



**2023**  
**OTTAWA**  
**POLICE**  

---

**ANNUAL**  
**REPORT**

# TABLE OF CONTENTS

## Introduction

By the numbers .....	4
Message from the Ottawa Police Service .....	5
Board Chair, Salim Fakirani	
Message from the Ottawa Police Service .....	6
Chief of Police, Eric Stubbs	
Vision, Mission and Values .....	8
Strategic Direction.....	9

## Community Safety and Well-Being

Community Policing.....	11
Neighbourhood Policing .....	11
Community Safety & Well-Being.....	14
Road Safety.....	20
Joint Operations & Unplanned Evens .....	23
Crime in Ottawa .....	25
Arson .....	27
Drugs.....	28
Elder Abuse.....	29
Gun Violence.....	30
Hate and Bias Crime.....	31
Homicide .....	32
Human Trafficking.....	33
Vehicle Thefts .....	34
New District Model .....	35

## Our People

Responding to your Calls .....	37
Organizational Chart .....	40
Recruitment Efforts and Progress .....	41
Community Involvement.....	43

Safe Workplace.....	48
Wellness.....	50

## Modernizing Policing

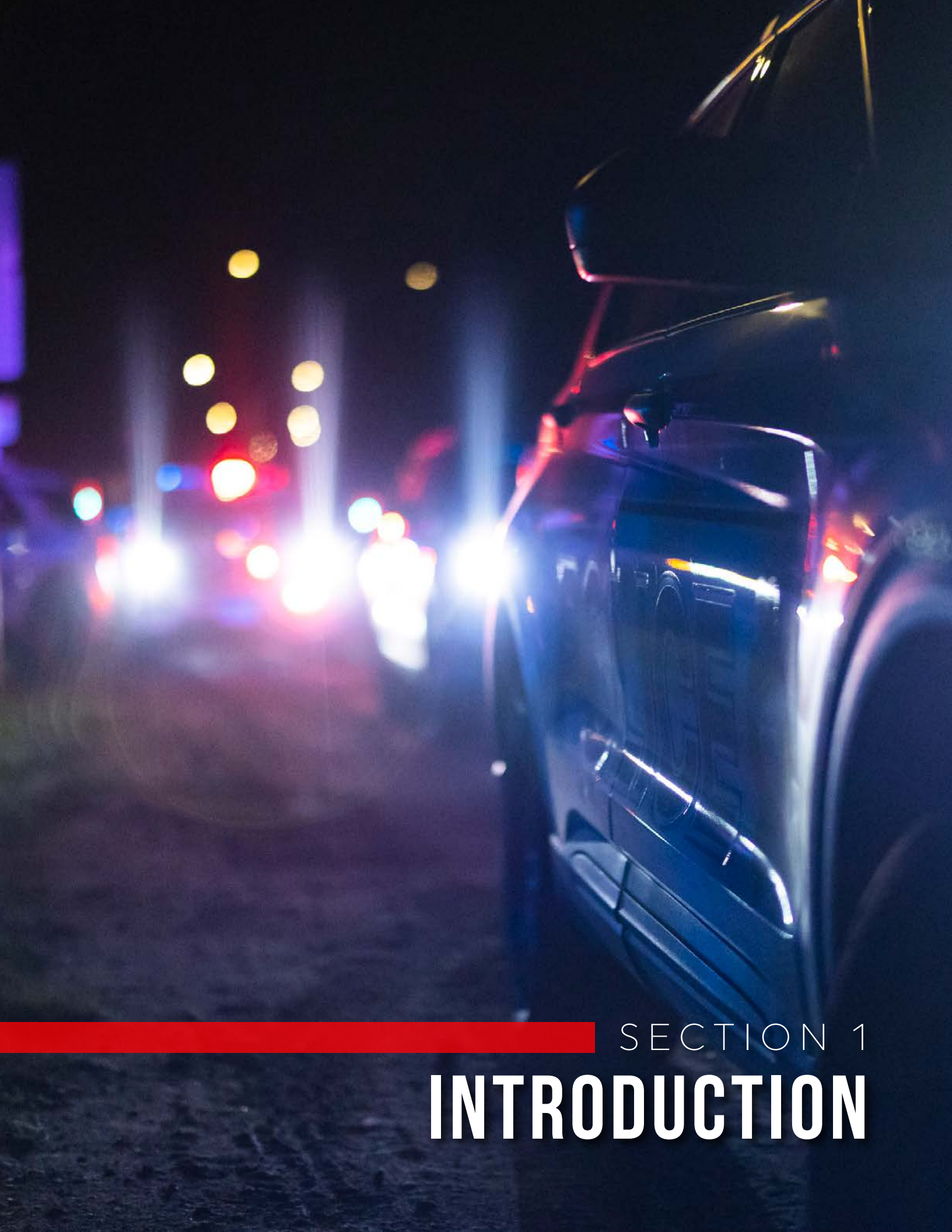
Neighbourhood Operations Centre.....	53
Community Data Safety Portal .....	54
Project Safe Trade .....	55
Grant Funding Partnerships.....	56

## Equity, Diversity and Inclusion

Equity, Diversity and Inclusion .....	60
Mental Health and Guiding Council.....	62
Assistance to Victims of Crime .....	63
Violence Against Women.....	63
Indigenous Strategy and Working Group .....	65

## Costs, Performance and Accountability

Calls for Service .....	67
Cost of Policing.....	68
Professional Standards .....	71
Community Satisfaction .....	73
South Station Groundbreaking.....	74



SECTION 1

# INTRODUCTION

# BY THE NUMBERS



94.2%



of PRIORITY 1 CALLS were responded to within 15 minutes



Hate and bias motivated offences up

**+352%**

between 2013 and 2023

Crime rate per  
**100,000**  
residents



**4,430**  
offences

Calls for service of suspected overdose increased

**316%**

between 2019 and 2023



**4,367 tips**

Received in 2023 through Crime Stoppers



On average it took

**7.3** minutes

to arrive on scene at an emergency call

**219,036 calls**

required a mobile police response.

Mental health reports up

**44%**

in the last 10 years



Average of 13.7 homicide incidents in the last ten years

**82.4%**

were cleared in the last ten years



# CHAIR'S MESSAGE



## **Message from the Chair: Ottawa Police Service Board, Salim Fakirani**

On behalf of the Ottawa Police Service Board, I am pleased to introduce the 2023 Annual Report of the Ottawa Police Service (OPS).

I take this opportunity to acknowledge and thank former Chairs, Suzanne Valiquet as well as Dr. Gail Beck, for their leadership in 2023. Their contributions were integral to the work and accomplishments of the Board

I also want to thank Members Marty Carr, Cathy Curry, Michael Doucet, Peter Henschel, and Mark Sutcliffe for their invaluable contribution to the Board in 2023.

As we reflect on the past year, the Board extends its sincere appreciation and gratitude to the dedicated members of the Ottawa Police Service for their hard work and unwavering commitment to keeping our community safe. Their commitment to the safety and well-being of our community is truly commendable and serves as an inspiration to us all.

2023 was a pivotal year for the Board, culminating in the approval of a new Strategic Plan for the police service. This plan, [Strategic Direction 2027](#), forged through collaboration, extensive consultation, and careful consideration, serves as a roadmap for our continued efforts to enhance community safety and wellbeing.

The strategic priorities include:

1. Enhancing community safety.
2. Building trust through strong partnerships.
3. Strengthening the commitment to human rights through equity, diversity, and inclusion; and
4. Advancing and supporting a resilient and thriving workforce.

Throughout 2023, our city saw a significant number of demonstrations and protests, each managed and de-escalated with care and diligence by our exceptional officers. Their ability to maintain peace and ensure the safety of all involved is a testament to their hard work, professionalism, and resilience. Other significant issues that the Police Service dealt with in 2023 included 13 homicide occurrences, the

rise in auto thefts, the ongoing opioid crisis, gender-based violence, and ensuring road safety across the City.

In late 2023, the Board and the OPS were excited to break ground on the new South Facility located at 3505 Prince of Wales Drive. Responding to the City's growth, particularly in Barrhaven and Riverside South, and addressing some of the current space pressures the Service is experiencing, this state-of-the-art South Facility is designed to meet the evolving needs of law enforcement and the community.

I would be remiss not to express the Board's gratitude to our partners and community stakeholders, including the Community Equity Council, whose support and collaboration have been

instrumental in our collective efforts to build a safer, more inclusive, and equitable Ottawa. Together, we have made significant strides in supporting overall community safety and well-being.

In conclusion, as we look ahead to the challenges and opportunities that our community faces, let us remain steadfast in our commitment to serving and protecting the people of our city with integrity, professionalism, and compassion.

**Salim Fakirani**

Chair, Ottawa Police Service Board



# CHIEF'S MESSAGE



## Message from the Ottawa Police Service Chief of Police, Eric Stubbs

It is my privilege to present you with the 2023 Ottawa Police Service (OPS) Annual Report.

This report offers insight into the remarkable dedication and hard work demonstrated by our sworn and civilian members throughout the year in partnership with the community they serve.

2023 was another busy year filled with both challenges and significant progress.

Our members responded to over 400,000 calls for service, dealing with numerous challenges, investigating complex crimes, and assisting those in need. They dealt with an array of issues, from the rise in auto thefts to incidents of gun violence, substance abuse, overdoses, ongoing demonstrations and major events, violence against women, and hate crimes targeting various communities.

Despite the challenges, our members have demonstrated resilience, innovation, and a commitment to serving our community. However, we know from listening to both our members and members of the community that we need to improve overall service delivery and our internal culture, policies, and practices.

In response, we've developed a new strategic plan, with four priorities leading us toward transformative

projects and initiatives that will guide our service over the next three years. These initiatives, aimed at enhancing community safety, stabilizing our workforce, and delivering service excellence, are laying the foundation for a safer and more inclusive Ottawa.

One of our primary strategic focuses is strengthening partnerships with our community stakeholders. Working with partners such as the Integrated Community Situation Table (ICST) and the Indigenous Women's Safety Table, we are actively tailoring our policing efforts to meet the specific needs of our diverse communities. This collaborative approach ensures that our initiatives are both reactive and proactive, addressing immediate concerns while also preventing future issues from arising.

Initiatives such as the enhanced District Policing model and the Neighbourhood Operations Centre at 50 Rideau Street reflect our dedication to enhancing police visibility and responsiveness in our communities. Additionally, the groundbreaking of our new South facility marks a milestone in enhancing our infrastructure and presence within the community.

Enhancing community safety remains another paramount priority for us. In line with this, we are actively developing new models and alternative service delivery approaches to address social issues, mental health and addictions, homelessness, and other vulnerable populations.

Additionally, we are committed to modernizing technology and data systems to further enhance community safety, operations, and equity. The launch of our Community Safety Data Portal signifies a significant step towards modernizing policing and enhancing transparency within our community.

Equity, diversity, and inclusion initiatives continue to be focal points at OPS. The Diversity, Respect, Inclusion, Values, Equity and Engagement (DRIVE2) Strategy includes 30 key priorities, one of which is the Safe Workplace Program which demonstrates our ongoing commitment to creating a workplace free from discrimination and harassment.

