze workload, staffing and business processes in the Central and Court House Security Cellblocks, and to make



recommendations for more effective, efficient, manageable and auditable processing of arrested persons.

The review drew upon employee interviews, best practice research across Canada, and workload data analysis. Recommendations from the review have focused on restructuring of positions, work environment, policy and procedures, technology and training. A review of training has been conducted and a review of policies and practices for transfers into and out of Cellblock has been initiated.

Real You Program

The Real You Program was introduced as a pilot fitness and nutrition project in April 2011 with 100 sworn and civilian members participating. The program provides participants with the “how to” knowledge for losing weight, diagnosing and preventing diseases, dealing with psychological stumbling blocks and reducing the negative effects of aging. It is generating evidence of substantial positive medical, fitness and psychological outcomes. The project received approval from the OPSB in May 2012 for an additional 100 participants, pending the results of a full evaluation.

Career Development

Tenure Program

Tenure is the mandatory rotation of personnel after a specified period of time in their existing position. The rationale for the OPS tenure program is to provide more opportunities for officers to gain operational experience, while increasing the level of officer experience on patrol. The Table below identifies tenure transfer numbers for the first three years of the program. The number of mandatory transfers varies from year to year, affected by tenure-in dates, number of transfers prior to maximum tenure time, and transfers resulting from promotions, secondments and retirements.

Transfer Activity Resulting from the Tenure Program, 2009 - 2011			
	2009	2010	2011
Patrol to Tenured Position	12	26	14
Tenured Position to Patrol	15	24	15
Tenured Position to Tenured Position	3	10	2
Total Tenure Transfers	30	60	31

Source: Report to the Ottawa Police Services Board, April 2012



Civilian Career Initiative (CCI)

The Civilian Career Initiative (CCI) was launched in early 2009 to establish a promotional procedure for civilians where no formal policy or process previously existed, and to ensure OPS operates a consistent, fair and transparent job competition process.

CCI Joint Committee recommendations were approved in summer 2009 to design steps for the civilian competition process, including standards, guidelines and training. A civilian expression of interest database was implemented in October 2010, and work was also undertaken to clarify acting assignments versus EOI vacancies. A new CCI Joint Steering Committee was established in 2011 to provide oversight to the civilian competition process, and efforts to create a regular job evaluation cycle for civilians within OPS are ongoing.

A feedback survey on the CCI was issued to 643 civilian members in late 2011 and received a total of 352 responses (54% response rate), with an even distribution of positive, neutral and negative assessments of the CCI work to date, and with further analysis still ongoing.



6. Policing and Legislative Trends

This section profiles significant and emerging crime and disorder activities and legislative trends affecting policing. Other elements of crime against the person, crimes against property or traffic safety are covered in the Crime Trends section.

Demographics and Environment

- Ottawa's aging population increases the potential for victimization among seniors to certain crimes such as identity theft, cyber crimes, fraud, and elder abuse. Planning for an aging population is underway, including through the City of Ottawa's Older Adult Plan.
- Youth are more likely than average to be at risk of and involved in a wide range of crimes and policing concerns, including: street gangs; drugs and alcohol; graffiti and vandalism; prostitution; robberies and swarming; and (cyber)bullying and suicide.
- National research by Statistics Canada finds that Aboriginal groups are also at greater risk of crime victimization and abuse.⁵
- The rate of abuse involving current or former spouses broadly remains the same. The rate of family-related sexual offences is more than four times higher for girls than for boys.⁶ In all cases of abuse, warning signs need to be identified early and communicated between support agencies and the police.
- As immigration accounts for a large portion of population growth, opportunities and challenges for the Ottawa Police Service will continue to arise. Opportunities may include recruitment of officers and volunteers representing the diversity of the city, and fostering new community partnerships. Conversely, the police service will need to be aware of the potential for hate crimes and racial discrimination. Ottawa Police will also require access to qualified translators and interpreters to mitigate the risk of misinterpretations and inaccurate information being communicated to officers. There is a need to ensure officers are aware of different cultures, customs, and language barriers.
- The level of public awareness around mental health issues is increasing and officers need to be aware how to respond to and react to people who are affected. Positive steps are being taken following the 2010 public engagement meeting hosted by OPSB on "Child and Youth Mental Health: What Can You Do About It?"

⁵ Statistics Canada (2011) Violent victimization of Aboriginal people in the Canadian provinces, 2009

⁶ Statistics Canada (2012) Family violence in Canada: A statistical profile, 2010

