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Ottawa Police Service

Violence Against Women Consultations

November 27, 2014 – 1:00 p.m. to 5:00 p.m., RA Centre, Clark Hall

Summary

Date: December 16, 2014

Revision Date: January 27, 2015

Report prepared by:



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The views and opinions expressed herein are those of the individual attendees of the consultation and do not necessarily reflect the views of the collective represented at the event, their respective organizations, the Ottawa Police Service, the Ottawa Police Services Board or the City of Ottawa. This report is intended as a summary of the discussions held at the consultation and captures the comments, as recorded by table hosts or on the participant worksheets, to be used as a working document to inform future discussions and action by the Ottawa Police Service and its stakeholders through the Violence Against Women Community-Police Advisory Committee.

Executive Summary

On November 27th, 2014, the Ottawa Police Service invited frontline workers involved with the community issue of violence against women to engage in a conversation about police response to partner and sexual violence. Over 140 front line workers and police officers attended the afternoon event aimed to:

- provide those on the frontline an opportunity to learn more and ask questions about police response;
- for the Ottawa Police Service to leverage the expertise of those on the frontline and listen to their concerns; and
- together, identify opportunities to enhance police response to incidents of violence against women.

The Chief of Police, Charles Bordeleau and Deputy Chief Jill Skinner opened the workshop, which included presentations from the Partner Assault Section, the Sexual Assault and Child Abuse Section and the Victim Crisis Unit followed by a question period and two rounds of small break out discussions on what is working well, areas of improvement and recommendations for next steps. Recommendations for both sexual assault and partner violence were highly synergistic and focused on the following themes:

- Training
- Communications, perception and misconception
- Follow-up with victims
- Engagement of OPS with front line agencies
- Statistics and reporting
- Linguistic and cultural sensitivity
- Improvement in response and adherence to policies and procedures
- Evidence gathering and laying of charges
- Advocacy and public awareness
- Interaction, support and resources for victims/survivors
- Resources and support
- The court system

Next Steps

The Ottawa Police Service in collaboration with the Response Committee will continue to engage the workshop participants to further prioritize the recommendations brought forward at the workshop. Together, they are committed to creating an action plan and moving forward to address the priority concerns through a collective approach with the community.

1 VAW Consultation - Overview

The Ottawa Police Service invited frontline workers involved with the community issue of violence against women to engage in a conversation about police response to partner and sexual violence. Over 140 front line workers and police officers attended the afternoon event on November 27th, 2014. The purpose of the engagement was to:

- provide those on the frontline an opportunity to learn more and ask questions about police response;
- for the Ottawa Police Service to leverage the expertise of those on the frontline and listen to their concerns; and
- together, identify opportunities to enhance police response to incidents of violence against women.

The following agenda guided the consultation. A copy of the invitation provided in Appendix A.

1:00	<i>Networking and Refreshments</i>
1:30	Consultation Start with Opening Words from Chief Bordeleau and Deputy Chief Jill Skinner, Ottawa Police Service
	Facilitator Overview and Guidance Instructions
	Presentations on the legislative context, organizational structure and processes relating to:
	<ul style="list-style-type: none">• the Partner Assault Section (by S/Sgt Isobel Granger);• the Sexual Assault and Child Abuse Section (by S/Sgt Angela McDade); and• the Victim Crisis Unit (by Donna Watson-Elliot, Manager-Victim Crisis Unit)
	Q&A Period
	<i>Health Break</i>
	Round 1: Concurrent Small Group Discussions on the current state of response to Partner Assault and Sexual Violence facilitated by Table Hosts
	Group Harvest Q1
	Round 2: Concurrent Small Group Discussions on opportunities to enhance the response to Partner Assault and Sexual Violence facilitated by Table Hosts
	Group Harvest Q2
	Plenary Dialogue on what we heard and next steps
	Closing remarks by A/Superintendent Joan McKenna
	Wrap-up and Instructions on Closing Activity
17:00	<i>End of Consultation</i>

2 Opening Remarks

The event was opened by Chief Bordeleau and Deputy Chief Jill Skinner.

Chief Bordeleau, Ottawa Police Service

Chief Bordeleau welcomed everyone to the event and spoke to the commitment of OPS to working with the community to enhance and improve the Service's response to violence against women. He also highlighted the importance of addressing this issue as a community as the police is only one of many key community stakeholders that contribute to addressing this issue. The Chief took the time to thank both front line participants and OPS officers and staff for their commitment and their engagement in the consultation and moving forward.

Deputy Chief Jill Skinner, Ottawa Police Service

Deputy Chief Skinner shared important statistics about VAW and highlighted that there are ~4,500 reported cases of domestic violence and ~375 cases of sexual abuse in Ottawa every year. She highlighted the importance of working together on this important issue and welcomed active engagement from front line at the consultation to shed some light on priority areas of improvement to inform the Service's focus in this area in upcoming months. She also took the time to thank participants for taking time out of their day to contribute to this important dialogue.

3 Presentations

To inform the discussions on the current state of response and to collectively identify opportunities for improvement, OPS started the consultation by presenting the mandate, legal framework, organizational structure and processes that support the work of the Partner Assault Unit, the Sexual Assault and Child Abuse Unit and the Victim Crisis Unit. These presentations are summarized below and copies of the supporting slides as well as the 1-pager process flow diagram provided to all participants are provided in Appendices B and C, respectively.

3.1 Staff Sergeant Isobel Granger, Partner Assault Unit, Ottawa Police Service

Staff Sergeant Granger shared the following information with participants on the Partner Assault Unit:

- **Mandate:** The Ottawa Police Service's Partner Assault Unit (PAU) is a centralized investigative unit that is dedicated to providing a consistent and timely response to incidents of intimate partner violence, including investigating and laying charges where reasonable and probable grounds exist (ranging from criminal code offences to parental abductions and custody disputes).
- **Legal Requirements:**
 - Policing Standards Manual (2000)
 - Law Enforcement (LE)-024 (the Mandatory Charge Policy which sets expected standards for police)
 - Criminal Code of Canada

- Family Law Act
- Police Officers' Domestic Violence (DV) Handbook
- Ontario Major Case Management Manual
- Ottawa Police Service Domestic Violence Policy

- **Unit Structure:**
 - 1 Staff Sergeant
 - 4 Sergeants
 - 19 Detectives
 - 1 Investigative Aide (civilian)
 - 1 Administrative Assistant

- **High level overview of the Investigative Process**
 - Incidents are reported through various means, such as:
 - 911 and/or first responders
 - Call Centre
 - Contacting the PAU office
 - OPS Information Desk
 - Calls from external agencies: e.g.: Children's Aid Society or area hospitals
 - Anonymous reporting
 - 3rd Parties/Witnesses
 - Report is forwarded to the PAU (and also routed to the Victim Crisis Unit)
 - A Case Manager assesses risk and assigns an Investigator; if considered a major case (i.e. attempt murder), a team of investigators is assigned
 - Investigator reviews, prioritizes investigative actions
 - Addresses needs of Victim and determines if there are any public safety needs (which may require a media release, partner agency support, etc.)
 - Contact victim for video interview (Refer victim to VCU)
 - Prepare for and interview witnesses
 - Prepare Court Brief
 - Prepare for Show Cause / Bail Hearing
 - Attend Court proceedings
 - Victim Witness Assistance Program (VWAP) services begin once police have laid charges and continue until the court case is over - (VWAP keeps victim apprised of court proceedings)
 - Prepare for Preliminary Hearing
 - Prepare for Trial

3.2 Staff Sergeant Angela McDade, Sexual Assault and Child Abuse Unit, Ottawa Police Service

Staff Sergeant McDade shared the following information with participants on the investigation of sexual assaults:

- **Mandate:** The Sexual Assault & Child Abuse (SACA) Unit is a centralized investigative team dedicated to providing a consistent and timely response to investigating sexual assaults and child abuse incidents (including non-parental abductions, deaths of children under the age of five and suspicious persons/vehicles involving children).

- **Legal Requirements:**
 - Criminal Code of Canada
 - Adequacy and Effectiveness Regulation & Policing Standards Guideline Law Enforcement (LE) 034 and 027
 - Family Law Act
 - Ontario Major Case Management Manual
 - Protocol for the Investigation of Child & Youth Maltreatment
 - Ottawa Sexual Assault Protocol
 - Ottawa Bail Victim Notification Protocol
 - Victim's Bill of Rights
 - Youth Criminal Justice Act

- **The Sexual Assault and Child Abuse Unit (SACA) Team Structure**
 - 1 Staff Sergeant
 - 3 Sergeants
 - 14 Detectives
 - 1 Administrative Assistant

- **Investigative Process**
 - Incidents are reported through various means:
 - 911 – first responders
 - Call Centre
 - Contact SACA office
 - OPS Information Desk
 - Calls from external agencies (e.g.: CAS/Hospitals)
 - Anonymous reporting
 - 3rd Parties/Witnesses
 - Report forwarded to SACA (also routed to VCU)
 - Investigator is assigned by a Case Manager
 - (while considering public safety → media release?)
 - Assigned to Investigator who reviews and prioritizes investigative steps
 - (Child? → then becomes a CAS joint investigation)
 - Consider: location of victim/scene/cavass/warrants/ evidence search/hospital/Sexual Assault Evidence Kit (SAEK)/consent forms/interviews
 - Contact victim for video interview (refer victim to VCU)

- Does the victim wish to proceed?
 - If “No” → Relevant evidence gathered/analyzed and report is finalized as founded, unsolved
 - If “Yes” → *Prepare for and interview witnesses; → Ensure all evidence available has been gathered*
- Is the suspect identified?
 - If “No”, consider: Photo line-ups, composite drawings, police broadcasts, media release, canvass
 - If “Yes”, interview the suspect and determine grounds for charges
 - There are many factors considered in a decision to lay charge(s), including:
 - Victim’s wishes
 - Reasonable grounds based on totality of evidence
 - If charges are laid against suspect:
 - Follow-up with the victim; and
 - Media release issued if public safety issue or if there are potentially more victims
- Prepare court brief
- Prepare for show cause/bail hearing
- Attend all court proceedings, keep victim apprised of court proceedings and outcomes
- Victim Witness Assistance Program (VWAP) services begin once charges are laid and continue until the court case is over
- Prepare for preliminary hearing
- Prepare for Trial
- Complete a Violent Crime Linkage Analysis System (ViCLAS) Booklet

3.3 Donna Watson-Elliott, Manager Victim Crisis Unit, Ottawa Police Service

Mrs. Watson-Elliott provided attendees with an overview of the role and the processes in place that support the work of the Victim Crisis Unit. Key points from her presentation are summarized below.