Our Outreach and Recruitment team continues to work hard to recruit quality candidates and foster equity, diversity and inclusion within our ranks. Thanks to their efforts, we hired 87 recruits in 2023, and our recruitment process continues to generate high interest levels, with over 400 applications received to date.

As we move forward, stabilizing our workforce

remains another critical priority. With a goal of hiring 550 new members in the coming years, our staffing stabilization plan aims to appropriately staff our service, so we have the resources needed to meet the evolving needs of our city.

I am proud of the progress we've made and the dedication of our officers in ensuring the safety and well-being of our residents. Their commitment is evident in every interaction made and partnership formed.

**Key stats from 2023 include:**

- Service requests increased by 15%, totaling 427,400. This included about 54,100 more calls through the dispatch system (400,000 total) and around 3,000 additional reports submitted online (27,400 total)
- The rise in requests for service was primarily caused by a spike in non-dispatched 911 calls, triggered by the automatic SOS feature on Android devices. This issue, which led to an unusually high volume of emergency calls, has now been resolved.
- With 48,000 reported Criminal Code of Canada offences (excluding traffic) in the city of Ottawa, the level of reported crime increased by 12% last year.
- The clearance rate for total Criminal Code offences (excluding traffic) remained in line with the previous year's results (28%).
- Ottawa's Crime Severity Index (CSI) increased by 5% to 59 points (Violent CSI was in line with previous year's value ; Non-Violent CSI up 8 percent).
- The volume of reported violent crimes increased by 3% in 2023, driven by assaults, threats, and robberies.
- Property related offences increased by 13% in 2023 primarily due to increases in the number of thefts (including shoplifting), fraud, mischief, break and enters, and thefts from motor vehicles.
- There were 15 homicide incidents in 2023 with 16 victims. 12 of the occurrences have been solved.
- In 2023, shootings increased by 22% from 60 to 73, and OPS officers seized 81 crime guns.
- The number of collisions on Ottawa roadways increased by 28% to nearly 19,300, while fatalities increased to 27 (up from 23 in 2022).

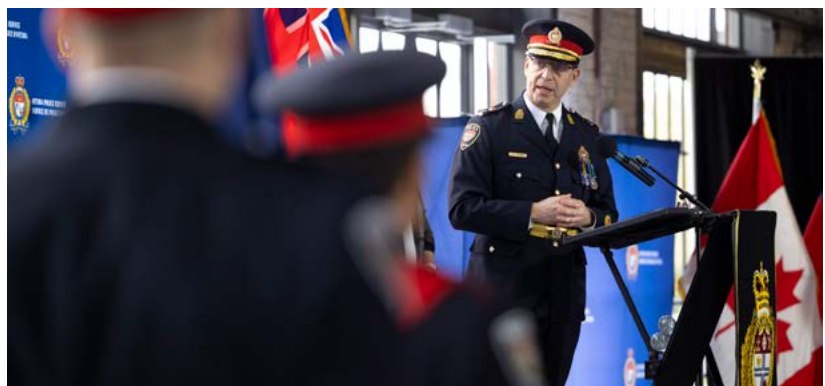
Finally, I want to thank former Board Chair Dr. Gail Beck, our new Chair, Salim Fakirani, and the Ottawa Police Service Board for their guidance and direction. Their support has been instrumental in creating an environment that fosters innovation and progress.

We will continue to build on the momentum of 2023 as we execute our strategic plan and shape a future where Ottawa thrives as an inclusive, equitable and safe community.

I want to thank our OPS members and the members of this community. By working together, we help improve the quality of life for all who live, work, and visit Ottawa. Thank you for your continued trust and support.

**Eric Stubbs**

Chief of Police, Ottawa Police Service







**vision:**

**Our Vision, to be a trusted partner in community safety, is forward-looking and challenges the organization to reach a desired future state.**

**mission:**

**Our Mission is to protect the safety and security of our communities.**

**values:**

**Our Values of Honour, Courage and Service guide the actions, behaviours and professionalism of OPS members in achieving our vision and mission.**



# Strategic Direction 2027

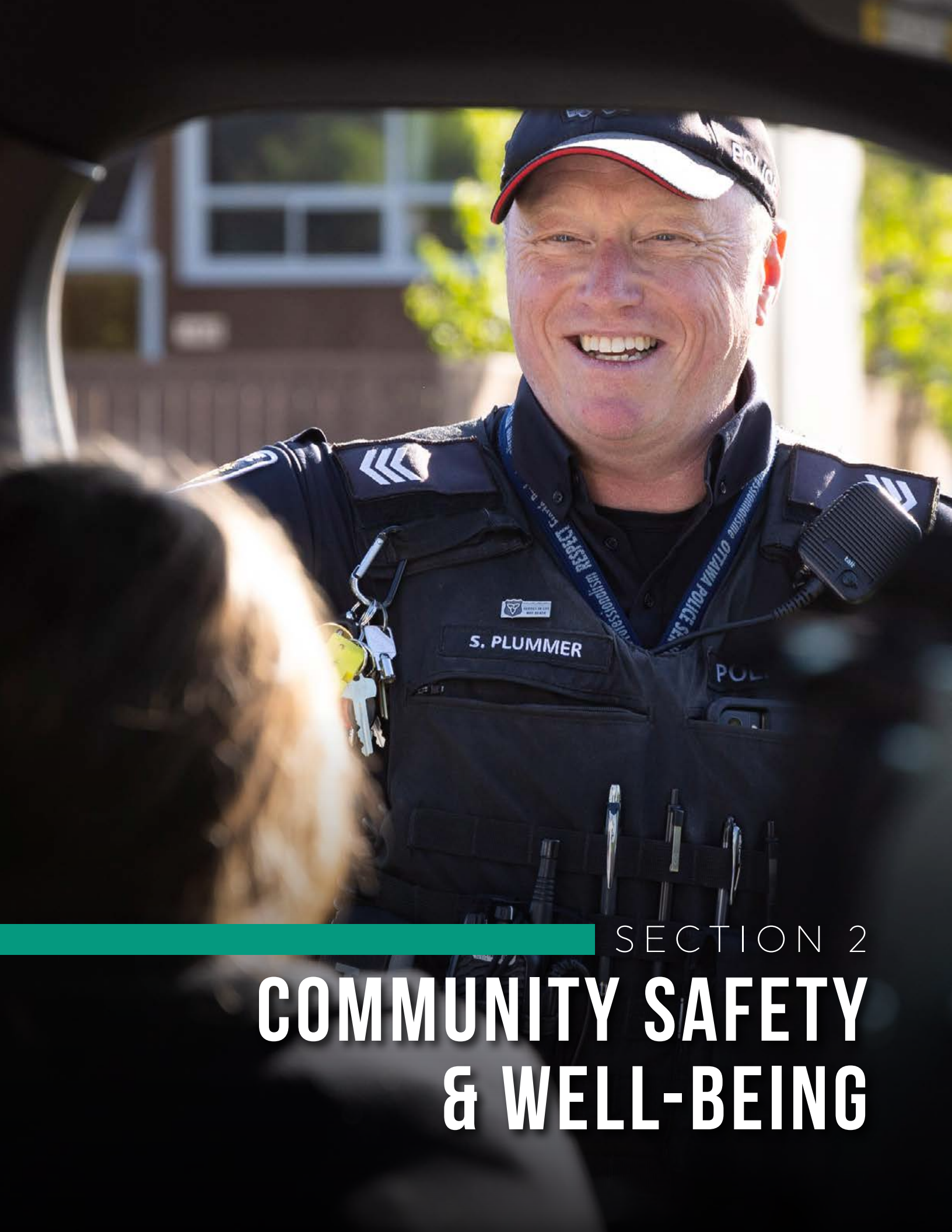
**A trusted partner in building an inclusive, equitable and safe Ottawa**

**Enhance  
Community  
Safety**

**Build Trust  
Through Strong  
Partnerships**

**Equity, Diversity,  
and Inclusion -  
Strengthen  
our Commitment to  
Human Rights**

**Advance & Support a Resilient  
Thriving Membership**



SECTION 2

# COMMUNITY SAFETY & WELL-BEING

# COMMUNITY POLICING

In Ottawa, a city pulsing with life, there's a crucial element that ensures its heartbeat remains steady and safe – the community policing approach of the Ottawa Police Service. At the core of this approach are the teams that form the Neighbourhood Policing Directorate (NPD).

The NPD is a pivotal part of our community-oriented policing strategy. This directorate is divided into two main branches: Neighbourhood Policing and Community Safety and Wellbeing (CSWB).

The Neighbourhood Policing branch is further segmented into Neighbourhood Resource Teams (NRT) and Community Police Officers, who work hand in hand with the CSWB teams, which include the Youth Section, Mental Health Unit, Crime Prevention, Diversity and Resource Relations, Adult Pre-charge Diversion, and Strategic Partnerships and Engagement.

The mission of the NPD is to collaboratively enhance community safety and well-being while ensuring equitable treatment across diverse communities. This involves respecting local cultures and histories, treating all individuals with dignity, nurturing empowering relationships with community members, maintaining transparent communication, and holding ourselves accountable.

## Neighbourhood Resource Teams (NRT)

In 2023, the OPS completed an independent review of the Neighbourhood Policing Strategy, with a specific focus on the NRT program. Conducted by Prairie Research Associates, this comprehensive review provided valuable insights into the strengths and weaknesses of the program. Feedback from this evaluation is being leveraged to enhance the delivery of neighbourhood-based policing operations, especially as the Service prepares to transition to an enhanced District Policing model in late 2024. This model recently launched, marking a significant milestone in the OPS's commitment to improving efficiency, performance data collection and tracking, evidence-based deployment, relationship building, and fostering community trust and confidence in the OPS.

NRTs continue to be instrumental in localized policing efforts, focusing on specific community needs and challenges. These teams have increased police visibility and engagement in high-need areas, effectively reducing crime rates and improving public safety perceptions.





*In 2022, the OPS developed a partnership with the Capital Integral Charitable Foundation (CICF), now known and rebranded as “Capital Prosperity Foundation”. This partnership included a six-month pilot with the goal of improving the lives of children and their families, particularly those in marginalized communities in Ottawa. The OPS’ Hoopstars and NRTs were the prime OPS candidates to support this pilot project because of their engagement within the community.*

*The teams distributed Walmart and Giant Tiger gift cards to families in need and helped identify deserving families for the “Make a House a Home” program, providing funding to purchase household items. The pilot program’s initial investment was \$30,000 and impacted 110 families and 172 children.*

*The pilot expanded to include six other initiatives, with OPS’ frontline officers supporting their delivery. This partnership has flourished, and CPF has committed to a three-year plan to continue supporting Ottawa communities through their charity work and funding.*



*In July 2023, NRT officers, along with several community partners, participated in the third annual Bike Rodeo program! Bike Rodeos provide children and youth with bike safety lessons and other fun activities, like an obstacle course. Helmets were donated by the Ottawa Senators Foundation and the CPF, and handed out to Bike Rodeo attendees.*

## Community Police Officers

Community Police Officers have continued to serve as liaisons between the police and the community, facilitating better understanding and cooperation. They have successfully implemented several community engagement programs, enhancing trust and cooperation between the OPS and residents.

The Community Police officers have dedicated themselves to enhancing public safety and fostering strong community relationships through a diverse array of initiatives.