Crime and Disorder

- While reported crime is decreasing, the nature of crime is changing. Crimes without borders include cyber activity (e.g. phishing, harassment, bullying and sexting), identity theft, fraud, child pornography and luring. Organized prostitution, human trafficking, international drug and weapons smuggling, are being driven by opportunities provided through the expansion and evolution of information technology and the involvement of organized crime.
- Fraud, in its many forms is perhaps the fastest growing crime problem globally. New methods and forms of theft and fraud are emerging rapidly and law enforcement is struggling to keep pace with the expanding scale and scope of the problem.
- Ottawa is particularly vulnerable to facilitation of human trafficking because of its high levels of in/out migration, demography and proximity to other large cities in Canada and the US. It is a serious and growing issue.
- Ottawa's drug scene is reflective of international trends regarding drugs, drug trends (e.g. bath salts/MDPV), gangs, organized crime and violence. Supervised drug injection sites have received national and local media attention in Ottawa.
- Law enforcement agencies continue to address street-level crimes and their social drivers, such as mental health and addictions, through enforcement and their partnerships with local community-based organizations in harm reduction strategies. Crime prevention and reduction requires an integrated approach to problem solving and healthy community partnerships.
- Increasing civil disobedience and riots around the world in London, New York, France, Toronto (G20) and Vancouver (Stanley Cup Final) are a concern to law enforcement agencies, as well as unrest associated with overseas elections (Congo) and political upheavals (Arab Spring and the Syria crisis). As the nation's capital, the OPS works in partnership with law enforcement and other municipal agencies in maintaining public safety and security at over 300 events per year. Planned as well as unanticipated major events in the National Capital have a significant impact on resource allocation and fiscal planning. Both peaceful demonstrations and protests with a risk for unrest will require that members are properly trained, equipped and available to respond accordingly. Effectiveness will depend in large part upon interoperability with other emergency and public safety agencies through Operation INTERSECT.
- Terrorism remains a pressing global threat and has become a Canadian reality, and as the nation's capital, this reality has forced the Ottawa Police Service to consider terrorist





activity in their jurisdiction, share intelligence with other law enforcement partners and develop strategies and partnerships to prevent and combat possible terrorist activities through Operation INTERSECT.

- Disease, natural (e.g. storms, hurricanes, earthquakes) and technology (e.g. black-outs, brown-outs) disasters are additional risks to public safety, security and critical infrastructure. The Ottawa Police is a partner with the City of Ottawa’s Emergency Management Office in identifying operational requirements and developing emergency planning tools to ensure Ottawa Police readiness in the event of a disaster. Many of the identified operational requirements are not exclusive, and the OPS is working on a Business Continuity Plan to manage an all hazards approach for the OPS.

Policing Service Delivery

Accountability and Public Trust in the Police

- The OPS 2012 public survey records that 60 percent of Ottawa respondents have high confidence in the OPS.
- Recent incidents across Canada involving alleged police misconduct have created concern for police leaders, civilian oversight bodies and the public, and can have a wide reaching impact on eroding public trust and confidence. National poll research by Ipsos Reid suggests that the proportion of Canadians that have trust in police has decreased from 73 percent in 2003 to 57 percent in 2011, while a similar poll by Angus Reid in 2012 finds that 39 percent of Canadians have high confidence in municipal police.
- Alleged and proven misconduct has adverse impacts on community mobilization, partnering and recruitment initiatives, especially in diverse communities. It also has a demoralizing effect on police members, their families and the organization.
- Maintaining public confidence requires ongoing vigilance. Evidence suggests that there are effective means to improve public confidence, such as initiatives aimed at improving community engagement, transparency and ethical behaviour.
- In order to reduce the likelihood of incidents that jeopardize public confidence, OPS is placing a greater emphasis on risk management. The Ottawa Police Service has invested in an Ethics Program, and risk management and quality assurance programs to maintain public trust, accountability and ethical standards. This is relevant for initiatives such as the two-year race data collection project due to be launched in 2013 and requiring transparent communications with the public.

Emerging Technologies and Social Media

- Technology supports for police are constantly evolving and improving. Advances in forensic technology and techniques, protective equipment, social media, CCTV, GPS, facial recognition, retinal scanning, gait recognition, licence plate and voice recognition systems and interoperability of communication technology are improving the delivery of



police services and enhance the collection and dissemination of criminal intelligence and other operational information.

- Crime intelligence and analysis is a longstanding policing support function and assists in solving crime by leveraging specialized skills and software to track and anticipate trends and patterns of crime. Technology is reducing the proportion of time that OPS analysts spend retrieving or sourcing data, and allowing more time for analysis and planning. Dissemination of this knowledge supports a broader shift for OPS from reactive to proactive policing strategies.
- The public are able to capture the actions of police officers during their duties, and upload videos and pictures in an instant to social networking sites. Criminals as well, have access to various technologies. Police agencies are expressing concern about the potential impact that social media, facial and voice recognition technologies may have on officer safety and in particular, the future of undercover operations.
- Law enforcement agencies are struggling to keep pace with the expanding scale and scope of technology, having the financial resources to invest and train police in the newest technologies.

Fiscal Responsibility and Cost Effectiveness

- Fiscal and economic difficulties are affecting economies around the world and impacting the delivery of police services. While Canada has been somewhat protected in recent years, it is also subject to fiscal and cost effectiveness pressures of its own.
- Although Ontario Police Services are covered by provincial legislation, *Police Services Act*, Municipal Councils are addressing the issue by becoming more involved and City of Ottawa is no different, as it has set a target annual municipal budget increase of 2.5% every year until 2014.
- Alongside this, policing costs are expected to continue to rise related to technology and equipment replacements, rising labour costs for police personnel, increased demand for police services and the growing complexity of police work.
- The continuing fiscal pressure and the operational realities of delivering police services has lead to cost-sharing programs with other levels of government (e.g. Government of Ontario's 1,000 Officer Program), civilianization of positions that do not require warranted powers, investing and using technology to improve efficiency, as well reviewing how policing services are being delivered and to capitalize on operational efficiencies. The Service Initiative (Si) is examining areas of activity within OPS for cost effectiveness as well as for service improvement.