- **Mission:** The Ottawa Police Service Victim Crisis Unit is dedicated to providing professional assistance and counseling to victims of crime and tragic circumstances
- **Mandate:** In a distinct but professional partnership with police officers, crisis workers work to ensure optimum service is provided to victims of crime and tragic circumstances through the provision of crisis intervention, assessment, and referral to appropriate community resources
- **Legislative Requirements:**
 - BILL 23 - VICTIM BILL OF RIGHTS
 - BILL 105 - POLICE SERVICES ACT 42 (1) (C)

- Adequacy Standards: Policy, Section: Criminal Investigations, Policy No: 5.33, Date of Approval: 11 July 2013

- **The Victim Crisis Unit comprises:**
 - 1 Manager
 - A team of Crisis Counselors (full-time and part-time)
 - A team of social workers

- **Operations**
 - Professional Crisis Counselors Operate 24/7 Coverage to conduct:
 - Triage / Assessment
 - Crisis Intervention / Post Trauma Counseling
 - Risk Identification, Assessment and Management
 - Professional Resource to OPS
 - Referral to Community Resources
 - Victim Quick Response Program (VQRP)

 - They are engaged through four primary methods:
 - On scene
 - Through mining of the Records Management System (RMS)
 - Victims who directly call the Unit
 - Community partners who call the Unit on behalf of a Victim

 - VCU support the Sexual Assault Unit through:
 - Risk Identification, Assessment, and Management
 - Crisis Intervention (phone, 1-on-1 interventions)
 - Coordination and assistance to Victims in order to address basic/urgent needs such as food, shelter, clothing and housing
 - Liaising with investigating officers
 - Providing referrals to community resources (e.g. for longer-term counseling)
 - Providing information on the Criminal Justice System Process
 - The services provided through the Victim Quick Response Program (VQRP)

 - The support to the Partner Assault Unit includes all services listed above in addition to:
 - The review of Conditions of Release
 - Participating on the Partner Assault Support Team, and
 - Arranging for 2-hours of Legal Advice and Referrals

3.4 Questions and Answers

The presentations were followed by a question period. The following section summarizes the questions raised and response points from the presenters.

Q1: *There are 4,500 partner assault calls per year, yet very few charges are laid, and the statistics show that the number of charges has consistently decreased year after year from 2009 to 2013. Why are we seeing this decline despite the number of calls?*

Response Summary:

- To clarify, if there are no reasonable probable grounds, charges cannot be laid.
- It is important to note that Ottawa has changed their reporting practices to better align with provincial practices. Historically, OPS was including more data points in their reporting and have this year removed these numbers.

Q2: *How do you service victims that require translation services?*

Response Summary:

- 24 hour interpretation is available and requested as soon as the need is identified
- When an officer that speaks a second language that is being requested is on duty, we try to assign them to the call when possible
- In the immediacy of the call, family members do assist with translations but we as soon as this need is identified, we call upon a third party and/or available officers who speak the language, when possible

Q3: *How do you service victims that are victimized by their caretaker and rely on them for their basic care and needs?*

Response Summary:

- Officers work closely with the Victim Crisis Unit, the City of Ottawa and Community Agencies to identify a victim's needs, and together will work to fill these needs by connecting victims to community partners that can best address those needs. We have had cases similar to the one raised and were able to find a temporary solution until a longer term option was identified.

Q4: *According to your statistics, 668 founded complaints resulted in charges in 2013 – how can a founded complaint not result in charges? Also, does OPS look into the many criminal code complaints against an abuser?*

Response Summary:

- Officers do go back and look at the history of the abuser and any other allegations of criminal offences will be investigated.

Discussion Point:

- It was identified by a participant that they hear from victims about their concerns regarding other offences. OPS has noted this and invite front line workers to encourage victims to come forward with this information.

Q5: *There is a rise in dual charges. What is the police response to this?*

Response Summary:

- Dual charging is very rare. Our statistics reflect an increase simply because we have changed our reporting practices. Historically, we were only reporting crimes against the person but now we are including other charges like breaches and mischief. We have also expanded charges we report that is not limited by those captured by Statistics Canada.
- We need to paint a better picture for domestic related charges and provide consistent stats that are meaningful.

Q6: *A general comment was made about the lack of referrals from VCU to a Francophone Aid Agency*

Discussion Point:

- VCU acknowledged that there are many service agencies on the list and they do not favour one provider to another. Often their choice of service may be informed by the location of the services or the types of services provided OPS does not track the services that Victims chose to use. That said, Donna committed to review the list and confirm if the agency is listed and if not, provide guidance on how to be added to the list.
(Note: *The list provided to victims is provided to them by OCTEVAW and this pamphlet is given to victims who can chose who they wish to contact.*)

Q7: *Who develops the training for officers and investigators on site? Are survivors engaged in the development of training?*

Response Summary

- Domestic violence training is based on legal requirements and the Ontario Police College provides training to OPS trainers (train-the-trainer).
- OPS enhances the training and actively works with survivors in the development, continuous improvement and the delivery of training.
- Front line receives specific training and have an assigned investigator to provide direction and support.

Q8: *Has OPS considered having a protocol for victims with a criminal past? It has been brought to the attention of our service that there are barriers for them to approach police when they have been victimized.*

Response Summary:

- If an individual reports to police, they are treated as a victim. Their criminal past is not a factor in whether or not we decide to lay charges. There should not be any barriers, if there is evidence and we follow the evidence.

Discussion Points:

- There seems to be a breakdown when a person is a habitual offender, on the streets or a known drug user. Can we further the conversation as it is an issue that has been raised with our agency?
- OPS invited the participant to contact OPS if this does occur and it will be looked into. Also, there are processes in place to review decisions to close a case and if a gap is identified, they are further investigated and addressed. OPS can't discriminate.

4.1 Summary of Plenary Harvest

The following key themes and comments emerged during the plenary harvest.

- **What is working well?**
 - Openness and efforts of OPS to collaborate with the community
 - Consistency working with an investigator who takes a case from beginning to end
 - Organizations having relationships with individual officers
 - When mandatory policy is applied consistently from the beginning
 - The availability of Francophone investigators
 - High risk situations are dealt with well (e.g. mental health, violence)
 - Fast response from OPS
 - School resource officer connected with agencies, building relationships
 - Support workers allowed to be present when victims are interviewed while working with Ottawa Police
 - Involvement of advocates in the process
 - Police being involved with the community in a positive way. (e.g. Playing basketball with kids)
 - Collaboration and the strong relationship with the Victim Crisis Unit with other agencies

- **What are your concerns with the current response (presented by emerging themes):**
 - **Training**
 - Training in police officers – patrol officers are not always trained properly
 - Training doesn't involve front line partners who can explain what may happen and why
 - Training and ongoing education for officers who work in Partner Assault/Sexual Violence
 - Lack of consistency in the training and approach of patrol officers
 - Culture change is needed. Training is great but the value of the training is diminished when some officers are discrediting VAW publicly

 - **Adherence and consistency in applying policies and procedures**
 - Policies that are not always being followed by the book
 - It seems that OPS does not follow sexual assault protocol as closely as they should be

 - **Laying Charges and Evidence**

- Cases where it is reported to us that Patrol Officers will not charge the abuser if charges are not laid against the victim
- Dual charges that resulted in more charges against women. There is a disconnect in understanding between OPS and agencies with regards to women being charged
- If charges are not being laid, police telling the victim that the evidence does not support the claim – can this be done using a different approach?
- Lack of evidence in too many cases - can support workers help the police gather evidence?
- Even if charges cannot be laid, OPS could follow up with the victim – keep the link, make sure they are ok
- **Perceptions, Misconceptions, Communications and Barriers**
 - Perceived and real barriers to access protection from police for some victims and the willingness to address them
 - Women who feel shamed by Officers for continuously calling OPS if they choose to stay with their abuser
 - The need to have an open process and share information with victim as to the case development
 - Ongoing problem with dealing with people who are marginalized in some way (e.g. mental health, culture, criminal past)
 - Stories by women being told that they are not believed by police officers
 - Police officers giving incorrect family law advice
 - The perception in the community around women who are victims with a criminal past. OPS needs to address this perception and convey the correct messages
- **Linguistic and Cultural Sensitivity**
 - We hear that translators are available but we continue to hear stories of children acting as interpreters at the scene
 - The approach to Francophone victims and the issue with asking them if it is ok to speak in English as opposed to offering the services in French. The services are often delivered in English because a French officer is not available. French victims would prefer to express themselves in French at the scene but may settle with English because that is what is offered at the scene
- **Statistics / Reporting**
 - Police work that is not statistically reported (e.g. does not result in charges) is not seen as important

4.2 Summary of Table Host Notes and Participant Worksheets

The following section summarizes the notes captured by Table Hosts and the comments provided in writing by participants on the worksheets. These have been clustered by emerging key themes.

4.2.1 Partner Violence

- **What is working well?**
 - **Engagement of OPS with Front Line / Agencies**
 - School Liaison
 - Good connections with detectives and victim crisis unit – if there are clients that needs support we can go back and forth with them
 - Some women get good coordinated response—connected with VCU – the women are connected well
 - When there is openness from the police to collaborate with workers/survivors when they need interrupters. Open to advocacy from front-line to support diverse clients to access services
 - Willingness to collaborate with committees and groups
 - Collaboration towards service providers, stakeholders and community members
 - Presence with youth at drop-ins, school programs, beautification programs
 - CPOs collaborating with CDers
 - Today’s forum is working well! Reaching out to the community of frontline workers. Should do this more often.
 - Rural partnerships going well
 - Officers on the street are more aware of where shelters are
 - Incident where police responded very quickly and in partnership with other agencies
 - Police are really good at talking about what they do (facetious)
 - OPS/VCU rely on community
 - WISE – getting more referrals (from Victim Services) but could happen a lot more
 - Discussions are happening with management and frontline workers in partner agencies
 - Avoir des consultations come aujourd’hui c’est bien aussi – briser les mures, faire des ponds
 - Un bon lien entre police communautaire et les VCU – bonne organisation pour s’assurer que les victims ont de l’aide/services

- **Response Improvements and adherence/consistency in applying policies and procedures**
 - Status dropped for mandatory charging. Statically proven effective. Less trouble between partners. The couple are separated
 - Le 'mandatory policy' marche bien
 - Navigation through difficult situations
 - Limited great investigators – but they are there!
 - There are incidences of individuals going beyond the call of duty.
 - Openness and effort made by OPS in general
 - Communication more open
 - Community Officers
 - Quand le processus est appliqué par les constables/première intervention ça va bien
 - Overall victim support
 - Interested in seeking change

- **Laying Charges and Evidence**
 - Mandatory charging policy (though there are complications like if the aggressor is the main income, etc.)
 - Even if there is no evidence to lay charges the call is logged so that the fact that OPS responded before demonstrates a pattern, makes it easier to lay charges at some point
 - Ça va bien quand ce processus: “mandatory policy” est faite

- **Perceptions, Misconceptions, Communications and Barriers**
 - Some communities have good relationships with some officers. I.e. School resource officers
 - More communication recently
 - When there is a need to bridge gape there is a response—referrals no matter what time – whatever support the women need; Solid relationship due to workers involved with police to ensure the services are accessible to diverse communities. Police recognize the diversity of needs of diverse clients. People not falling through the cracks. VCU counsellors have a working relationship if anything goes wrong we know where to go or to whom to speak
 - Communication between woman and officer – they are calling back now once charges have been laid (very good communication)