The West Community Policing team conducted 16 educational presentations on fraud and safety, which were well-received by the community. The Community engagement extended through 12 town hall meetings and five coffee-with-a-cop events, where open dialogues between police officers and community members helped address local concerns in a relaxed setting. These efforts were complemented by our active participation in Crime Prevention Week, Police Week, and various summer programs, which further strengthened our community ties.



The teams also efficiently manage numerous post-incident protocols, ensuring that appropriate follow-up actions are taken swiftly to maintain trust and security in our community. In collaboration with analysts and the Freedom of Information office (FOI), multiple information requests from community associations and councillors are handled, providing them with timely and accurate data essential for community governance.

## Community Safety and Wellbeing Branch (CSWB)

The CSWB team conducts an exhaustive review of existing CSWB and community policing initiatives each year. This review allows us to assess our current practices and identify areas for improvement, ensuring that our efforts are both effective and reflective of community needs.

A strategic roadmap was developed in 2023 to advance our CSWB Framework and establish a robust community relationship management system. This strategic planning aims to enhance our responsiveness and adaptability in meeting community needs.

The CSWB team facilitated several community consultations with the OPSB chair, garnering critical insights that are guiding our community engagement strategies. The team also supported the senior leadership connect with the community on a regular basis since the Middle East crisis started in October 2023, enabling the OPS to demonstrate our commitment to maintaining peace and understanding in times of crisis.



*As part of her relationship with the Centretown Community Health Centre, Central Community Police Officer Cst. Stephanie Lemieux was informed that their Early Years Program had newcomers to Canada who were in need of car seats. Through the CPF program, she was able to order and deliver 13 car seats of various sizes to those in need.*

## Youth Section

The OPS Youth Unit plays a pivotal role in delivering outreach programs, focusing on preventative measures to engage youth in positive activities and reduce youth criminality and victimization. The Unit continues to deliver youth services across all four school boards, despite operating at reduced capacity due to internal and external challenges. Despite its reduced capacity the Unit maintained its commitment to providing crucial safety and security during student walkouts related to 2SLGBTQIA+ curriculum and Palestinian issues, which ensured these events proceeded without any incidents.

In collaboration with the four school boards, Ottawa Police IARD instructors, and the City's Emergency Management Coordinator, the Youth unit facilitated the standardized emergency response procedures and the implementation of "Crash bags" in schools. This includes conducting lockdowns and debriefs with school administrators, alongside daily collaboration and triaging of school-related incidents. Further, a Protocol to Accompany the Safe Schools Policies in the City of Ottawa has been reviewed, revised, and approved for the next two years.

The Unit is active in delivering educational presentations at French Public and both French and English Catholic school boards on topics such as youth and the law, sexting, bullying, careers in policing, healthy relationships, sextortion, the age of consent, and social media safety.

Youth officers respond to thousands of calls for service each year. In addition to the 1,810 calls for service last year, they make time to collaborate with partners and community organizations that can assist in delivering youth-focused services. One development involved collaborating on a six-week project with the OC Transpo

special constable to target youth violence on the LRT and continued proactive service delivery to families and youth agencies across the city. Notable programs include the “Cop for a Day” program, where youth from vulnerable communities interact positively with police, and the “Cutz for Kidz” initiative, which saw over 200 youths receive free haircuts and play basketball.

Additionally, the Youth Unit has engaged in a six-week Soccer Youth Mentoring Program, partnering with the Catholic Centre of Immigrations and other agencies, connecting Canadian newcomers and refugees with the police.

Youth Diversion saw a 58% increase with 90 Youth being sent for diversion and 9 youth under 12 years old were referred to the Intersections program (2022 was 57 & 8). This positive increase can be attributed to the addition of a dedicated youth diversion officer and the increased internal awareness on diversion.

The Youth Unit continues to work closely with the embedded CAS worker through the Memorandum of Understanding with the Children’s Aid Society of Ottawa which streamlines cooperation on priority youth files.

The unit has contributed significantly to community outreach, with 40 students from the Youth in Policing Initiative (YIPI) and 40 Cadet Corps volunteers participating in various community services activities, including Polar Plunge for Special Olympics, graffiti reporting, park clean-ups, and multiple fundraising events.

The OPS Youth Unit plays a leadership role in youth justice services, chairing the Ottawa Youth Justice Services Network’s monthly meetings and co-chairing the Canadian Police Youth Network, which includes over 45 police services and 150 police members nationwide, focusing on emerging youth trends.

Through these activities, the Youth Unit demonstrates a robust commitment to enhancing safety, providing educational opportunities, and fostering positive relationships between youth and police in Ottawa.





## Mental Health Unit

Our Mental Health Unit (MHU) has worked tirelessly to address mental health crises with compassion and professionalism.

MHU has significantly expanded its training programs, both internally and externally, achieving record levels of participation and enhancing the effectiveness of our mental health interventions.

The MHU team conducted the Mental Health course twice for various internal teams. Notably, the team enhanced the course to focus on scenario-based training, which included mental health professionals acting as both actors and debriefers. This addition has greatly improved the practical skills of our members in handling mental health-related incidents.

In an effort to improve interoperability with external partners, the Paramedic In-Service Training was offered four times with emphasis on the processes of the *Mental Health Act* to enhance the paramedics' understanding and coordination with OPS units during mental health crises.

Additionally, the team ran multiple training sessions for new members and recruits across various departments, totaling six to eight sessions. These sessions were integral in equipping new personnel with the necessary knowledge and skills to effectively respond to mental health situations.

The MHU also supported a pilot project involving Special Constables, focusing on mental health and hospital relief. This project includes running selected Special Constables through our comprehensive MHU course, further solidifying their capabilities in mental health response.

The team has also developed a relationship with OC Transpo's Special Constables, aiding in their mental health training and development through job shadowing opportunities with the MHU and conducting joint training sessions.

Overall, 2023 has seen significant progress in the MHU's capabilities and contributions, with enhanced training programs, successful collaborations, and recognition of our vital work in the community. Our ongoing commitment to improving mental health response continues to positively impact our service delivery and community relations.

## Crime Prevention

The Crime Prevention team continues to equip our community with the knowledge to better protect themselves and their properties. The team has achieved notable success in enhancing community safety through a range of strategic initiatives and targeted actions. Multiple educational campaigns designed to raise awareness and educate the public on various safety issues continue as a service to residents of Ottawa.

In our proactive approach to crime prevention, we've intensified patrols and surveillance in key areas identified as high-risk, effectively deterring criminal activities and providing a safer environment for our residents. This strategic deployment of resources has been pivotal in reducing the incidence of crime in these areas.

The team has also collaborated closely with local businesses, schools, and neighbourhood groups to develop tailored crime prevention strategies that address specific vulnerabilities and risks. These partnerships have not only amplified our reach but also continue to foster a stronger sense of community and collective responsibility towards crime prevention.



Our engagement with the community has been further enhanced through the hosting of workshops and seminars, where we have shared best practices and innovative techniques in crime prevention. These events have been well attended and have sparked constructive dialogues around safety and security, reinforcing our commitment to community-centered policing.

Overall, the Crime Prevention Team’s efforts significantly contribute to a noticeable improvement in community safety and have strengthened the community’s trust in our ability to protect and serve. Through continuous education, strategic partnerships, and proactive policing, we remain dedicated to keeping our community safe and secure.

## Diversity Resource and Relations (DRR)

The Diversity Resource and Relations (DRR) team has made significant strides in strengthening community ties and fostering understanding among diverse cultural groups. This effort has led to improved relationships and collaborative initiatives that have deeply impacted our community engagement approach.

A key achievement in 2023 was the enhancement of our relationship with the Black and Caribbean communities. Initiatives such as the Listening Circle with Jaku Konbit and the Kwanzaa Celebration have been instrumental in this regard, providing platforms for open dialogue and cultural exchange. Similarly,

our relationship with the Chinese community has seen marked improvements through initiatives like the “Lunch with the Chief” event, which successfully raised \$1,800 for the Sweet Home Fundraiser.

Our improved relationship with the Ottawa Main Mosque is another highlight, evolving from non-existent two years ago to a robust partnership that now includes annual invitations for the Chief to attend Ramadan celebrations. This is a testament to our sustained efforts in community outreach and cultural integration.

DRR’s involvement with the Sikh community has also been notable, especially with events like the Sikh Heritage Month Food Drive, which became the largest food drive in Ottawa’s history. This not only supported local needs but also showcased the power of community collaboration.



DRR team's sustained relations with the Intercultural Dialogue Institute have also matured, moving beyond just cultural dinners to more substantive involvements that contribute to mutual understanding and respect among diverse cultures.

This year also marked the establishment of DRR as a core point of contact for cultural and operational issues, enhancing our capability to respond effectively to diverse community needs. We are on the brink of launching the innovative Digital Flag and Banner program, which promises to celebrate and visually represent our city's diverse cultural tapestry.

Furthermore, the completion of the Religious and Cultural Guidebook represents a crucial step in providing our officers with the resources they need to better understand and interact with various cultural groups.

The 2023 Diversity Celebration, in partnership with Immigration, Refugees and Citizenship Canada and other community stakeholders, was another significant event, highlighting the achievements of our diverse community and the importance of inclusivity.



Through these initiatives and relationships, the DRR team continues to build a foundation of trust, respect, and mutual understanding that is essential for a cohesive and inclusive community. This ongoing commitment to diversity and resource relations underscores our dedication to a proactive and culturally sensitive approach to community policing.

## Adult Pre-charge Diversion

The Adult Pre-charge Diversion (APCD) program has successfully redirected eligible subjects or individuals who commit crime towards rehabilitation and community service programs, reducing repeat offences and alleviating the burden on the judicial system.

Since the launch of the APCD pilot program on October 3, 2022, the now formal unit has achieved notable successes, establishing the program as a model within the province and exemplifying the principles of the CSWB. The initiative stands out for its strong police executive and senior management support, which is consistently communicated to front-line officers, ensuring a high level of engagement with the program.

The Unit has designated dedicated Adult Diversion Officers equipped with the necessary knowledge, skills, and abilities for a Centralized Diversion Response. This approach has significantly contributed to the unit's effectiveness and efficiency.

A series of best practices have been implemented, including comprehensive and ongoing training for officers on the program's operation, designed to hold individuals accountable under program sanctions, while linking them to necessary support and services. The APCD Unit has expanded the range of offences eligible for diversion and refined the criteria for eligibility, enhancing the program's effectiveness and reach.

Key to the program's success is the establishment of solid relationships with the Direct Accountability Program service provider, the Elizabeth Fry Society of Ottawa, and other stakeholders. This includes ongoing consultations with joint partners, the Crown, and officers on complex cases to assess their suitability for pre-charge diversion referrals. Moreover, the process for referrals has been streamlined, featuring a centralized and simplified approach that minimizes the administrative burden on officers.

Externally, the unit has built strong partnerships with a broad range of stakeholders, including the Crown's office, the City of Ottawa, Ministry of the Attorney General, community organizations like the John Howard Society of Ottawa, Odawa Native Friendship Centre, and the Retail Council of Canada, among others. These partnerships have been pivotal in extending the reach and impact of the APCD

unit, facilitating a comprehensive community and judicial engagement. Notably, APCD's unit efforts were recognized when they presented to a diverse audience, including the Crown's office, the National Prosecution Office, and an international contingent of Nigerian judges and Crowns.