Changing Nature of Policing

- In addition to cost effectiveness initiatives outlined above, policing agencies and governments are re-examining how policing services are delivered at a more holistic level. Alternative service delivery models are emerging internationally, whether it be

consolidation of emergency services, and/or redistribution of policing resources between crime prevention/community policing, investigation and emergency response.

- Since amalgamation in 1995, the OPS has undertaken a number of operational reviews (e.g. CID Review, Strategic Deployment Review, CIS Enhancement). The current fiscal environment and changes to policing around the world represents an opportunity to re-examine the service delivery model in Ottawa.
- There is continuing growth in the private security industry with increases in: guarding, transporting valuables; investigating; installing protective technology; responding to alarms; and private security guards. Public safety provision is increasingly being shared and diversified in Europe and elsewhere.
- Police continue to play a crucial role in assisting victims of crime, as police officers are often the first contact. Recent initiatives and partnerships are underway in the National Capital Area, such as the Coordinated Victims Assistance Network, that continue to enhance the delivery of victim assistance services.

Human Resources Sustainability

- Attracting, recruiting, training, developing and retaining good employees in an increasing competitive labour market is a concern for public safety agencies across North America.
- Further, police services are facing significant human resource challenges, due to an aging work force, forecast high attrition rates, and increasingly complex and demanding work environments.
- The OPS is recognized as a leader in addressing this issue as it continues to invest in/support its members. Over the past five years, the OPS has implemented a number of innovative programs and initiatives, such as the Membership Census, a variety of health and wellness programs, Respectful Workplace Program and the Outreach and Recruitment Program aimed at supporting, attracting and retaining employees.

Legislative Trends

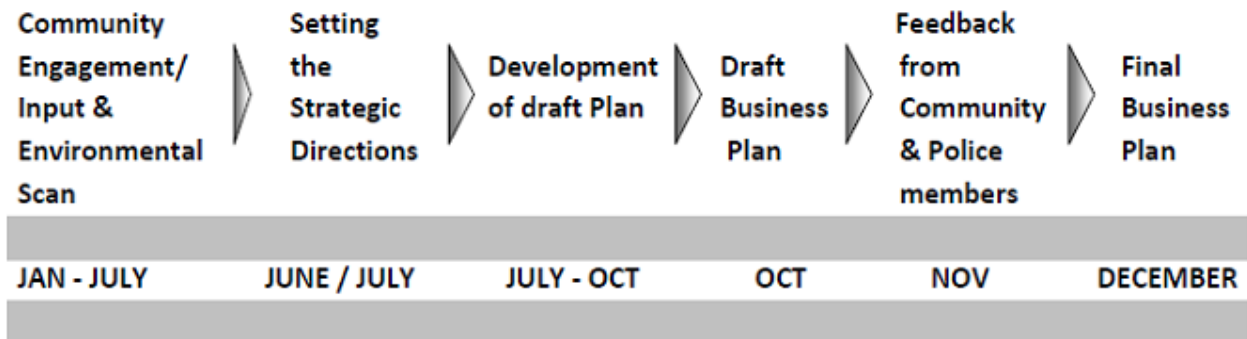
- Police Services are required to comply with policing standards as set out in legislation (e.g. *Ontario Police Services Act*), and also to adapt to new and emerging legislation introduced and adopted at the provincial and/or Federal levels.
- New and emerging legislation and case-law have the potential to alter the delivery of police services, and the resulting changes to policies, procedures and the training of the police officers to ensure compliance. Examples include Bill 168, the *Accessibility for Ontarians with Disabilities Act*, *R. v. Fenney* (warrants) and *R. v. McNeil* (disclosure).
- Awareness and monitoring of recent case-law and the respective provincial and federal government's legislative agendas is essential as it may have an impact on the delivery of policing. For example, the impact of the *Bedford v. Canada* prostitution case and the federal government's *Safe Streets and Communities Act* will have impacts on policing services.



- Legislative changes and judicial requirements have resulted in increased demands with the investigative process becoming more complex and time consuming in preparing charges and criminal prosecutions. This has an impact on additional training, equipment, increased preparation and documentation, and public/judicial accountability.

7. Conclusions and Next Steps

The compilation of research and community input in the 2012 Environmental Scan is intended to stimulate discussion and facilitate the identification of key strategic issues facing the Ottawa Police Services over the next three to five years. Further, it will assist the Ottawa Police Services Board and OPS with the identification of strategic priorities, goals and outcomes for the 2013-2015 Business Plan (see 2012 timetable below).



The Scan is a snapshot in time, and the OPS will continue to conduct its own research and monitor data, research trends and external research at the local, provincial, national and international scene as it becomes available.



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