- **Linguistic and Cultural Sensitivity**
 - People are starting to have more of an open mind in regards to different background, ethnicities i.e. Prostitute , gays/ lesbians are just examples of what was brought up
 - When there is a need to bridge gape there is a response—referrals no matter what time – whatever support the women need; Solid relationship due to workers involved with police to ensure the services are accessible to diverse communities. Police recognize the diversity of needs of diverse clients. People not falling through the cracks. VCU counsellors have a working relationship if anything goes wrong we know where to go or to whom to speak
 - The response the police have when the aggressor is high risk such as someone who made threats, has mental health issues, addictions pervious charges

- **Statistics / Reporting**
 - Patterns are documented

- **Advocacy**
 - Awareness building/promotion (e.g. white ribbon)
 - Police presence at events toward ending violence against women
 - Having an advocate to liaison between women and police is working well
 - There's an interest
 - General public awareness has improved
 - Various events in the city (i.e. Take Back the Nite) – have more
 - Some women being able to advocate; they are confident in asking questions, and have good relationship with investigators – the connect via email or telephone and get responses

- **Victim/Survivor Support & Resources**
 - Resource Office
 - The OPS is open to have a conversation with victim
 - Offering to collaborate with shelter victims
 - Overall victim support
 - Organized for victims very well in terms of the information and resources they are given
 - Having support worker present
 - Development/existence of VSU. Through their referral of clients we know that support they give is good

- Having a domestic violence unit. There was a time when there were none. Partner assault is a speciality
- Interested in seeking change
- Victim support is helpful
- VCU responds very well
- Communication between woman and officer – they are calling back now once charges have been laid (very good communication)
- Victim support

- **OTHER**
 - JWS gets referrals

- **What are your concerns with the current response?**
 - **Training**
 - I heard in the presentation from the partner assault sergeant that detective have 3 years of experience and training. I heard something different. I heard that everyone can apply and that there were no requirements for specific training. Is one week of training enough? Things keep changing in VAW
 - Officers need to be trained to in the knowledge of mental health issues
 - Training 1 week is a concern—are there opportunities for refreshers type training. Things do change. As a teacher when you teach a child he/she forgets and you need to re-teach or remind. Things are changing in the community too. – concerned with short length of training
 - On-going training is need; continues training. Also what is the curriculum is items such as biases and oppression covered. Anti-oppression training is needed
 - Need guiding principles to add to training
 - Training is not adequate, need VAW resources on board, continuously reviewed
 - Need mandatory training
 - Patrol needs more training
 - Orientation mandatory to eliminate assumptions
 - Lack VAW tools, need to learn the cycle
 - Domestic violence training
 - If number or incidents is so high, then why are there so few charges?
 - What does the training say/teach, how effective is it, who is doing it?
 - Most are internal OPS, OPP, different departments (all power holders)

- It is not mandatory – should be (preaching the converted)
 - Not offered early on either
 - Que les policiers sur la route/patrouille n’ont pas assez d’information/de formation pour s’avoir comment “dealer” avec les victimes/situations de violence conjugale
 - Consistency/training/school liaison
 - Front-line patrol – not enough training -- more training – on going to recognize the culture of domestic violence—more understanding of masculinity and bias
 - Officers to consider explaining their process/thoughts. I.e. Why they are asking certain questions for example. What may be perceived to be trivial to the victim is not to the officer.
 - Mandatory training
 - Training (Mandatory, Should include regular victim statements, Include agencies outside of criminal services, Ride-alongs with professionals who can give feedback to response)
 - More training for patrol
 - Sensitivity, VAW training for officers
 - Formations des polices (“There is training but needs to be different training”)
- **Engagement of OPS with Front Line / Agencies**
 - Long lag time between calls and CAS notification!
 - WISE could get more referrals (safety audits) \ (Some from VCU have called regarding domestic violence cases)
 - WISE – is there a way to get compensated for doing this work (as a result of referrals)
 - OPS does not always HEAR what partner agencies are saying (Demonstrated today during discussion re: VAW training /Patrol officers have to ASK and then wait (sometimes years – as per OPS at our table)
 - OPS does not always hear problems/comments from victims and agency partners (Need to HEAR with a non-judgmental view)
 - **Response Improvements and adherence/consistency in applying policies and procedures**
 - The policies to get compensation are too stringent
 - What does “probable grounds” mean? It is too subjective

- Staff tenures – you develop relationship then experience challenge with having to build new relationship. Especially if officer transferred mid-tenure.
 - Primary assessor policy is good. But we hear stories from women that the policies are not always being followed. (-13 including prioritizing. Deciding in report back.)
 - Trouve que 10 ans passé, ça marchait mieux (le processus) – plus constant (Processus pas constant maintenant)
 - Delivery
 - Que les policiers prennent un rapport pour tous les incidents familiale, domestic, etc.
 - Det. à la table explique que quand un policier va à un appel ex. “partner dispute – le policier doit écrire un rapport
 - Avoir plus de details
 - Devrait avoir un processus claire
 - Services en français tout au long du processus
 - Not enough investigating (police will come and go, abuser will come back)
 - Length of time between reporting and charges
 - Resources/funding
- **Laying Charges and Evidence**
- Must lay charges with probable grounds (Lack of evidence/no charges? How do they prove this? Behind closed doors)
 - Witnesses are key (Journals of events)
 - How do you prove historical evidence (The line)
 - Physical and sexual assault go hand in hand (Not charged for sexual assault, Take home or less obvious)
 - People in power make the decisions
 - “Incidents of dual charging are rare” (Not the experience of the Elizabeth Fry Society, Disconnect between experiences of front-line workers and OPS statistics, Either dual or sole charging of the victim)
 - Inadequate investigation of situation (Sometimes investigators do not even follow-up with the person who called 911, History of other domestic violence situations)
 - Not enough emphasis or investigation on “context” of violence
 - Charges not being laid (We were hearing from women that charges are not being laid, Partner told to go home and sober up when he was

actually stalking her. Police did not charge in one case where he assaulted her because she pushed him too)

- Que les policiers ne prennent pas toujours des rapports des incidents
 - Victim dual-charging/sole charging of the victim (History of dominant aggressor has not been applied, Woman will try to protect herself from aggressor and end up getting charged)
 - How do we get evidence? How do we fill that gap? (What can they do? Services workers do?)
 - Not charging male perpetrators when they should be - Particularly immigrant women – their partners are not getting charged
 - Language issues
 - Cannot get a restraining order without charges
 - Peace bond
 - High risk cases – there are gaps when women just decide to leave – don't want to report/don't want to get involved in the legal stuff.
 - There is also a gap between leaving and charging.
 - Police officers do not charge when they should
 - Women give information – but get no feedback on charging process. This would be helpful not only for women but also stakeholders – If there is no charging--- we don't know why—maybe there was a reason there was no change – more dialogue to know what information our clients need to prove or get a charge laid
- **Perceptions, Misconceptions, Communications and Barriers**
- Criminalized women are not taken seriously
 - Reluctant for police to follow up on these women (drug past, prostitution, sex workers etc.)
 - Mental health issues → these victims are not taken seriously. The abuser may be believed over the victims
 - Women with different cultural backgrounds may already have a notion of what police are like (corrupt, distrust) so it is hard for them to come forward to police officers about the violence or abuse that they have encountered
 - Access to police seems to be a concern. Woman with a criminal background have little or no faith in police. Some have been known to call in an assault while being on probation themselves or having a curfew and being arrested on the spot without taking the assault seriously.
 - Assumptions, factors to consider “if victim has it together” does not mean they are not presenting reasonable grounds

- Under-reporting due to judgment of “reasonable” grounds
 - People and police further victimize street workers
 - Not equipped to work with mental health
 - Victims do not always want to disclose everything
 - No expertise or consistency with officers responding to VAW calls
 - Women should not be judged if they are calling more than once yet refuse police intervention/protection
 - Determining primary aggressor
 - Police officers not asking the right questions (Officer came to shelter and was not getting information from the woman. Shelter worker asked if she could ask a question. She asked an open ended question and woman just started spilling everything and the officer started writing)
 - Le contact initiale avec la police va avoir un impact sur si elle va vouloir appeler la police dans le futur (Si mauvaise experience, ne voudront pas appeler encore)
 - The way that OPS communicates with victims needs to be improved
 - How open the communication with police—some women get lots of information some no police contact
 - Women threatened by police that they are going to be charged
 - Assumptions made or other motives for laying or pressing charges or relating to other charges or records.
 - Officers who arrive and are flippant with victims (“Why don’t you just leave him”, etc., Dismiss a victim because they do not speak up)
- **Linguistic and Cultural Sensitivity**
 - Not enough resources for bilingual individuals
 - When English is not her first language, and the abuser or other family members know English, they are used instead to translate
 - Change must be made in how law enforcement reacts to marginalized people
 - Follow-up to 3 community demographic changes – cultural awareness is needed so that we are ready to serve new communities
 - Problem seem to arise from the first responder on scene: Patrol. Their seems to be a lack of training or open mind to different cultures
 - Need to find solutions to language barriers, physical
 - Women charged that do not speak English, set up.
 - Francophone residents must speak in English
 - Access to interpreters

- Women being charged where English/French is not first language – they are tricked into reacting violently or finally break and then are looked at as provoking/threatening
- Avoir des services en Français tout au long du processus pour assurer que la victime puisse expliquer/exprimer la situation et ses émotions (les mots sont la traduction de son vécu)
- Language barrier issues
- Cultural inclusiveness sensitivity
- Cultural understanding
- Sensitivity from OPS about marginalized victims
- Limited French service within Ottawa Police should be looked at. French service is limited
- Racialized and Aboriginal women are charged more and treated differently
- Same-sex couple violence situations often treated differently

- **Statistics / Reporting**
 - Les statistiques – les ‘concluding reports’ – ‘founded’ vs. ‘unfounded’
 - Le mot ‘unfounded’ peut avoir un grand impact dans la court familiale ou les médiations (pour les victimes) - Peut créer une autre traumatisme

- **Advocacy/Public Awareness**
 - Engaging the community – early on!
 - Education (women do not know about mandatory charging)

- **Victim/Survivor Support & Resources**
 - Why didn’t you report it before?” (Officer question, Feeling unjustified or not taken seriously, Longer training)
 - Assumptions made or other motives for laying or pressing charges or relating to other charges or records.
 - Not enough information given to victims about compensation
 - When victim feels comfortable after speaking to a support worker, she may call the police to let them know of her abuse. However, the police are rather dismissive. For example, a woman was being harassed VIA Facebook messages and before the OPS worker took her seriously, she was asked to count out all the messages that the abuser sent her, before getting any kind of response as to what the next steps were. That was very unnecessary.