By October 2023, the Ministry of the Attorney General's Direct Accountability Program Coordinator acknowledged OPS as the leading police service in Ontario for Adult Pre-Charge Diversion, marking a significant milestone and validating the strategic and thoughtful implementation of the APCD program at the OPS.

The NPD's efforts over the past year reflect our dedication to creating a safe, inclusive, and harmonious community environment in collaboration with the community stakeholders. Through proactive policing, meaningful engagement, and strategic interventions, we continue to make significant strides in community safety and well-being. The Ottawa Police Service remains committed to these goals and to fostering a positive, trust-filled relationship with the community we proudly serve.

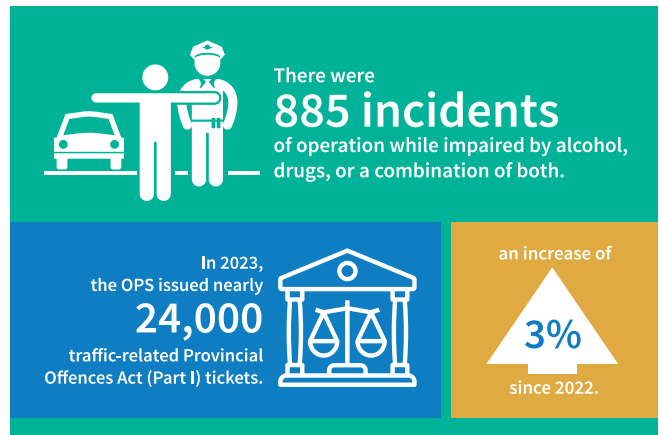


# ROAD SAFETY

The Traffic Services Unit is committed to working with its partners to enhance safety for all road users through proactive education and enforcement.

The Traffic Unit was busy in 2023 with:

- Traffic enforcement and special projects focused on things like speeding, wearing seatbelts, distracted driving and much more
- Assisting at serious collisions for traffic management (94 collisions)
- Parades, demonstrations, and major events (52 events)



*Provincial Offences Act (Part I)* tickets are issued under multiple provincial statutes. Provincial Offence Notices (PON) categories include moving, document, equipment, and parking violations. Moving violations generally refer to offences that occur while a vehicle is in motion, including failing to yield right-of-way or failing to stop at a traffic signal. Document violations refer to “paper violations,” such as offences relating to insurance, licenses and permits. Equipment violations are related to vehicle maintenance and the use of safety equipment such as seatbelts and the use of hand-held devices.



# Collisions



**19,289**  
reported collisions

**28%**  
increase from 2022



**26** were fatal,  
resulting in 27 fatalities

This surge can be attributed to the full implementation of the Automated Collision Support System for Investigating Officers (ASSIL) and the gradual return to normalcy following the pandemic.



collisions resulting  
in injuries totaled  
**2,804**

**25%**



officers attended 2,499 collisions directly, accounting for 13% of all reported incidents

## Automatic Licence Plate Readers

The Automated License Plate Recognition (ALPR) system remained an invaluable tool for enhancing road safety efforts in 2023.

An ALPR can identify:

- Stolen licence plates
- Misuse of plates
- Driving whilst disqualified (CC)
- Driving whilst suspended (HTA)
- Unlicensed driver
- Expired validation
- Persons wanted on warrant

In 2023, there were 462,944 plate detections by all users, signifying a decrease of 15% compared to 2022.

467 tickets were issued using ALPR technology, primarily for document-related infractions.

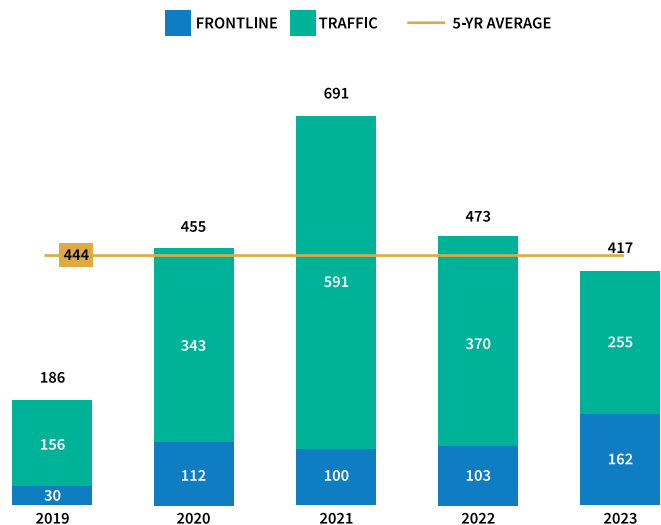
The ALPR system also facilitated the interception of an estimated 155 suspended drivers, reflecting a 39% reduction compared to 2022. Among ALPR users, 33% were Traffic Division members, while 67% were Frontline officers. However, Traffic Division members accounted for 73% of all plate detections, emphasizing their specialized role in road safety enforcement.

## Stunts

In 2023, the Ottawa Police Service continued to address concerns around stunt driving within our community. Stunt driving poses a significant threat to public safety and requires vigilant enforcement measures to mitigate risks.

In 2023, 417 reported stunt driving incidents were recorded, compared to 473 in 2022. The Ottawa Police Service remains committed to combatting this dangerous behaviour through proactive enforcement initiatives.

STUNT INCIDENTS FROM 2019 -2023





## Marine, Dive and Trails

The Ottawa Police Marine, Dive and Trails (MDT) Unit patrols the vast waterways and trail systems in the Ottawa area. In 2023, officers in the MDT unit participated in body recoveries, missing person land and water searches, evidence recovery searches, vehicle recovery from the water, as well as education and enforcement stops on boats, snowmobiles, and all-terrain vehicles.

Together, our goal is to improve road, trail, and waterway safety through intelligence-led, evidence-based, and proactive enforcement.

# JOINT OPERATIONS

Ottawa has seen an unprecedented number of complex demonstrations and major events, with hundreds occurring each year. For most, a detailed operational plan is required to help ensure public safety and minimize impacts on the community. These continue to draw on both on- and off-duty resources.

Since the beginning of the hostilities in Israel and Gaza on October 7, 2023, the OPS has been working to manage multiple demonstrations and has established and maintained relationships with multiple groups that are active on this issue.

We are committed to working with communities and partners to ensure everyone's right to a safe and peaceful environment for such events, free from hate and intolerance.

Various resources are required for demonstrations and events, big or small. Large events and demonstrations, especially those that are dynamic and involve active lanes of traffic for marches or race routes, require significant planning in addition to the significant resources deployed to the event. We aim to minimize disruption for anyone not participating in the demonstration as much as possible.

Traffic management during demonstrations is always a challenge, as little or no advance notice of march routes is provided to police. Despite this lack of notice, police efforts to manage disruptions to

traffic were very effective, thanks to the great work of officers, including the Traffic Unit, Neighbourhood Resource Teams, the Police Liaison Team (PLT) and the Public Order Unit, with the assistance of the City of Ottawa Traffic Services. Road closures have been brief, and we have managed to ensure emergency routes are not affected by any temporary closures.

## The role of police at demonstrations

The OPS is committed to public safety, neutrality, and the right to peaceful assembly. It is our role as police to uphold community safety, enforce the laws and allow for lawful demonstrations. Police officers have a sworn duty to preserve the peace, prevent offences, enforce the law, protect property, preserve life and protect against serious injury, among other responsibilities. These duties are based on common law and statutes, including the *Criminal Code of Canada*, and the *Highway Traffic Act* and the new *Community Safety and Policing Act*.

Although most demonstrations were peaceful and lawful in 2023, we saw an escalation of behaviour, including mischief, obstruction, and numerous breaches of municipal By-laws.







## Police Liaison Team

The OPS maintains a neutral stance and consistent approach to all demonstrations. We work hard to be neutral and approach every event equitably and professionally. PLT is vital to the OPS's response to events such as demonstrations, protests, rallies, marches, vigils, and labour disputes. PLT works with individuals or groups to facilitate peaceful events and is an excellent resource for those planning on organizing or attending an event.

## Partnerships and information-sharing

Intelligence and information sharing are ongoing, as is interoperability between our internal teams and municipal, provincial, and federal partners.

The Integrated Event Command Table (IECT) was established following the 2022 convoy. Its primary objective is to create a collaborative and fully integrated structure among partners at the Municipal, Provincial, and Federal levels, specifically those involved in managing or responding to events in the City of Ottawa, with a focus on the Ottawa Police Service.

The IECT strives to facilitate effective and efficient communication, information sharing, and coordination throughout an event's planning, mobilization, and demobilization phases. By

fostering enhanced interoperability among critical stakeholders, including during the planning process, operational command, and tactical plan execution, the IECT aims to ensure a cohesive approach to event management or response.

## No tolerance for hate

We remain vigilant to threats and acts of hate and encourage anyone who witnesses or experiences such incidents to report them to the police.

We continuously re-assess our proactive measures and responsive actions to ensure the safety of the public and of participants in demonstrations and ensure that laws are enforced fairly and without bias. Crowd dynamics can necessitate delayed enforcement action as police have to weigh the need for immediate action against the potential for an escalation of crowd behaviour. Delayed enforcement action has still resulted in arrests and the laying of charges after an event has concluded, including incidents involving individuals making hate or bias-motivated remarks.

Continuous communication and dialogue with residents and businesses allows the OPS to keep the community informed about everyone's rights and responsibilities.

We continue to adjust our response as required. Community feedback is vital to our decision-making process to improve operations and public trust.

# CRIME IN OTTAWA

CRIME RATE	REPORTED CRIME	CRIME SEVERITY INDEX <sup>[1]</sup>	CLEARANCE RATE % (pct.pt)
<b>2022: 4,031</b> <b>2023: 4,430</b> 	<b>2022: 43,018</b> <b>2023: 48,000</b> 	<b>2022: 56</b> <b>2023: 58.8</b> 	<b>2022: 28.6%</b> <b>2023: 28.4%</b> 

In 2023, the police reported crime rate in Ottawa increased (9.9%) to 4,430 per 100,000 population. The clearance rate for the total *Criminal Code of Canada* Offences (excluding traffic) declined to 28.4 percent in 2023 from 28.6 percent in 2022.

The Crime Severity Index (CSI) is a measure of crime reported to police that reflects the relative seriousness of individual offences and tracks changes in severity over time. The severity of crime in Ottawa increased 5 percent to 58.8 points in 2023.

Visit [ottawapolice.ca](http://ottawapolice.ca) to view Ottawa’s crime trends for the City and by Wards, 2022–2023.

## Violent Crime

VIOLENT CRIME RATE	REPORTED CRIME	CRIME SEVERITY INDEX <sup>[2]</sup>	CLEARANCE RATE % (pct.pt)
<b>2022: 731</b> <b>2023: 743</b> 	<b>2022: 7,805</b> <b>2023: 8,055</b> 	<b>2022: 63.1</b> <b>2023: 63.2</b> 	<b>2022: 41.8%</b> <b>2023: 41.1%</b> 

Violent crime refers to violations in the *Criminal Code of Canada* identified as “crimes against the person.” Specifically, a violent crime is any crime where physical or verbal threats of violence are made against a person.

This category includes offences such as homicide, attempted murder, assault, robbery, sexual assault and uttering threats or intimidation.

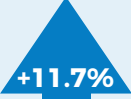
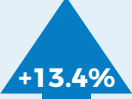
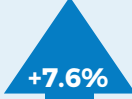
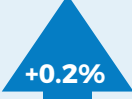
In 2023, there was a slight increase in the overall volume (1.7 percent) of violent crimes in Ottawa.

The Ottawa Police Service cleared nearly 41 percent of all violent crimes in 2023.

[1] Values are estimated and do not represent the official CSI as published by Statistics Canada.

[2] Values for the Violent Crime Severity Index are estimated and do not represent the official CSI as published by Statistics Canada.

## Non-Violent Crime

CRIME RATE	REPORTED CRIME	CRIME SEVERITY INDEX <sup>[1]</sup>	CLEARANCE RATE % (pct.pt)
<b>2022: 3,299</b> <b>2023: 3,687</b>	<b>2022: 35,213</b> <b>2023: 39,945</b>	<b>2022: 53.4</b> <b>2023: 57.5</b>	<b>2022: 25.6%</b> <b>2023: 25.9%</b>
 <b>+11.7%</b>	 <b>+13.4%</b>	 <b>+7.6%</b>	 <b>+0.2%</b>

Non-violent crime includes both police-reported property-related offences and other *Criminal Code* offences. These crimes involve unlawful acts to gain property but do not involve violence against a person. Crimes against property include offences such as arson, break and enter, theft, mischief, and fraud.

In 2023, non-violent offences increased 13.4 percent. The non-violent crime severity index increased by 7.6 percent. Contributing to the increase was a rise in thefts (shoplifting) (51% increase YoY), and Fraud (24% increase YoY).

The Ottawa Police Service cleared approximately 26 percent of non-violent crimes, in line with clearance rates from previous years.



# ARSON

## Orleans Explosion

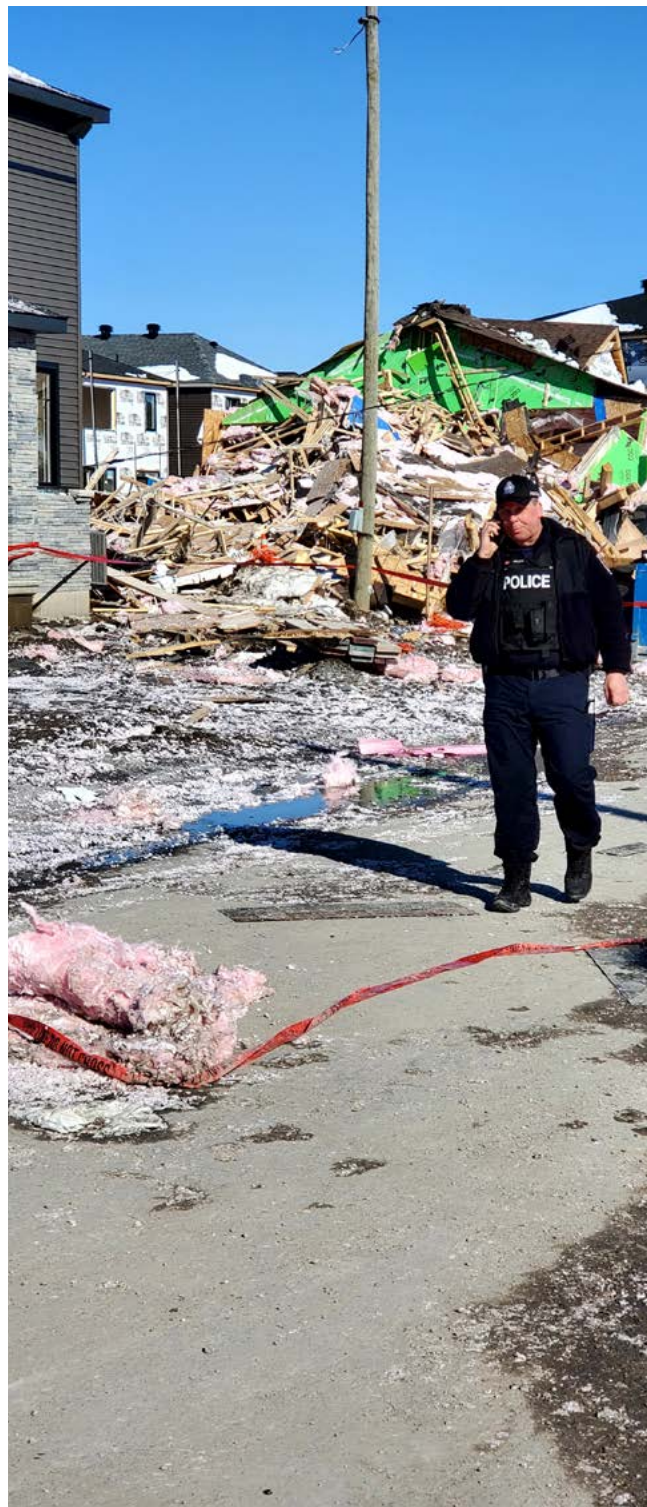
In the wake of the tragic explosion on Blossom Pass Terrace in Orleans on February 13, 2023, the Ottawa Police Arson Unit worked collaboratively with the Office of the Fire Marshal and various agencies, to gather evidence and determine the cause. On February 18th, 2023, the cause was classified as criminal and the Arson Unit assumed control of a multi-unit OPS investigative team. On March 1, the Arson Unit led this team in the successful arrest and charge of a 35-year-old Ottawa resident with criminal negligence causing bodily harm, and multiple counts of arson-related offences. He has since pleaded guilty.

The impact of this incident reverberated through numerous families, homes, and the broader community. The collective efforts of the Arson Unit, alongside supportive agencies, were crucial in seeking justice and providing closure to those affected by this devastating incident.

## Presland Road Arson

Amidst the Orleans explosion investigation, on February 21, 2023 officers were called to 240 Presland Road in response to a fire in an apartment building. This incident left numerous people homeless and resulted in the tragic death of residents' pets. With the Arson Unit, consisting of only two investigators, already tied up in the Orleans investigation, two experienced officers stepped in to support the unit, dedicating their off hours to lead the Presland investigation. Their exceptional dedication led to charges of arson to property, arson endangering life, and attempted murder.

In 2023, the Arson Unit investigated a total of 194 incidents, with 50 still under investigation. These numbers underscore the unit's commitment to tackling arson cases and ensuring the safety and security of our community.



# DRUGS

The Ottawa Police Drug and Street Crime Unit continues to tackle the pervasive issue of illegal drugs in Ottawa, addressing associated crimes, addiction, and violence affecting our communities.

From street-level trafficking to large-scale operations targeting organized crime, the Unit's investigations were comprehensive. Collaboration with community stakeholders and law enforcement partners enabled the identification of drug trends and effective strategies to combat illicit activities on our streets.



## Project Top Shelf: One of the largest drug seizures in the history of the Ottawa Police Service

In February of 2023, the Ottawa Police Serious and Organized Crime Directorate launched Project Top Shelf, an investigation which focused on a substantial drug network operating between Ottawa and Toronto.

The eight-month investigation resulted in the OPS Drug Unit arresting five individuals, seizing 40 kilograms of cocaine and four kilograms of crack cocaine, alongside of \$100,000 in cash. The wholesale value of the drugs amounted to approximately \$1.5 million, with an estimated retail value of \$4.5 million.

This was one of the largest drug seizures in Ottawa Police history and a significant development of the OPS's commitment to ensuring the safety and well-being of our community.

Officers involved spent many hours planning and executing this large-scale project and complex investigation, with the assistance of the Toronto Police Service and the RCMP, whose support played a pivotal role in dismantling this criminal network.

The success of Project Top Shelf highlights the effectiveness of our partnerships in disrupting criminal activities and keeping our communities safe. The Ottawa Police Service remains committed to working together with our partners and the community to create a safer Ottawa for all.



# ELDER ABUSE

Elder abuse is a contemporary issue that, given the projected demographics, is expected to intensify over the coming years.

The Ottawa Police Elder Abuse section works diligently to investigate all allegations of elder abuse (including vulnerable adults 18 years and over). They investigate situations where there is a relationship of trust or dependence between the victim and their abuser.

In 2023, investigators noted an alarming spike in incidents involving our elderly community members falling victim to romance scams. Loneliness and the development of new technologies have contributed to the continued rise of these scams. These deplorable acts of exploitation target the vulnerability and trust of our seniors, highlighting the need for heightened vigilance and targeted prevention strategies.

Investigators continue to work closely with front-line workers to educate them and the public to help raise awareness of elder abuse and support for seniors in Ottawa.

They also work in partnership with the Ottawa Police Victim Support Unit, which provides information, crisis counselling and resources to vulnerable persons and victims of elder abuse.



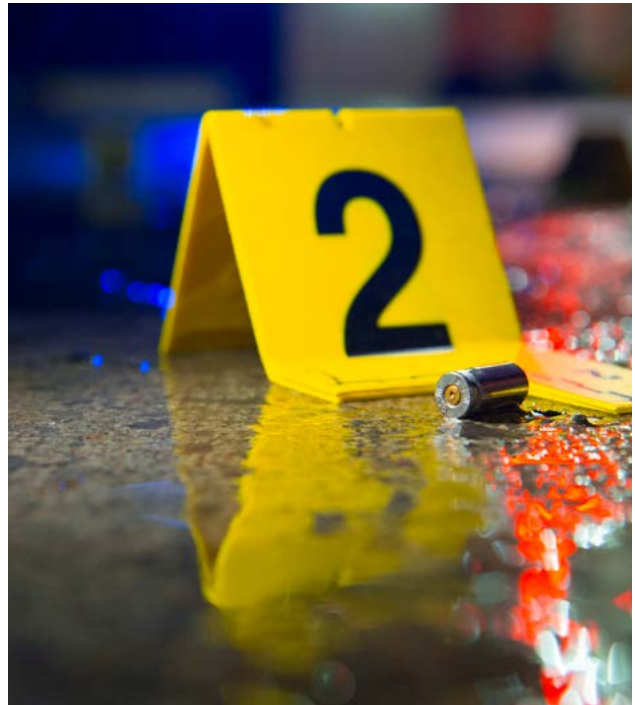
# GUN VIOLENCE

The Ottawa Police Service continues to take proactive measures and work in collaboration with community stakeholders to combat gun violence in Ottawa. Though many of these efforts have proven to be successful, we saw a rise in incidents involving firearms in our city in 2023.

Officers responded to 73 shootings in 2023 compared to 60 in 2022. The number of charges laid increased to 606 from 557 in 2022.

Even though the number of crime guns seized decreased from 107 in 2022 to 81 in 2023, firearms trafficking continues to be a priority for the OPS Guns and Gangs (G&G) Unit. The Unit maintains an excellent working relationship with the Provincial G&G Team and Provincial Weapons Enforcement Unit (PWEU), which helps coordinate the flow of information from other organizations like the Canada Border Services Agency.

The trend of young offenders being involved in gun violence remains an issue in our community. The G&G Unit continues to meet with the OPS Youth Section and community stakeholders to discuss youth initiatives to help intervene and prevent youth gun violence. The OPS is committed to building on these relationships and identifying youth who may benefit from such programs.