- Women are at highest risk when contemplating leaving the abusive relationship. Mostly luckily for more violence to occurs. What can be done? What system/protocol can we have to ensure that when woman decides to leave she is safe—the protocol will be in collaboration with VAW if needed.
- Women have been killed after they decide to leave. They would have reported abuse many times to the police. These women become a statistic.
- Women won't collaborate when in high risk situation such as gang involvement – police does nothing for her—she is in high risk situation and ends up on no man's land
- Vulnerable people often refuse to charge partner for fear that they will not have anywhere to go or be taken care of
- Women not being offered support or connection with an advocate if needed at the time an assault occurs
- Officers who arrive and are flippant with victims (“Why don't you just leave him”, etc., Dismiss a victim because they do not speak up)
- Need to recognize that the woman may not say anything because of fear of what will happen to them in their circumstances (i.e. if caregiver is removed then how will they cope)
- Need a clear understanding that Victim Services will help
 - Comment les policiers “deal” avec les victimes (Ex. Policier qui dit à un enfant “ton père peut aller en prison si tu parles” - Un autre exemple. Policier qui a dit à la victime “Est-ce que tu veux vraiment que ton enfant doit témoigner” – pour dissuader la victime)
 - Resources/funding
 - First responders lack of sensitivity (insulting)
 - Victims blamed for not reporting everything (sometimes they do not know what is important to disclose)
 - Police are meant to be listening to acknowledge and validate residents (therapeutic analysis)
 - More resources for all
- **Follow-up**
 - It would be good for OPS to follow up with the victim ASAP
 - To build a relationship between the officer in charge of the case and the victim (call to say “hey we are still on the case and although we have no new information we want to let you know that we are still on it)

- Women report to police and there is no follow-up; Many clients say that there was no follow-up from the police
 - Open process for the women to know what is going in the case
 - Random individual officers who do a good job, but it is rare (Some have good follow-through, though)
 - Lack of follow-up
 - Length of time between reporting and charges
 - When something is being investigated women are not kept informed
 - Follow-up with victims
 - Will he get charged? Or will he receive a peace-bond?
 - What is the next step for victims? What will happen to me? What will happen to my abuser?
 - Not getting proper follow-up from police
 - What are the victim's options?
 - Maybe lack of education
 - Lack of support
 - Women give information – but get no feedback on charging process. This would be helpful not only for women but also stakeholders – If there is no charging--- we don't know why—maybe there was a reason there was no change – more dialogue to know what information our clients need to prove or get a charge laid
- **OTHER**
- Perpetuate violence against women (violence/abuse)
 - Critics need to come from experts on domestic violence
 - Consistency between officers
 - Perpetrators identified by women as a member of OPS – how to navigate through that in a safe way
 - Decreasing number of officers in the unit

4.2.2 Sexual Assault

- **What is working well?**
 - **Engagement of OPS with Front Line / Agencies**
 - Officers willing to include support workers in assistance with victims and sharing information
 - Young women that are justice involved - more problems are at the frontline patrol. if & when it goes to SACA - the experience is much more positive
 - Collaborative training
 - Refer to SACA
 - 2 designated officers doing outreach at shelters (not happening anymore)
 - Social workers from CAS and OPS doing joint interviews (not happening anymore)
 - Joint collaboration works well (Ottawa)
 - Willingness to arrange this meeting
 - Effort to be on committees
 - **Response Improvements and adherence/consistency in applying policies and procedures**
 - Third party and anonymous reports despite inability to charge have helped when the offender has been spoken to
 - Consistency – that works well, not referred around
 - Children – protocol for investigating crimes against children
 - Effort to respond right away when there is a sexual assault to put out a statement
 - Same officers come to help
 - OPS cannot talk to children alone
 - Il y a amélioration au niveau de l’accueil des victimes
 - Anonymous reporting option
 - **Perceptions, Misconceptions, Communications and Barriers**
 - Diversity among officers
 - Nothing – only 3 times that police involvement has been positive (Well, this process is a place to start. Good that OPS recognized room for improvement)
 - It’s like CAS have had positive and negative, depends on individual.
 - Example – 6 officers to door, 6 different responses to same situation - This consulting is good. Needs to continue

- A lot more female officers
- **Linguistic and Cultural Sensitivity**
 - Basic improvements - e.g. warnings issued to women re: sexual assaults - shift in language away from victim blaming
 - Big improvement since 2001 - with their sensitivity training - especially including with women who have mental health issues - when coming to our establishment - some officers do a better job than others
 - Have mental health team - psychiatrists go out with teams
 - Amélioration minime sur la disponibilité d'agents et enquêtes francophones
- **Advocacy**
 - Sexual assault is complicated.
 - Not just about being sympathetic, need mix of skills – warrant writer, investigators.
 - Positive through consultation – support for change, we have a good team now feedback
 - People talking about consent
 - Over last 10 years, better job at talking to community - public at large and professional networks - open to others pushing at the door and OPS is opening the door
 - Overall collaboration with the community
 - Positive police interaction with the community
- **Victim/Survivor Interactions**
 - Individual officers working with sex trade workers, who STWS feel comfortable reporting incidents to, building relationships
 - When OPS believes a woman they really support her - in fact she will often become more reliant on the officer that believes her than any other support
 - Provide paper work statement for victims at a place of leisure before going to the police station
 - Anonymous reporting option
 - OPS cannot talk to children alone
 - Police liaison, good contact
 - L'ouverture à accompagner les victimes lorsqu'elles portent plainte
 - Disponibilité à répondre aux questions (en tant d'intervenante) sur la situation – a due être fait en Anglais

- Il y a amélioration au niveau de l'accueil des victimes
- **Resources and Supports**
 - Unit specializing in Sexual Assault
 - Specialized units (partner assault, SACA)
 - Specialized units help connect with community
 - Develop expertise in certain field because of units
- **OTHER**
 - En Vff – il y a un lien – référence mais particulièrement en agression avec VCU
- **What are your concerns with the current response?**
 - **Training**
 - Deeply engrained attitudes that training can only challenge so far. Look at recruitment and training of recruits - one off training may work great, but the senior officers' attitudes will influence and erode training content -
 - Training around pathways into the justice system? is there a true understanding of how a young woman becomes justice involved - e.g. initially stealing tampons and toothbrushes; or issues in home that were in safe so became homeless - no context in charge
 - Training of front line staff (interviewing techniques, interview with empathy - Simple conversation to humanize the victims of sexual assaults)
 - Training (compassion for OPS victims)
 - Extend training to judges/lawyers
 - Training and how much the topic is covered
 - Are patrol officers getting enough training on sexual assault
 - Collective training
 - Training for patrol officers (ie More sexual assault and domestic violence training)
 - **Engagement of OPS with Front Line / Agencies**
 - Collective training with other front line workers working with victims of crime
 - Avoir plus de communication entre les policiers et programmes de VFF
 - OPS not always allowing support workers to be involved as victim advocates in interviews, etc.
 - Policy and practice/collaboration

- Disconnect from ranks. Inter-police connections not happening (high levels to patrol)
- **Response Improvements and adherence/consistency in applying policies and procedures**
 - Victims uncomfortable with police and process of interviews (Less evidence provided, case history not given/being believed)
 - Quota of charges? To justify outreach work and funding for units (Pressure on officers to lay charges, No value put on the work, instead just on the results)
 - Gulf between patrol and investigators
 - Issue of volume
 - Some really awesome front line / investigators - others bad.
 - Response or lack thereof when responding to a call from a patrol officer
 - Accountability – who are the police accountable to?
 - Front end pieces - timely response that is sensitive to needs of victim - e.g. needing a woman officer - when woman chooses to report - response time / delays to give statements/ meet with detective - especially historical abuse can take a really long time - e.g. months
 - Remove offender (Dangers – this might cause more harm for the victim, women, person with disability)
 - Sharing of information (infrastructure, policies)
 - Sexual assault protocol not being met (ie Questions ,Biases, Accountability by officers, Having an open mind, going in with no judgement)
 - Timely response
 - Policy and practice/collaboration
- **Laying Charges and Evidence**
 - Reality of system (i.e. no charges, not guilty, etc.)
 - Dual-charging – no investigation, “let courts figure it”
 - Evidentiary Tools - Significant problems with the tools that are used to analyze victim witness statements in SV that aren't used in other crimes. E.g. - statement analysis - to determine whether they are lying - like a narrative / verbal polygraph - large number of women are told they are lying either explicitly or more subtly - e.g. they are told 'your story doesn't add up'. OPS using witness statements in SV for years and years - in what other witness to a crime situation would your statement that - is there literature or evidence to show these statements are. Need to do

- analysis of tools that are applied to women complainants of SV that are significantly different than other victim witnesses of crime.
- Low rates of charging for child sexual assault
- Charges are an issue – impossible measures to meet when charging
- Officers looking for the perfect case to lay charges
- Past experience should be an interview question to be able to connect
- Discouraging victims to tell
- Value only being placed on charges, not on work to support victims
 - When victim does not want to lay charges but need support in safety, planning, leaving an abusive situation, or just having the offender spoken to.
- Evidentiary tools - e.g. victim statement analysis
- **Perceptions, Misconceptions, Communications and Barriers**
 - Strained relationship with sex trade workers (stop enforcing prostitution laws)
 - Victims who have a criminal history not taken seriously
 - When dealing with mental health – knowledge of mental health
 - Communication – pick up the phone and say we are waiting for the rape kit
 - Criminalized women – distrust, would not report
 - SV - far far too many women are not believed. Disbelief entrenched - not seeing improvement in the last 15years. - i.e. unbounding of sexual violence and misconceptions around what evidence markers are in this context. SV signs are very different and subtle than what is normally captured in evidentiary framework.
 - Women aren't believing in the legal process at all - don't believe they are going to be heard and feelings of shame & bad experiences with police in the past. Some women will run out the door if they see a police person at the door.
 - Criminalized/marginalized victims - probably receiving worse response
 - Strong sense among those that are responding that they are doing a CPIC - once they hear address of a homeless shelter - influences
 - Clients not feeling like they have a case if it is a “he said she said” case
 - Taking less concern because of multiple and frequent calls (Real issue is why they are being victim)
 - Not believing sexual assault victims
 - La compréhension de la problématique – policiers 1e ligne qui arrivent en premier (Dénonciation par des femmes de l’agression sexuelle dans le