## Daytime Shooting on Bank Street

On November 6, 2023, a daytime shooting occurred on Bank Street, marking Ottawa's 67<sup>th</sup> shooting of the year. This event served as a stark reminder of the challenges posed by gun violence in our city, at any time of day.

At approximately 1:30 p.m., Neighbourhood Resource Team (NRT) officers were patrolling near Bank Street and Gilmour Street when they heard gunshots and observed multiple men fleeing the area.

Officers began a foot chase and were able to arrest the responsible individuals and locate the victim, who had also fled the scene.

Three people were charged with multiple firearms and drug-related offences. Two handguns were also recovered.

This brazen and disturbing incident involved many brave, skilled, and professional individuals and units of the Ottawa Police Service. The response included NRT, frontline officers, 911 Police Communicators and dispatchers, investigative teams, evidence and forensic collection teams, and the Ottawa Paramedic Service.

# HATE AND BIAS CRIME

The Ottawa Police Service Hate and Bias Crime Unit addressed a total of 460 incidents in 2023, including 344 criminal and 116 hate-motivated incidents, which marks an increase of 19.5% over 2022 (compared to 377 incidents that year).

In 2023, 43 individuals were charged with 123 counts of criminal offences, including four formal hate crime charges under the *Criminal Code of Canada* for Public incitement of hatred. Furthermore, 23 *Youth Criminal Justice Act* warnings were issued.

A hate crime is a criminal offence committed against a person or property motivated by hate/bias or prejudice based on race, national or ethnic origin, disability, sexual orientation, or other similar factors.

The most serious violations in 2023 were:

- Mischief to property
- Threats
- Assault
- Harassing communication
- Theft under \$5000

The groups most victimized are:

- Jewish (92 reported incidents)
- 2SLGBTQIA+ (65 reported incidents)
- Black (59 reported incidents)
- Muslim (21 reported incidents)
- India, Pakistan/South Asian (19 reported incidents)
- Chinese (15 reported incidents)

*Note: Statistics Canada has established and defined the groups listed above.*

Hate crimes are extremely underreported. We encourage anyone who has experienced a hate incident to report it to police for further investigation.





# HOMICIDES

In 2023, the Homicide Unit investigated 15 homicide incidents 16 victims. 12 of the occurrences have been solved. Additionally, the Central Investigations Unit investigated an overdose fatality, which led to a manslaughter charge.

The small team of talented investigators is passionate and hard-working and tasked with investigating the most serious of crimes.

Over the course of a homicide investigation, from the initial call to the police to someone going through the criminal justice system, there are many Ottawa Police members involved at various stages. The aftermath of a homicide requires police resources for forensics, criminal investigation, victim services, member health and wellness, and post-incident response community support. The criminal investigation and prosecution require months, if not years, of ongoing resource commitments.



A reward of up to \$50,000 is being offered by the [Bolo Program](#), in cooperation with [National Capital Area Crime Stoppers](#), for information leading to the arrest of Mohamed SHIRE, 34 years old, from Toronto, who is wanted on First-degree murder charges.

Anyone with information is asked to contact the Ottawa Police Service Homicide Unit at 613-236-1222 ext. 5493.

Anonymous tips can be submitted by calling Crime Stopper toll-free at 1-800-222-TIPS (8477) or at [crimestoppers.ca](https://www.crimestoppers.ca).

# HUMAN TRAFFICKING

The OPS Human Trafficking Unit (HTU) continues to demonstrate exceptional commitment to protecting vulnerable residents within our city from exploitation and abuse.

While Human Trafficking remains an issue affecting individuals from all walks of life in Ottawa, the HTU noted a concerning increase in youth occurrences and reports of at-risk victims following the COVID-19 pandemic lockdowns.

In 2023, the HTU forged partnership with various agencies, shelters, businesses, and community organizations, reinforcing a collaborative approach to combatting human trafficking in our city.

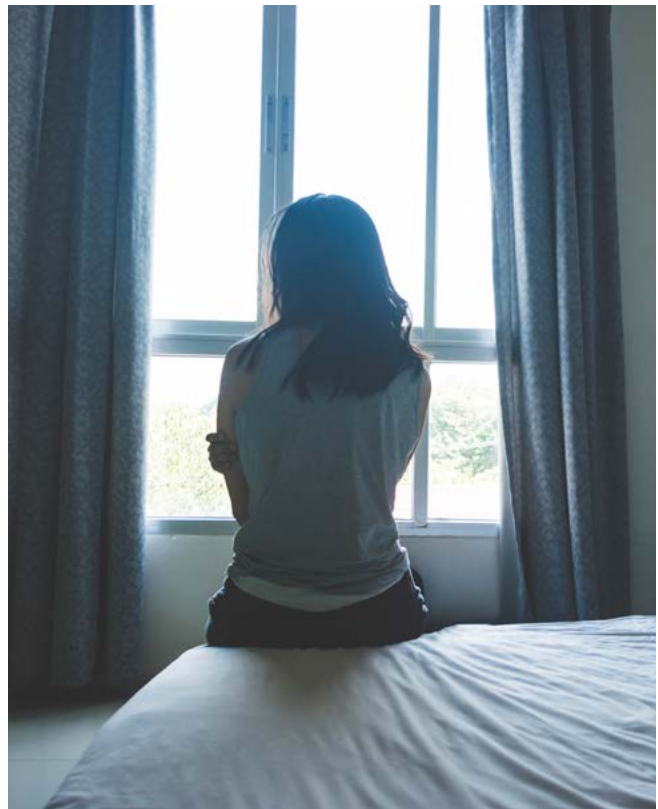
The team delivered informative presentations to diverse audiences, including the public, law enforcement, judicial entities, and community stakeholders, emphasizing the importance of proactive measures and victim-centered strategies in addressing this complex issue.

To enhance prosecution efforts, Crown Attorneys were assigned to work closely with our HTU, ensuring effective legal action against traffickers. Additionally, a partnership with the Provincial Human Trafficking Intelligence-led Joint Forces (IJFs / OPP) continued to strengthen, with dedicated OPS personnel embedded within the team since 2021.

Central to the HTU's approach is the commitment to being victim-centric and trauma-informed. With a full-time Victim Specialist permanently assigned to the team, the unit prioritizes supporting victims/survivors throughout their journey, from disclosure to court proceedings, minimizing re-traumatization and ensuring access to comprehensive care and resources.

The Unit's proactive approach encompasses education, outreach, and various investigative probes to prevent and disrupt human trafficking networks. Several large-scale investigations yielded positive outcomes in 2023, including guilty pleas and sentencing, reaffirming the effectiveness of our efforts in holding perpetrators accountable and securing justice for victims.

The HTU remains dedicated to empowering survivors and victims of sexual and/or labour exploitation, offering a pathway to break free from the cycle of abuse.



If you or someone you know needs assistance, please call us at 1-800-292-1168. Additional human trafficking resources are available at [canadiancentretoendhumantrafficking.ca](https://canadiancentretoendhumantrafficking.ca).

# VEHICLE THEFTS

The Ottawa Police Service (OPS) continues to advise residents to remain vigilant, stay safe, and safeguard their vehicles to avoid being victims of vehicle theft.

Warnings were issued to the public when a new trend emerged involving brazen thefts from parking lots of grocery stores, sporting venues, and shopping malls during daylight hours.

In 2023, 1,854 vehicles were reported stolen. Of them, 51% were recovered.

The OPS continues to work with municipal, provincial, and federal governments and partners to disrupt these criminal organizations. Currently, the Ottawa Police Service has two members seconded to the Ontario Provincial Police Organized Crime Towing and Auto Theft Task Force Ottawa.

To counter this growing crime trend, Ottawa Police experts have trained patrol officers on the current trends, technologies, and methods needed to intercept thefts that are in progress before they leave the city.

A total of 188 individuals were charged in relation to vehicle thefts, and 948 stolen vehicles were recovered. District investigators have been successful in prosecuting offenders and will continue to hold them accountable in court.

Thefts of late-model luxury SUVs and light trucks continue in Ottawa. However, the vehicle theft trend is not limited to Lexus/Toyota products. Newer models of the Rav4, Honda CRV, Jeep Grand Cherokee, as well as Ford F-Series trucks (higher trim level) and all makes and models of vehicles that are equipped with a proximity key (i.e., push-button start) have also been targeted by thieves. Vehicle thefts have also increased in the province of Quebec and the Greater Toronto Area.



## Project Phoenix disrupts car thieves with 75 vehicles recovered

In January 2023, the OPS commenced “Project Phoenix” with the aim of identifying, disrupting and dismantling groups participating in organized auto-theft in response to the increasing rates of organized vehicle theft.

A team of investigators from Central/East/West Criminal Investigations and the Traffic Unit worked on the initiative that concluded July 3<sup>rd</sup>. In total, 75 vehicles, estimated to be worth over 3 million dollars, were recovered by Ottawa Police and partner police agencies across the Province and beyond. Additionally, two shipments of stolen vehicles destined for export were intercepted, and close to 200 vehicles with fraudulent Vehicle Identification Numbers (VINs) were identified.

This project resulted in the arrest of 8 individuals who are facing a total of 67 criminal charges.

Project Phoenix was made possible through funding provided by the Ontario Government, Criminal Intelligence Service Ontario. Investigative and operational support was provided by partner agencies including CBSA, OPP, Gatineau PS, Montreal PS, Laval PS, Toronto PS, York Regional PS, Peel Regional PS, Durham Regional PS, as well as U.S. Customs and Border Protection and Équité Association.

If you see someone attempting to steal a vehicle, call 911 immediately. For your own safety, do not engage the thief. Further, if you can track your vehicle once it has been stolen, do not follow the vehicle. Please call 911 and advise the operator that you have a tracking device on the vehicle.

Please visit our website for tips to protect your vehicle from theft.