- compte – crédibilité, ce qui touche la PEUR - Le policier explique le processus d'une façon qui encourage pas la victime à porter plainte)
- Lorsqu'il y a un enjeu de santé mentale, leur situation est remise en question
 - Souvent la victime est découragée de porter plainte
 - L'approche de présenter la situation – ex. victime là et photos devant tous autres personnes – ré-humiliation
 - Voir agression vs. défense – double charge qui coïncident les femmes
 - Le revictimization – de croire la victime – la crédibilité est mise en question
 - Femme en crise, homme calme
 - The understanding of the risk to woman
 - On aurait eu besoin de plus de temps d'échange entre VFF/AS et SPO
 - Marginalized women
 - Culture / attitudes / beliefs in the OPS - macho culture (more than training; senior officers; slower change - no single fix - there is a continuum)
 - Sexual assault protocol not being met (ie Questions, Biases, Accountability by officers, Having an open mind, going in with no judgement)
 - Victims uncomfortable with police and processes, need to be believed, therefore providing less history and evidence (Victims with a history with police are fearful to report, when they do report sometimes degrading language to victims)
 - Communication – how information relayed
 - Believing survivors - including unfounding
 - Why is emotional state being taken down on sexual assault but is not being asked for everything else? (have a biased outlook)
 - Have to go in open minded instead of assuming what happened
 - Women who are involved in justice system are not coming forward because they are afraid of the consequences
- **Linguistic and Cultural Sensitivity**
 - Less privileged not followed up with, advised of charges, provided support and resources (not white/not English)
 - Officer not knowing about Inuit people, history (especially in Vanier)

- Feeling of discrimination because Inuit or alcoholic (Stigmatization of different groups)
- L'attitude envers les intervenants qui expriment vouloir des services en français – devant la victime
 - Ignorer et convaincre de faire en Anglais
 - La façon de poser les questions - Example – parler cous Anglais au lieu de demander si la personne veut des services en français (Souvent besoin de justifier – et souvent disent qu'il y a pas de disponibilité en français)
- Defensiveness (ie Recognizing what is wrong instead of saying it is being dealt with)

- **Advocacy**
 - OPS not always allowing support workers to be involved as victim advocates
 - OPS not always allowing support workers to be involved as victim advocates in interviews, etc.
 - Telling women in media release to not walk late at night, what not to wear, etc.

- **Victim/Survivor Interactions**
 - Responding officers/detectives using degrading language to victims, disrespectful
 - How information is relayed – if not charged. (For sex assault, go to police, when victim goes to police and then has no charges – how are they told about that? Need better dialogue. Was it for nothing? How information relayed to victim)
 - SV - far far too many women are not believed. Disbelief entrenched - not seeing improvement in the last 15years. - i.e. unbounding of sexual violence and misconceptions around what evidence markers are in this context. SV signs are very different and subtle than what is normally captured in evidentiary framework.
 - Front end pieces - timely response that is sensitive to needs of victim - e.g. needing a woman officer - when woman chooses to report - response time / delays to give statements/ meet with detective - especially historical abuse can take a really long time - e.g. months
 - Working with victims to help build a case
 - Inappropriateness when police show up by laughing
 - More professionalism when comes to questioning

- Discouraging victims to tell
- Repeatedly saying the consequences of lying
- Not listening to the story
- Not comparing cases, taking everything as its own
- Not believing sexual assault victims
- La compréhension de la problématique – policiers 1e ligne qui arrivent en premier (Dénonciation par des femmes de l’agression sexuelle dans le compte – crédibilité, ce qui touche la PEUR - Le policier explique le processus d’une façon qui encourage pas la victime à porter plainte)
- Lorsqu’il ya a un enjeux de santé mentale, leur situation est remise en question
 - Souvent la victime est découragé de porter plainte
 - L’approche de presenter la situation – ex. victime là et photos devant tous autres personnes – ré-humiliation
 - Voir agression vs. défense – double charge qui coïncent les femmes
 - Le revictimization – de croire la victime – la crédibilité est mis en question
 - Femme en crise, homme calme
 - The understanding of the risk to woman
 - On aurait eu besoin de plus de temps d’échange entre VFF/AS et SPO
- Believing survivors - including unfounding
- Why is emotional state being taken down on sexual assault but is not being asked for everything else? (have a biased outlook)
- **Resources and Supports**
 - Value only being placed on charges, not on work to support victims
 - When victim does not want to lay charges but need support in safety, planning, leaving an abusive situation, or just having the offender spoken to.
- **Courts/System**
 - Alternatives if they cannot take it to court (creative)
 - Systems not working well together (judicial – looking for medical evidence, operations)
 - Under resourcing for SACA and Partner Assault
 - How do officers get into specialized units?
 - Being too defensive as an organization

- Avoir plus de communication entre les policiers et programmes de VFF
 - Communication – how information relayed
 - Sharing information
 - Creative alternatives
 - Evidentiary tools - e.g. victim statement analysis
 - Disconnect from ranks. Inter-police connections not happening (high levels to patrol)
- **OTHER**
- It's not everybody
 - See problems running across - not just patrol. SACA feels interrogated - not just patrol
 - Not being aware of the flaws (must change)

5.1 Summary of Plenary Harvest

The following section summarizes the key themes that emerged as tables presented their proposed three areas of greatest opportunity for improvement. Tables summarizing the recommendations by Table based on Table Host notes and participants work

- **Building on the priority concerns identified in Round 1, how specifically might OPS address each concern? Identify areas of improvement that would have the great impact on improving response (sorted by emerging themes):**
 - **Training**
 - More funding for education
 - Promote/provide cross sector training
 - Engage VAW resources to inform training
 - Enhance training for patrol officers (e.g.: marginalized women, how to determine the aggressor, etc.)
 - Cultural training and sensitivity training for VAW. Consider the Philadelphia Model and examples from Saskatchewan
 - Mettre en place une formation pour les policiers: inclure les policiers à la réception
 - Addresser l'impacte de la violence à la formation et l'influence du ton de la voix sur les victimes
 - Add more specialized training for front-line patrol officers. Consider the following enhancements to the curriculum:
 - Masculinity and bias
 - Interpersonal interaction between officers and victims
 - Working with VCU
 - Understating the need to get as much information as possible at the scene
 - Using interpreters and VCU to facilitate women sharing stories
 - Perhaps using women police officers might help facilitate women telling their stories
 - Improve interview techniques, better training and application of training
Integrate guiding principles from VAW advocates to the training
 - Involve interpreters onsite during training to increase familiarity with the service and build relationships
 - Increase the training/awareness of the network of Community Health and Resource Centres
 - Build stronger competencies in interviewing at the scene to determine who is the aggressor

- Awareness of CRC and shelters
 - Training on how to investigate a VAW file and the complexity of these files
 - Techniques to build rapport with victims of VAW
 - Introduce tiered training including mandatory patrol training and investigator training
 - Sensitivity training for OPS on marginalized victims
 - Include victim statements in training
 - Educate on the cycle of violence
 - Provide self-care for officers: access to counselling and debrief difficult conversations
- **Engagement of OPS with Front Line / Agencies**
- Onsite VAW resources at OPS to provide case consultation
 - Continued dialogue between all groups involved in VAW
 - Officer involvement in more community events related to VAW to build better relationships
 - Engaging community conversations. “Community sharing” between OPS and the VAW sector
 - Invite more offices to participate as Board members of VAW agencies
 - Promote “Ride-Alongs” for service providers with police as an opportunity to share information and build closer relationships with agencies
 - Demonstrate an openness to listen and change
 - Implement regular meetings with OPS management, frontline and VAW partner agencies to review issues and plan actions
 - Ongoing liaisons, workshops, trainings, community sharing with OPS/VAW sector
 - Consider building stronger relationships with newcomers at risk, specifically with cultures that fear police
- **Response Improvements and adherence/consistency in applying policies and procedures**
- Officers have VAW support materials readily available
 - Consider having Supervisor present at all VAW calls
 - Monitor to ensure that policy is being followed
 - Increase overall consistency in response:
 - Continue to assign one officer from start to end
 - One liaison worker

- Make all domestic violence calls mandatory to attend (like a missing person or sudden death call)
 - Integrate consellers to patrol
 - Identify a third party organization that can help victims understand their situation and their options
 - Improve the referral process
 - Make the public complaint process more transparent to identify training needs
 - Create a new accountability process for perpetrators: circle of accountability with actions steps for perpetrators
 - Look at alternatives for a court hearing if a woman does not want that
- **Laying Charges and Evidence**
 - Better sharing of information with victims and between OPS and agencies
 - Create or review the process for specific cases when woman feels that there should have been charges laid
 - Improve statistics on laying charges
 - Better education on what the police needs and what the clients needs
 - Be more firm on applying the mandatory charge policy
 - Consider the difficulties for women reporting violence from a partner who is a police officer
 - Look at therapeutic approach when working with youth
- **Perceptions, Misconceptions, Communications and Barriers**
 - Improve service for marginalized women – “drop-in” for officers at agencies to have a chat and build relationships – build into performance metrics
 - Identify and review barriers to identify ways of breaking them down
 - Improve OPS communications approach and tone to victims
 - Provide clarity to the community on dual charging
 - Address feedback gaps on case process: develop a standard, plain language communication tool that explains a victim’s options and consequences
- **Performance**
 - Evaluate evolution of relationship and culture between OPS and the community
 - Integrate officer performance evaluation tied to proper VAW investigations

- **Linguistic and Cultural Sensitivity**
 - Ensure services are provided in French
 - Ask at call if they want to be served in French – if so, dispatch French officer
 - Officers understand French culture – that victims may often speak English because they have to.
 - What translation services are available? Answer: Languages of Life/IWSO offer this service.
 - Engage francophone officer with the French support Committee on an ongoing basis
 - Address cultural and racial profiling issues
 - It is not the policy for family members of the victim to translate for her. There is a plan for improvement to get more translators that are easily available to OPS in such circumstances
 - Services en Français
 - Guider vers les services français disponibles
 - Avoir des nouveaux dépliants pour les ressources/services
 - Avoir plus de policiers francophones
 - Dès le premier contact demander à la personne qui appelle 911 quelle langue elle préfère – que ce soit une priorité
 - Enhance cultural understanding, sensitivity and inclusion
 - Leave uniform at home during community events
 - Attend events out of uniform, mingle
 - Have interpreters with them, diversity
 - Be aware of body language
 - Increase languages spoken by police officers
 - Increase the recruitment of minorities at OPS
- **Statistics / Reporting**
 - Look at making the reporting process more transparent and effective
- **Advocacy**
 - Be agents of change
 - Advocate for legislative change

As a final exercise in Round 2, each table was invited to **select one area for improvement** that would have the greatest impact on improving response and addressing the needs of victims. The following section lists the posting, as written by each table:

- Implement a collaborative community-OPS case review and oversight process to be performed annually.
- Training :
 - 2 tier training (patrol, investigator)
 - Include trainer outside of OPS-CHRC's, stakeholders, frontline etc.
 - Ride-a-longs with professionals to bounce ideas and learn from one another. Info exchange
 - Connect with CHR's to give/receive training and develop "guiding principles & VAW advocates to be implemented into the training
 - Relationship building with youth, diverse cultures; cultural sensitivity/inclusive
- Laying of charges- how can workers help clients gather evidence to help in charging?
- Improving Relationships with marginalized
 - "Patrol officer drop in program"
 - Example: any patrol officer can drop in to T.I. btwn 5-8pm on Wednesdays from 10 minutes to build understanding of Inuit community
 - Make it "count" in performance measurement
 - Shift the value of certain elements of the work- from red lights to building community
- Engaging Community: Ongoing liaison, discussions, workshops, training with OPS/VAW = building bridges, addressing concerns
- Services en français : Qu'un service en français soit offert à la plaignante dès le premier appel
- Respond to the scene, separate the parties, interview thoroughly and include history (dominant aggressor) with interpreters as required (not children, not abuser) and lay appropriate charges every time there are grounds.
- Response from patrol is potentially (?) satisfactory. Supervisor to go to all domestic violence calls.
- Avoir des rencontres de formation pour comprendre comment les francophones se positionnent face aux services en anglais, de peur de ne pas recevoir des services adéquats. Donc offrir automatiquement des services en français.
- Charges not being laid when they should be. TRAINING OF PATROL OFFICERS.
 - How to investigate context
 - Understanding complexity of issue



- How to determine primary aggressor
 - Issues facing marginalized people
- Concern: victims not being believed (especially less privileged victims ie. Not English speaking, homeless, sex trade workers etc.) Officers speaking in a degrading way
 - Actions: hold people accountable- often they are doing things wrong
 - Stop charging sex workers, stop enforcing prostitution laws
 - Sympathetic response from officers
 - Investigate based on facts reported
 - Build relationships with victims
 - Charge OPS when criminal offences occur by officers
 - Training officers on how to respond/speak to victims-avoid stereotypes of how victims are 'supposed' to act
- Concern: Training for Officers : New recruits have to spend a set amount of hours working in the community working at an agency.
- Continue dialogue among all groups involved in/ dedicated to VAW with transparency regarding follow-up and outcomes.
- Training:
 - Cross sector training
 - Sharing content to build knowledge
 - Openness to other training
 - Opportunities for collaboration between agencies through training
- Consistency of officers and process- liaison
- Concern: VAW Training
 - Solution: Have VAW workers participate in the training of OPS members.
 - Have victims as guest speakers at OPS VAW training
 - Have VAW trainings annually.
- Concern: OPS being defensive
 - Solution: be accountable
- Concern: OPS is not following Sexual Assault protocol
 - Solution: have a survey to see if constable followed the protocol.
 - Have training for all levels on the sexual assault protocol
 - Have a list of questions that officers cannot be asked.
 - i.e: what were you wearing?
- Concern: OPS being defensive regarding feedback Solution: Acknowledge and thank people for their feedback and be open to constructive criticism.

6 CLOSING EXERCISE

To conclude the consultation, participants were invited to share on a post-it note an individual desire or area of improvement that they would like to identify to OPS. The following section captures the results of this exercise, as written by each participant.

- Investigation- murdered and missing aboriginal women
- Consistency in providing services based on risk assessment to victims expressing concerns and needs for police intervention regardless of whether charges have been laid
- Police brutality perpetuating violence (spit/kick & violate sex trade workers) it happens!! We need accountability.
- Faire des partenariats avec les services communautaires pour avoir des formation pour faire la différence entre la violence sexuelle en théorie et le véru. (*make partners with community services to understand the difference between sexual violence theories and reality*)
- Power & Control = patriarchy
- OPS continuing the dialogue with VAW and maintain transparency about implementing changes to provide consistent response at : front line , investigation units
- Developing in collaboration with ALL partners, a protocol for women who are leaving.
 - Many women are at the highest risk of being killed when they leave
 - Women who have died in Ottawa were killed once having left despite having historically reported her situation to police.
- Ottawa Hospital sexual assault unit released a study indicating that there is a dramatic spike in SA on women during mass gathering ie Halloween, Frosh week, New Years, Canada Day.
 - Women are drugged and raped.
 - No current training to detect sign, no police presence.
- Improved/ ongoing training and awareness of the domestic violence culture to front line patrol
- Open communication and feedback to women about investigation process and possible outcomes
- Provincial Chiefs of Police apply to MCSS for funding. Like CAS/VAW Model, have a team of VAW workers located at OPS. They can provide case consultation, training, referral etc. This is how culture can change.
- Knowing what VAW resources are available to victims. (Not just VCU and VWAP)
- Cultural sensitivity. Non judgmental attitude.

- Identify who does not report sexual assaults, review and study barriers to accessing police protection and address meaningfully on an ongoing basis. (with evaluation process) Gaps, protocol, training and community building
- Listening and learning = Change. OPS members who are leaders could support/ encourage/provide opportunities for officers to “check their privilege” and understand past oppression by the service so they can/we can all better hear concerns without getting defensive. It’s not about us it’s about survivors!!!
- Post the process map on OPS website.
- Should not be asked “Did you say no?” Instead should be asked “Did you say yes?”
- VAW representation on high risk team. Please pass on to the Crown.
- A public recognition of the trauma OPS has perpetrated historically and an understanding of how that impacts one’s willingness to engage with OPS would be helpful.
- Développer une présomption de crédibilité envers les femmes présentant des difficultés au niveau de leur bien-être mental, ou en situation d’une forme d’handicap. (*develop a credible presumption around women with mental health or in physical handicap situations*)
- Comprendre l’état de choc et le stress post traumatique qd. Ils interviennent en matière de violence. (*understand the shock and post dramatic stress and how to intervene in matters of violence*)
- OPS Accountability! Community workers and victims have valid concerns. The defensiveness is distracting.
- Plus de communication entre SPO et les programmes de violence fait aux femmes. Plus de contacts et collaboration et partenariats. Avoir plus de ces rencontres. Merci. (*more communication between OPS and programs of VAW. More contact and collaborations and partnerships. More of these consultations. Thank you*)
- Yearly gatherings for review and community consultation.
- Create internal policies now so that VAW does not get dropped as a priority. ☐ Interview questions when hiring VAW (OPS culture)
 - Stigma- internally and externally stating this (ie sex workers/criminalized)
 - Mandating training and valuing this experience.
 - VAW/OPS group committee
 - Mech. to be accountable
- Philadelphia model ongoing external monitoring by front line feminist grassroots, anti-violence services (shelters & rape crisis centres)
- Annual case review with community members on sexual violence files.

7 Closing Remarks

Superintendent Joan McKenna, Criminal Investigations Directorate

To close the consultation, Superintendent Joan McKenna of the Criminal Investigations Directorate thanked participants for their active participation and invaluable inputs. She acknowledged that the Service needs to continuously ensure that training of officers is adequate to effectively respond to victims' needs and many helpful suggestions were provided during the event that will be reviewed by the Service. In addition, she stressed the importance of a consistent approach in their service delivery and of open dialogue and further collaboration between the VAW sector and OPS.

The event established important connections between the sector and key OPS staff. It was acknowledged that there is work to be done on statistics and reporting to provide a more complete picture as well as to identify the information needs of the sector to better inform their work.

In closing Superintendent McKenna acknowledged the need to change culture and the need to work collaboratively to be successful – together, let's identify how OPS can best enhance its response and how service providers can best assist in a collaborative effort to ultimately best serve victims of partner assault and sexual violence.



Appendix A: Invitation

You're invited

Are you a member of our community who works directly with women who have experienced violence?

The Ottawa Police Service invites you to join members of the service and community stakeholders in a conversation about police response to partner assault and sexual violence incidents.

Date/Time: Thursday, November 27, 2014 from 1:00pm-5:00pm
Location: RA Centre, Clark Hall - 2451 Riverside Drive, Ottawa

The purpose of the engagement is:

- to provide those on the frontline an opportunity to learn more and ask questions about our police response;
- for the Ottawa Police Service to leverage the expertise of those on the frontline and listen to their concerns; and,
- together identify opportunities to enhance police response to incidents of violence against women.

The opportunities and recommendations will be documented in a report and will inform the Ottawa Police Service's way forward to improve response to this important community issue.

As spaces are limited, we invite organizations and/or programs to register up to 2 participants. This will allow us to ensure representation from a diverse group of stakeholders within the violence against women community.

[Register today!](#)

Registration is open until November 21, or until capacity is reached.

If you have any questions, please contact Inspector Joan McKenna at 613-236-1222, ext. 4108, or by email at McKennaJ@ottawapolice.ca.

We hope to see you on November 27th!

In support of/En appui à:



Vous êtes invité

Êtes-vous un membre de notre collectivité qui travaille directement avec les femmes qui ont subi de la violence?

Le Service de police d'Ottawa vous invite à joindre les membres du service et les intervenants communautaires dans le cadre d'un débat sur les interventions policières dans les cas d'agression conjugale et de violence sexuelle.

Date/Heure : Le jeudi 27 novembre 2014, de 13 h à 17 h
Lieu : Le Centre RA, Salle Clark – 2451, prom. Riverside, Ottawa

Le but de l'engagement est :

- d'offrir aux travailleurs de première ligne une occasion d'en apprendre davantage et de poser des questions sur nos interventions policières;
- au Service de police d'Ottawa de tirer profit du savoir-faire de ces travailleurs de première ligne et d'écouter leurs préoccupations; et
- à l'ensemble des intervenants de déterminer les occasions d'améliorer les interventions policières dans les cas de violence faite aux femmes.

Les occasions et recommandations seront documentées dans un rapport et éclaireront les stratégies d'avenir du Service de police d'Ottawa pour améliorer les interventions dans cet important dossier communautaire.

Vu que le nombre de places est restreint, nous invitons les organismes et/ou les programmes à inscrire au plus deux (2) participants. Cela nous permettra d'assurer la représentation d'un groupe diversifié d'intervenants issus de la collectivité de lutte contre la violence faite aux femmes.

[Inscrivez-vous dès aujourd'hui!](#)

La période des inscriptions s'échelonnara jusqu'au 21 novembre ou jusqu'à ce que la capacité d'accueil soit atteinte.

Si vous avez des questions, veuillez communiquer avec l'inspectrice Joan McKenna au 613-236-1222, poste 4108, ou par courriel à McKennaJ@ottawapolice.ca.

En espérant que vous soyez du nombre le 27 novembre!



Appendix B: Recommendations by Table – Partner Assault

Partner Assault	Round 1: Priority Concerns	Round 2: Areas of Improvement / Recommendations		
Table A	<p>A. Mandatory Training</p> <p>B. Cultural Inclusiveness and Sensitivity</p> <p>C. Police are meant to be listening to acknowledge and validate residents (therapeutic analysis)</p>	<p>A. Training:</p> <ul style="list-style-type: none"> • Offer ride-alongs with community service members to share information • Proportional training to each unit • Stakeholder, frontline, patrol, etc. • Guiding principles from VAW advocates to be implemented into the training • Involve interpreters onsite during training • Relationship-building with newcomers at risk • People due to a culture of fearing police • Learn about community health & wellness resource centres 	<p>B. Cultural sensitivity – inclusive:</p> <ul style="list-style-type: none"> • Leave uniform at home during community events • Attend events out of uniform, mingle • Have interpreters with them, diversity • Watch body language • Increase languages of police officers minorities • Often the abuser has little language barriers • Patriarchy, white privilege, hire diversity especially when addressing complex issues with other cultures 	<p>C. Non-judgemental attitude</p> <ul style="list-style-type: none"> • Don't blame, ask why, belittle • Encouraging, holistic, paraphrasing • Listen, treat them like a human • Therapeutic approach when working with youth • Reporting process needs to be more transparent and effective • OPS System <ul style="list-style-type: none"> • Looking within to see how they represent privilege <ul style="list-style-type: none"> ○ Patriarchy ○ Sexism ○ Racism • Be agents of change
Table B	<p>A. Not charging male perpetrators when they should be.</p> <ul style="list-style-type: none"> • Particularly immigrant women – their partners are not getting charged; <ul style="list-style-type: none"> ○ Language issues; ○ Cannot get a restraining order without charges; ○ Peace bond <ul style="list-style-type: none"> ▪ Big process; ▪ Mutual – both have to agree and appear <p>B. WISE could get more referrals (safety audits)</p> <ul style="list-style-type: none"> • Some from VCU have called regarding domestic violence cases <ul style="list-style-type: none"> • Looking at safety issues in home • Help find resources where needed • Also will talk with women about what to do if perpetrator gets in • Not as high a threat as WISE has a manual for safety planning <p>C. Various:</p>	<p>A. Not charging male perpetrators when they should be</p> <ul style="list-style-type: none"> • Training of patrol officers – they are key because they are the first point of contact <ul style="list-style-type: none"> ○ How to investigate context ○ Understanding the complexity of the issue ○ How to determine primary aggressor ○ Issues facing marginalized people ○ Training needs to be ongoing • Err on the side of laying a charge and let it be found out in court <ul style="list-style-type: none"> ○ But disempowering for women when charges are laid that a woman does not want • Victim VCU does sometimes do advocacy pieces but officers need to have contact with agencies. • Investigating officer needs to develop rapport with victim <ul style="list-style-type: none"> ○ Investigating officer making a call to the victim can allow victim to feel comfortable calling officer with further information 	<p>B. WISE</p> <ul style="list-style-type: none"> • Is there a way to get compensated for doing this work (as a result of referrals)? 	<p>C. Various</p> <ul style="list-style-type: none"> • More thorough training needed • Attach counsellors/VCU to patrols • Requirement to be a police officer is to have a BSW • More officers attached to the Boards of agencies • OPS hire more BSW people into service

Partner Assault	Round 1: Priority Concerns	Round 2: Areas of Improvement / Recommendations		
	<ul style="list-style-type: none"> • Charges not being laid <ul style="list-style-type: none"> • We were hearing from women that charges are not being laid. • Partner told to go home and sober up when he was actually stalking her. • Police did not charge in one case where he assaulted her because she pushed him too. • Police officers not asking the right questions • Officer came to shelter and was not getting information from the woman. Shelter worker asked if she could as a question. She asked an open ended question and woman just started spilling everything and the officer started writing. • Length of time between reporting and charges • Primary assessor policy is good. But we hear stories from women that the policies are not always being followed. • When something is being investigated women are not kept informed. • Decreasing number of officers in the unit 	<ul style="list-style-type: none"> • Create/review process for specific cases when woman feels that there should have been charges laid • More thorough training needed • Attach counsellors/VCU to patrols • Requirement to be a police officer is to have a BSW <ul style="list-style-type: none"> o More officers attached to the Boards of agencies o OPS hire more BSW people into service 		
Table C	<p>A. Victim dual-charging/sole charging of the victim</p> <ul style="list-style-type: none"> • History of dominant aggressor has not been applied • Woman will try to protect herself from aggressor and end up getting charged <p>B. Follow-up with victims:</p> <ul style="list-style-type: none"> • Will he get charged? Or will he receive a peace-bond? • What is the next step for victims? What will happen to me? What will happen to my abuser? 	<p>A. Dual-charging</p> <ul style="list-style-type: none"> • Follow policy closer • Interview at scene, determine who is the aggressor • Improve interview techniques, better training and application of training • Review officers, evaluations. Make sure they are doing thorough and proper investigations • Standardization of reviewing and assessing risk • More accountability in terms of interviewing • Stop charging women who are victims 	<p>B. Follow-up</p> <ul style="list-style-type: none"> • Third party organization that helps victims understand their situation and what their options are • Better referral services • More firm in the mandatory charging policy and more education about this service 	<p>C. General Recommendations</p> <ul style="list-style-type: none"> • Get interpreters that are not family members • Review process for officers to keep them more accountable • Philly model (external community based review) • Risk assessment for every call despite whether or not there are charges • Reveal where in the file the risk assessment is, and which type of risk assessment is applied <ul style="list-style-type: none"> o Also indicate when it is applied

Partner Assault	Round 1: Priority Concerns	Round 2: Areas of Improvement / Recommendations		
	<ul style="list-style-type: none"> Not getting proper follow-up from police What are the victim's options? Maybe lack of education Lack of support <p>C. General Recommendations</p>			<p>(which step of the process)</p> <ul style="list-style-type: none"> DVERS alarm system (ADT and Bell Canada) <ul style="list-style-type: none"> Ask VCU
Table D	<p>A. Training</p> <p>B. Cultural Understanding</p> <p>C. OPS does not always hear problems/comments from victims and agency partners: Need to HEAR with a non-judgmental view</p>	<p>A. Training :</p> <ul style="list-style-type: none"> 2 tier training (patrol, investigator) Include trainer outside of OPS-CHRC's, stakeholders, frontline etc. Ride-a-longs with professionals to bounce ideas and learn from one another. Info exchange Connect with CHR's to give/receive training and develop "guiding principles & VAW advocates to be implemented into the training Relationship building with youth, diverse cultures; cultural sensitivity/inclusive 	<p>B. Cultural understanding/sensitivity</p> <ul style="list-style-type: none"> More language relevant OPS responding to/with interpreter Officers asking do you want someone who speaks their language, even if they speak English OPS needs to increase visible minority candidates <ul style="list-style-type: none"> Support/encourage visible minority youth Work with Immigrant Services to support/increase enrolment of New Canadians 	<p>C. Non Judgemental</p> <ul style="list-style-type: none"> Performance appraisal of bad patrol officer How can it be done so it is captured/ corrected Public complaint process needs to be more transparent so cops who need training are identifiable
Table E	<p>A. Avoir des services en Français tout au long du processus pour assurer que la victime puisse expliquer/exprimer la situation et ses émotions (les mots sont la traduction de son vécu)</p> <p>B. Formation des policiers : "There is training but needs to be different training"</p> <p>C. Que les policiers prennent un rapport pour tous les incidents familiale, domestic, etc.</p> <ul style="list-style-type: none"> Det. à la table explique que quand un policier va à un appel ex. "partner dispute – le policier doit écrire un rapport Avoir plus de details Devrait avoir un processus claire Services en français tout au long du processus 	<p>A. Services en français</p> <ul style="list-style-type: none"> Plus de communication D'offrir automatiquement les services en français Compréhension de la culture francophone Plus de contacts entre SPO et programmes – mettre des visages à des noms Reconnaitre crédibilité Comprendre comment les francophones se positionnent face à un service anglophone de peur de ne pas recevoir un service adéquat 	<p>B. Créer une formation pour les policiers</p> <ul style="list-style-type: none"> Mise en place par intermemante et les victimes Life training/shadowing dans la communauté Training pour les policiers du "front desk" Par rapport à c'est quoi la violence, impacte de la violence, femme/enfant Influence du ton de la voix etc. du policier qui fait affert avec victime 	<p>C. Rapport</p> <ul style="list-style-type: none"> Dans le rapport, explique clairement quelle sorte de violence Mais parfois on sait pas c'est quoi la violence (sorte) Example: Mr. a appelé la police pour dire que sa femme abuse enfants quand ce n'est pas vrai... Mr. fait des plaints partout...
Table F	<p>A. Engaging the community – early on!</p> <ul style="list-style-type: none"> Ongoing conversations/liaison <p>B. Building on sensitivity/VAW "training"</p>	<p>A. Engaging community conversations</p> <ul style="list-style-type: none"> Ongoing liaisons, workshop, trainings, community sharing with OPS/VAW sector 	<p>B. Building on sensitivity/VAW "training" understanding</p> <ul style="list-style-type: none"> Building a more complete understanding of 	<p>C. More resources for all</p> <ul style="list-style-type: none"> Focus on legislative change Creating a new accountability process for

Partner Assault	Round 1: Priority Concerns	Round 2: Areas of Improvement / Recommendations		
	<p>understanding C. More resources for all</p>	<ul style="list-style-type: none"> • Personalizing resources – knowing who you/we are referring to • Communicating/training with VAW counsellors? • Meeting VAW community • Carrying resource material with them • Knowing what catchment area the CRS and shelters are in 	<p>the cycle of violence</p> <ul style="list-style-type: none"> • Keep the same investigator to establish more of a rapport with woman leading to better understanding • We discussed self-care for officers <ul style="list-style-type: none"> • Access to counselling and debrief difficult conversations • We discussed the sensitive issue of when women report violence from a partner who is a police officer 	<p>perpetrators</p> <ul style="list-style-type: none"> • Having an alternative for a court hearing if a woman does not want that • Circle of accountability with “action steps” from perpetrator
Table G	<p>A. Consistency B. Laying of charges C. Funding</p>	<p>A. Consistency</p> <ul style="list-style-type: none"> • One liaison worker • In contact and officers through the process • Same officer or detective from start to end 	<p>B. Laying of charges</p> <ul style="list-style-type: none"> • Greater numbers • More faith in legal system • Education on what we need and what clients need 	<p>C. Funding</p> <ul style="list-style-type: none"> • Police advocacy • Education
Table H	<p>A. The way that OPS communicates with victims needs to be improved B. Language barrier issues C. Sensitivity from OPS about marginalized victims</p>	<p>A. Improve OPS communications with victims</p> <ul style="list-style-type: none"> • Try to make the response to speak to victim more immediate • Domestic violence calls should be made mandatory to attend just as a missing persons or sudden death call is attended • Officers need to have extra training and split the course into a 2 day class in order to learn about patrol and response and then have another 3 day course for those who are applying specifically to the victims crisis unit etc • This may better prepare officers 	<p>B. Language barriers</p> <ul style="list-style-type: none"> • It is not the policy for family members of the victim to translate for her. There is a plan for improvement to get more translators that are easily available to OPS in such circumstances 	<p>C. Sensitivity from OPS about marginalized victims</p> <ul style="list-style-type: none"> • Once again, more training should be given to those who are attending these calls. A lot of emphasis should be placed on trying to keep an open mind and understand the circumstances of the victim closely.