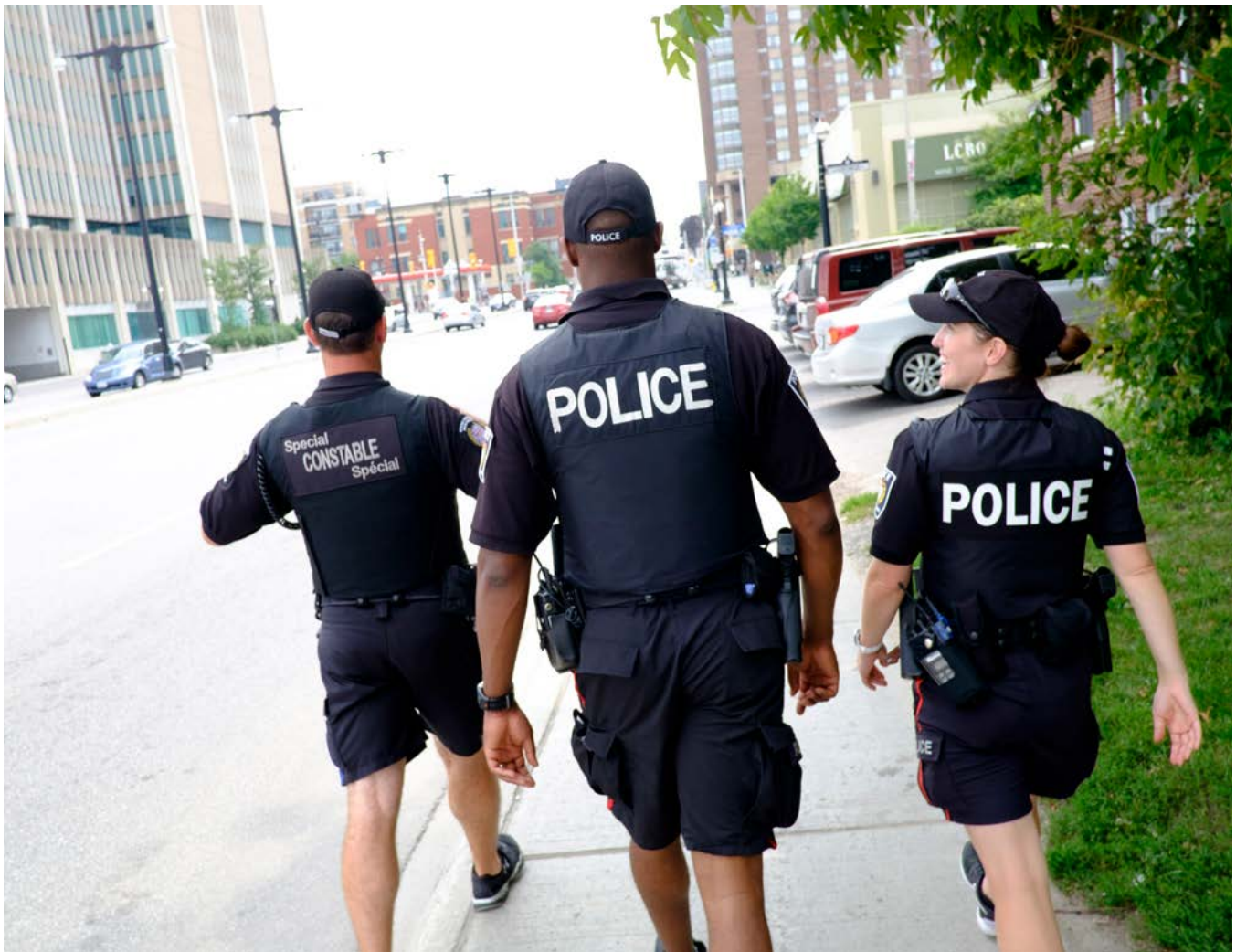
# DISTRICT REVITALIZATION PROJECT

The District Revitalization Project (DRP) was undertaken in late 2023 to conduct a full review of OPS' current service delivery model that was implemented in January 2017. This project involves assessing how services are currently provided, making unbiased recommendations for improvements, and creating a new service delivery model that better meets community needs.

The DRP's main goal is to design a District Deployment Model that fits the diverse needs of Ottawa's communities and reflects the city's unique geography. The project will also focus on increasing community involvement, stabilizing staffing within the service, and using police resources more efficiently. A key aspect of the DRP team's work will be to develop a new Community Policing Strategy, to guide and support the development of the new District Deployment Model.

To test the new approach, the team will create a Pilot Deployment Model as a "proof-of-concept" approach. This pilot will create an environment for geographic ownership in order to tailor police response, establish consistent ways for the community to interact with the OPS, involve residents in identifying safety priorities, and develop action plans to address concerns. The results of these efforts will be shared transparently to improve accountability. Additionally, the pilot will reallocate some OPS resources to effectively address community issues and prepare for the future District Deployment Model.

The Ottawa Police Service plans to begin implementing aspects of the new District Deployment Model in 2024, with full implementation expected by early 2026.





F. CUNNINGHAM

OTTAWA POLICE D'OTTAWA  
2844

SECTION 3

OUR PEOPLE

# RESPONDING TO YOUR CALLS

From swift responses during emergencies to compassionate assistance in times of distress, our members consistently demonstrate professionalism and dedication while keeping Ottawa safe.

Despite often working under challenging circumstances, OPS members remain committed to ensuring the well-being of all residents.

These are just a few examples of the great work our members are doing to respond to your calls and safeguard our community.

## Frontline Officers Save a Child in Cardiac Arrest

When her daughter collapsed in her arms, a mother frantically called 911 and was instructed on how to start CPR.

As officers raced to the scene, the child regained consciousness thanks to the heroic efforts of her mother, but by the time frontline responders arrived, she again had no pulse. Her 4-year-old daughter had gone into cardiac arrest.

When Constable Josee Provencal arrived, paramedics were assessing the child. She immediately sprung into action and alternated with paramedics on restarting CPR, which regained a weak pulse. An Ottawa Fire Services officer carried the child to the ambulance, and she was rushed to CHEO.

“All I could see were my own two young children,” said Cst. Provencal. “I just wanted her to be okay.”

Cst. Provencal drove the anxious mother to the hospital and stayed with them while the child was being assessed.

“The whole car ride over to CHEO, Josee kept talking to me and reassuring me,” said the mom. “They even sent cruisers ahead of the ambulance to make sure the way was clear.”

Constable Andre Hart raced ahead, clearing the roads so the ambulance could quickly get to the hospital. Constable Juwann Elliott stayed behind to help comfort the child’s sibling.

“The paramedics and firefighters on scene had a large role in the success of this story,” said Cst. Provencal. “They remained calm and were able to get the child immediate medical attention, it’s a great example of the importance of our tiered response for medical calls.”

The mom is grateful. She says Cst. Provencal’s quick thinking, kindness and compassion helped her get through such a difficult experience. Doctors told her that the quick action resulted in zero damage to her daughter’s heart, who recovered at CHEO.

“Cst. Provencal stayed with us, even while we were at CHEO, she gave me a hug and was incredibly professional and compassionate,” said the mom. “I could not have asked for a better team to have responded to the emergency.”

## 911 operator guides emergency responders to a lost hiker in Utah

Shift supervisor Dominique Creamer was working the night shift in the 911 Communications Centre in May 2023 when a call came in from the Sheriff at Garfield County Sheriff's Office in Utah.

The information provided was that a Canadian woman was lost in the backcountry of a canyon in Utah. The woman was in great danger as a storm was approaching.

The Sheriff's office attempted to triangulate her cell phone but was unable to because it was not roaming on the US mobile network.

Dominique determined that the phone the woman was calling from was registered to Fido, and the last ping to the phone was in Montreal, Quebec, six hours prior. She was able to confirm that the phone was not showing on the US network.

She contacted the woman directly and forwarded her the link to the What3Words app. With the information returned from the woman, Dominique could pinpoint the location to a very remote area. She relayed the woman's exact location to the Sheriff's Office in Utah, and a helicopter was dispatched to the area. The woman was located and brought to safety. Dominique maintained communication with the lost Canadian until US authorities rescued her.

"I was concerned for her well-being because there was urgency in locating her. After personally speaking with her, I realized how increasingly dangerous the situation was. I reassured her that every effort was being made to safely locate her. I was on edge, but once I learned that she was located and rescued safely, I was ecstatic and relieved," stated Dominique. "It was the successful outcome I was hoping for based on the dangerous situation she was in."

As a result of Dominique's critical thinking, she not only potentially saved a life, but she also educated an entire organization on the What3Words app that could assist them in future rescue incidents.

Our police communicators are a lifeline for people in some of the worst and most stressful times of their lives. They do amazing work 24/7/365, and we wanted to share this exceptional story.



## Members work together to help a woman in crisis

In a remarkable display of teamwork and quick thinking, Ottawa Police Constables Micheal Showler, Brayden Moore, and Cory Chipman sprang into action in March 2023 in response to a 911 call reporting a woman in distress. Upon arrival at the scene, the officers wasted no time and collaborated seamlessly with the building superintendent to gain access to the woman's apartment.

Constable Showler spotted the woman on the balcony, attempting to harm herself. With quick coordination, the officers intervened, ensuring the woman's safety and preventing a potential tragedy. Their actions not only saved the woman's life but also led to the discovery of a suicide note, highlighting the gravity of the situation.

Thanks to the coordinated efforts and compassionate response of the officers involved, the woman was safely apprehended and transported to the hospital for mental health support and assessment. This outcome underscores the dedication and professionalism of our officers in safeguarding the well-being of every member of our community.

## Grieving parents express gratitude for the compassion shown by OPS members

On an early morning in March 2023, Sergeant Jeff Aylen and his partner arrived at a residence to deliver the difficult news to a mother and father of their daughter's passing.

"They did so with the utmost professionalism and empathy and made themselves readily available in the hours and days that followed to answer any queries we had," said the father.

Over the next two weeks, the family had numerous interactions with members of the OPS.

"They reflected the professionalism and concern that clearly is part of the Ottawa Police Service. I know more than most about how much police services care about keeping citizens safe, often in very trying and dangerous circumstances. Please accept my family's deepest appreciation for the manner that these OPS members have executed their duties, and for the extraordinary service-wide efforts each and every day in keeping our community safe."

## Frontline officer resuscitates woman

As John Gray sat down at the table to have breakfast with his wife, he noticed something was off. Judi was acting oddly, and when he asked her if she was ok, she only replied, "I don't know," and then she collapsed.

"She took one breath, exhaled and then died," said her son Tim. "My father immediately dialed 911."

When officers from East Platoon F arrived, they ran to Judi and checked her pulse and found her non-responsive. Then they removed her from the chair and placed her on the floor to start CPR.

That act saved her life.

"She didn't have a pulse when I got there," said the officer. "But as soon as I moved her to the ground, I guess my big bear hug put pressure on her chest, and she started laboured breathing on her own."

Since 2001, OPS officers have been trained on how to use a defibrillator, and each frontline police car is equipped with a portable device that has been credited for saving countless lives over the years.

"My father continues to talk about the officer's bedside manner," said Tim. "As he puts it, it was impeccable and heartwarming."