Appendix C: Recommendations by Table – Sexual Violence

Sexual Violence	Round 1: Priority Concerns	Round 2: Areas of Improvement / Recommendations		
Table A	<p>A. OPS not always allowing support workers to be involved as victim advocates in interviews, etc</p> <p>B. Victims uncomfortable with police and processes, need to be believed, therefore providing less history and evidence: Victims with a history with police are fearful to report, when they do report sometimes degrading language to victims</p> <p>C. Value only being placed on charges, not on work to support victims. When victim does not want to lay charges but need support in safety, planning, leaving an abusive situation, or just having the offender spoken to.</p>	<p>A. OPS not always allowing support workers involvement:</p> <ul style="list-style-type: none"> • Allowing support workers in interviews throughout process • Supporting victims in contacting workers • Asking if they have a support worker at the beginning • Making the process more transparent for victims. 	<p>B. Less privileged victims not believed (i.e. not English, homeless, sex trade workers, etc.), not comfortable with process – officers speaking in a degrading way</p> <ul style="list-style-type: none"> • Hold people accountable when they are doing things wrong • Stop charging sex trade workers, stop enforcing prostitution laws • Sympathetic response from officers • Investigate based on facts reported • Build relationships with victims • Charge OPS when criminal offenses occur by officers • Training of officers on how to speak to victims – avoid stereotypes of how victims are “supposed to act” 	<p>C. Value only placed on charges, not on work to support victims</p> <ul style="list-style-type: none"> • Validate victims • Explanations
Table B	<p>A. Training (collective)</p> <p>B. Sharing Information</p> <p>C. Policy and Practice (collaboration)</p>	<p>A. Training (collective)</p> <ul style="list-style-type: none"> • OPS going away for training every 6 weeks • More training in OPS (interactive) • More training done online • Open to other types of training to recognize privilege (not everyone coming from the same place) • Training on soft skills and recognizing body language • Partnering for training (example used was with CAS) • Inviting more outside agencies to the OPS briefings • Sharing training resources • Relationship building opportunity when people train together • More informal training • Opportunities for collaborative training 	<p>B. Sharing Information</p> <ul style="list-style-type: none"> • Share the training people receive • Putting into practice what you learn in the training • Co-location and collaboration • Keeping in mind “best interest of client” when sharing information • Sharing what you “need to know” instead of everything 	<p>C. Policy and Practice (collaboration)</p> <ul style="list-style-type: none"> • Working better collaboratively • Training and practice • Leadership buy-in • Creating sustainable mechanism to address VAW so a change in leadership would not collapse the progress that has been made with our current Chief.
Table C	<p>A. Sexual assault protocol not being met</p> <ul style="list-style-type: none"> • Questions • Biases • Accountability by officers • Having an open mind, going in with no 	<p>A. Sexual Assault Protocol</p> <ul style="list-style-type: none"> • All officers make themselves aware of the sexual assault protocol • Downsize it – make it short-form and hand-held 	<p>B. Defensiveness</p> <ul style="list-style-type: none"> • Realizing that you need to check your privilege • Acknowledging themselves as a department instead of personally • Asking “do they mind if they can support you 	<p>C. Training for patrol officers</p> <ul style="list-style-type: none"> • Make it clear and accessible about the training • Make it clear who is doing it • Have victim impact worked into training

	<p>judgement</p> <p>B. Defensiveness</p> <ul style="list-style-type: none"> Recognizing what is wrong instead of saying it is being dealt with <p>C. Training for patrol officers</p> <ul style="list-style-type: none"> More sexual assault and domestic violence training 	<ul style="list-style-type: none"> VAW team of community members with skills in that field sitting in on OPS meetings Provincial chiefs apply MCSS to fund continues work on violence against women on OPS A follow-up on not following the protocol Small survey at back of victim report saying how officer handled the situation. Then a follow up with victim if report is bad. “Did you say yes?” as a question instead of “did you say no?” Can community workers have an input in interview questions Can interview guide have a list of questions that cannot be asked? Ex. What were you wearing? Do officers understand that people can be victimized more than once? People shut down 	<p>in this”</p> <ul style="list-style-type: none"> More awareness about the fact that you can give feedback of how a situation was handled by police Acknowledge and thank people for their input instead of having a counter argument 	<ul style="list-style-type: none"> Having real victims go in person to have a bigger impact in training A certain amount of hours in community at an agency
Table D	<p>A. Problématique – compréhension</p> <p>B. Service en Français</p> <p>C. Santé mentale - revictimization</p>	<p>A. Problématique – compréhension</p> <ul style="list-style-type: none"> Plus de communication entre SPO et VFF ACS programme de violence Appliquer ce qu’ils apprennent Faire des partenariats <ul style="list-style-type: none"> Différences entre vécu et théorie Accroître leur sensibilité aux impacts de leur rôle d’autorité Plus à l’écoute Tenir lorsqu’ils s’adressent à la victime <ul style="list-style-type: none"> Comptes les reactions “fight”, “flight”, or “freeze” États de chocs même quand c’est pas visible Comprendre leur rôle d’autorité et leur approche Comprendre l’impact du post traumatique 	<p>B. Services en français</p> <ul style="list-style-type: none"> Plus de communication D’offrir automatiquement les services en français Compréhension de la culture francophone Plus de contacts entre SPO et programmes – mettre des visages à des noms Reconnaitre crédibilité Comprendre comment les francophones se positionnent face à un service anglophone de peur de ne pas recevoir un service adéquat 	<p>C. Santé mentale – revictimisation</p> <ul style="list-style-type: none"> Plus de communication entre SPO et programmes de violence Partir d’une presumption de crédibilité envers les femmes victimes qui présentent des enjeux de bien être mentale, en situation d’handicaps et de toutes forms de marginalité et prendre une action adéquate Dans la recherché de preuves, évaluer leur stratégie d’approche afin de ne pas mettre les femmes en situation de revictimisation et/ou d’humiliation et la culpabiliser
Table E	<p>A. Marginalized women – how to feel respected and heard</p> <p>B. Communications in the investigative process</p> <p>C. Alternatives to court charges</p>	<p>A. Marginalized women – how to feel respected and heard</p> <ul style="list-style-type: none"> Training Ask survivors to tell their story to officers as training piece (or service providers do the same) 	<p>B. Communications in the investigative process</p> <ul style="list-style-type: none"> Need to attach value Have the civilian do that? Try email or text to touch base? Ask in the interview how to communicate? Keep in touch 	<p>C. Alternatives to court charges</p> <ul style="list-style-type: none"> Need to think this through carefully Mediation? John school type intervention? Warnings? Why don’t some women want even this?

		<ul style="list-style-type: none"> • Look at patrol training • Question of coaching • How to value and give stats to things • Attach to performance training • Create a patrol officer “drop in” program with service agencies to build relationships and understanding <ul style="list-style-type: none"> • Add this to the officers stats in a positive way • Shift the value to certain elements of the work such as speeding tickers 		
Table F	<p>A. Front-line patrol – not enough training -- more training – on going to recognize the culture of domestic violence— more understanding of masculinity and bias</p> <p>B. Add-on looking at comprehensively at power and control; different type of abuse – women find it hard to put emotional abuse into words – this can be clues beyond the physical to understanding the case</p> <p>C. How open is the communication with police—some women get lots of information some no police contact</p> <p>D. Women give information – but get no feedback on charging process. This would be helpful not only for women but also stakeholders – If there is no charging--- we don’t know why— maybe there was a reason there was no change – more dialogue to know what information our clients need to prove or get a charge laid</p> <p>E. High risk cases – there are gaps when women just decide to leave – don’t want to report/don’t want to get involved in the legal stuff.</p> <p>F. There is also a gap between leaving and charging.</p>	<p>A. More Front-line training on the following;</p> <ul style="list-style-type: none"> • Masculinity and bias • Interpersonal interaction between officers and victims • Working with VCU • Understating the need to get as much info as possible at the scene. • Using interpreters and VCU to facilitate women sharing stories • Perhaps using women police officer might help facilitate women telling their stories 	<p>B. Gaps in feedback on case process</p> <ul style="list-style-type: none"> • Perhaps a standard down to earth information to survivors on options and consequences using accessible every day plain language 	<p>C. Working with Stakeholder to come with solutions to support when at the crucial time when they decide to leave</p>
Table G	<p>A. Officers to consider explaining their process/thoughts. Ie. Why they are asking certain questions for example. What may</p>	<ul style="list-style-type: none"> • Officers to show up at more community events involving VAW in order to build a better relationship 	<ul style="list-style-type: none"> • More training, to have officers attend meetings with partners in VAW 	

	<p>be perceived to be trivial to the victim is not to the officer.</p> <p>B. More training for patrol</p> <p>C. Limited French service within Ottawa Police should be looked at. French service is limited.</p>			
Table H	<p>A. Culture / attitudes / beliefs in the OPS - macho culture (more than training; senior officers; slower change - no single fix - there is a continuum)</p> <p>B. Believing survivors - including unfounding</p> <p>C. Timely response -</p> <p>D. Evidentiary tools - e.g. victim statement analysis</p>	<p>A. Culture</p> <ul style="list-style-type: none"> • Training can overcome so much attitude • Recruitment process • Organizational change analysis • More officers with diverse backgrounds; studies - and keep building on this - to recruit people from different places. • Importance of officers sharing the background of those they serve. • Greater collaboration between OPS and community organizations • Inviting and being invited • Visibility of OPS in community is helping to break down silos and walls • Barriers related to entering the force - if someone has a background perhaps where they are criminalized • Internal campaign in the police to encourage police to speak out against each other <p>-</p>	<p>B. Believing survivors - including unfounding</p> <ul style="list-style-type: none"> • How are we improving on this? • How do we know when we're doing better? • What can we concretely do that will make change? • Figure out what is going on with stats from OPS - lots of ongoing issues with numbers that don't seem to make sense - strengthening of systems for accurate stats and regularly available to the community • To be able to track changes - one tool to measure impact - without it - lack of knowledge and confusion • We muddy the waters when we change definitions year after year - clear / consistent to provide continuous look. This has been going on for over 10 years - at least. If there is an accepted measure - can eliminate needless discussion and confusion. • Community / Police partnership models & methodology that is measurable- co-owned and addresses issues of lack of transparency • To review what we're doing and progress since last review. e.g. key indicators agreed for the process map. • Culture and attitudes will influence believing survivors 	<p>C. Timely response in front line and investigative</p> <ul style="list-style-type: none"> • Infrastructure at OPS - e.g. targets which would require resources • Difference between patrol and investigators • Communication centre keeps in touch when people aren't able to respond right away - this is very appreciated • Response time could be tracked and displayed • Call backs from OPS about an incident / update - when this happens - excellent - keep this up - this is very important for women with experience of SV - the moment a woman is ready to share her experience of SV - whether historical or not - investigative response needs to be sped up - as she will lose momentum and drive to report • Comms centre - inconsistent about what can be done- with measurable targets for investigative targets <p>Others Recommendations:</p> <ul style="list-style-type: none"> • Annual Case Oversight: Review of all SV files reviewed by community and OPS - transparent/ongoing/measurable - this model would be useful in SV and also child maltreatment. In child maltreatment cases - there is a lot of evidence to show that privacy laws restrict information sharing that can make people unsafe