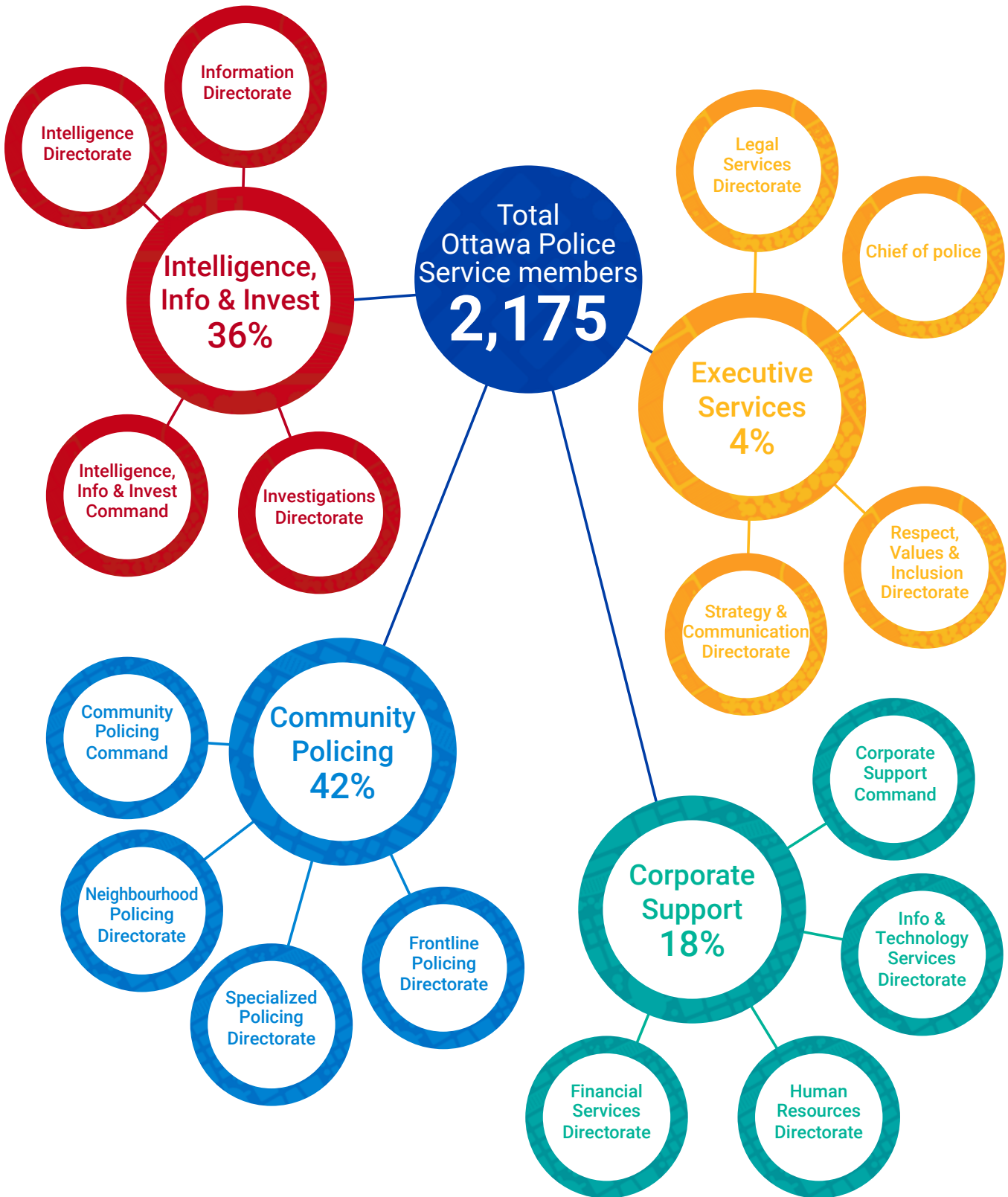
As officers attended to Judi, Paramedics were close behind and stabilized her for transport to the hospital.

Judi recovered, thanks to the quick thinking of first-responding officers.

"This is part of our work on a daily basis," said the officer. "Every frontline officer has had to deal with something like this, and it's a great feeling to be able to help someone in their time of need."



# OTTAWA POLICE SERVICE



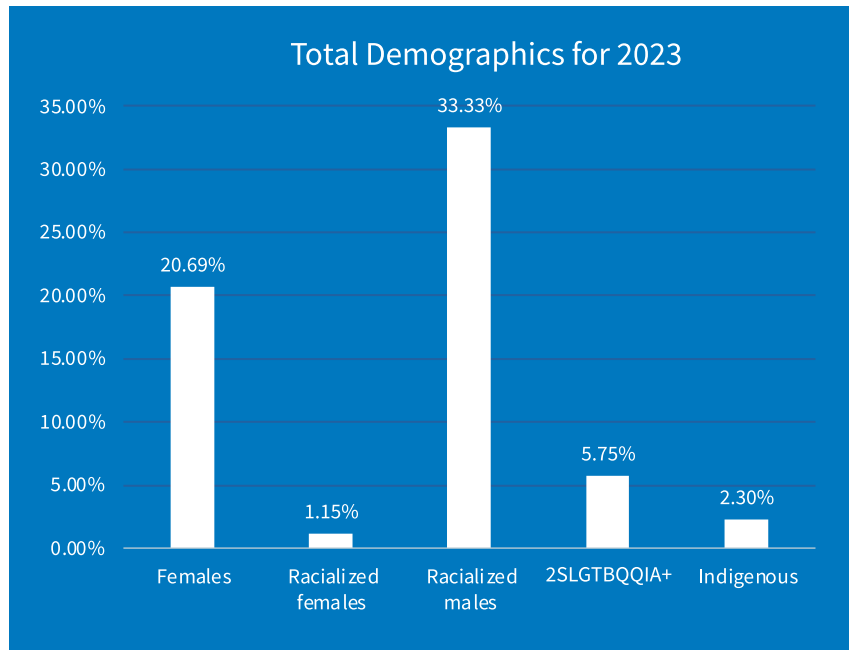
# Recruitment Efforts and Progress



By building strategic partnerships, implementing innovative outreach initiatives, and delivering targeted mentoring programs, the Outreach and Recruitment Team worked diligently in 2023 to build a more representative and inclusive police service that reflects the diversity of the communities we serve.

The Ottawa Police Service (OPS) hired 87 recruits in 2023, with a commitment to diversity evident in the recruitment of 20.7% women, 1.1% racialized women, 33.3% racialized men, 5.8% 2SLGBTBQQIA+, and 2.3% Indigenous individuals.

The Outreach and Recruitment team actively engaged with various communities throughout the year, attending 110 events and forming partnerships with colleges, universities, Indigenous organizations, and other diverse community groups. The team plans to continue expanding partnerships, prioritizing social media outreach, revamping their recruiting campaign, and engaging with diverse communities.



## Women's Mentoring Program

The Women's Mentoring program experienced significant growth in 2023, with 63 women participating and completing the program, compared to 22 women in 2022.

The program gives a supportive environment for women to feel safe and empowered to follow their passion, ask any questions, and learn what it's like to be a woman in policing.

It also allows participants the opportunity to do a Physical Readiness Evaluation for Police (PREP) workshop and gauge their fitness level to better train for the physical component of the application

process. Although the PREP still seems to be a hurdle, the women who have participated continue to encourage each other and celebrate their successes. It has built a community of women ready to step into policing with Ottawa.

The OPS recruitment process continues to generate high interest levels, with 401 applications received as of April 30, 2024. The Service remains dedicated to fostering an environment where all individuals, regardless of background, feel empowered to pursue a career in law enforcement.



# COMMUNITY INVOLVEMENT

## Supporting Special Olympics Ontario

The Special Olympics is a cause that holds a long lasting and special place within our community.

In 2023, the Ottawa Police continued our longstanding partnership with the Special Olympics, affirming our commitment to inclusivity, empowerment, and the promotion of sports for individuals with intellectual disabilities, ensuring that everyone has the opportunity to thrive.

### Law Enforcement Torch Run

Members of the OPS were proud to participate in the Law Enforcement Torch Run, the largest grassroots fundraising organization for Special Olympics globally. 2023 marked the 36th anniversary of this amazing event, which has seen over 46 million dollars donated provincially since its inception in 1987.



### Cops and Cowboys Event

In May 2023, OPS members joined the “Cops n’ Cowboys” event at Lone Star Texas Grill locations across the city. By assisting servers and collecting donations, our team raised \$7,084 to support Special Olympics programs in Ottawa, including new sports equipment, facility rentals, and athlete training.



## Polar Plunge

Members of the OPS bravely took the plunge at the Annual Polar Plunge in March 2023, raising an impressive \$23,656 for Special Olympics Ontario. This contribution directly benefited athletes and their participation in sports programs.

## NHL Alumni Game

On Sunday, November 12, the NHL Alumni battled the Ottawa Police Law Enforcement All-Stars, all in support of Special Olympics Ontario. Over \$1,000 was raised to support our local athletes!



## Ottawa Police Blues Charity Classic

The OPS Blues Soccer team demonstrated their ongoing support for the Special Olympics community by donating \$10,000 in proceeds from the Ottawa Blues Charity Classic Tournament to SOO.

## Tactical Team helps with Make a Wish



It was a special day in June 2023 when a young boy named Kaden teamed up with officers from the OPS Tactical Unit, as part of the Make a Wish program, for a project called Operation Seaweed. The goal was to recover a secret recipe for Krabby Patty burgers, which was stolen from Sponge Bob, Kaden's favorite TV show.

Dressed in his very own Tactical uniform, Kaden started his day by doing physical testing to ensure he was fit for duty, which he passed with flying colours.

He then did some preliminary training by rappelling off the side of Elgin Station.

Operation Seaweed involved a full briefing, where Kaden was sworn in as a Tactical team officer, and information was shared with the team, just like on a real call for service. Kaden was updated about the theft and the location of the suspect.

Kaden and the Tactical team drove over to the location in an armoured vehicle and located SpongeBob after a search of an OPS training facility building.

At the end of the day, the Tactical team took Kaden out for dinner to mark the end of their exciting adventure and celebrate Kaden's brave efforts.

Operation Seaweed not only fulfilled Kaden's cherished wish but also exemplified the compassion and dedication of the OPS in fostering community connections and creating lasting memories for remarkable individuals like Kaden.

## Ottawa Police Gala

The 12<sup>th</sup> annual Ottawa Police Gala was held on November 4, 2023 at the Shaw Centre. It was another huge success with regards to recognizing and celebrating the service of our members to the community while raising funds to improve the lives of residents.

The 2023 gala raised an impressive \$59,750.00, benefiting three deserving organizations.

The Door Youth Centre was selected as a beneficiary for their work with local youth, providing a welcoming environment and safe space where they can grow, learn, and flourish. It's a place where dreams are nurtured, potential is realized, and futures are shaped.

The Robert's Smart Centre was also selected for the work they do for youth dealing with trauma and adversity. It is a place where youth can find the strength to overcome challenges and emerge as leaders of tomorrow.

The work of both organizations exemplifies the very essence of community, where support and guidance are offered without judgment.

Gala proceeds were also donated to the Beechwood Cemetery for the Ottawa Police Service Memorial Cemetery, as a way of honouring those who have dedicated their lives to serving our community.

Since 2010, the OPS Gala has raised over \$1 million for local charities, helping organizations across Ottawa assist those most in need.



## Chief Flanagan Gala

The Chief Flanagan Gala was held on June 10<sup>th</sup>, 2023. The Gala recognizes first responders' volunteer work in the sports and recreation area. Several members of the Ottawa Police Service were recognized for their work with youth and sports.

Hoopstars member Sgt. Kevin Graham received the Advancing Access Award for seeking opportunities to improve youth access to sports and recreation, including organizing community events to bring basketball to youth.

Det. Chris Rhone was the Coach of the Year recipient in recognition of his unwavering dedication to supporting and uplifting youth on and off the field through his coaching and work with youth across Ottawa.

Sgt. Devon Archer was awarded the Lifetime Award because of his work promoting sports and healthy living to youth for over ten years. Among other achievements, as a member of the Ottawa Police Blues soccer team, Sgt. Archer founded the Ottawa Police Blues Charity Classic Tournament in 2013.

Cst. Jafeth Maseruka received the Promoting Equity, Diversity and Inclusion Award. Cst. Maseruka founded Athletes Combatting Racism in 2020, an initiative that extends beyond sports to bolster positive interactions between youth and police to bring forth change.

## Purse Project

OPS members teamed up with local Shoppers Drug Mart and Citron Hygiene last fall for the Purse Project, collecting personal hygiene products for those in need in our community. Donations were made to a total of 15 shelters and 8 drop-in centres across Ottawa.

Of those, was the Interval House of Ottawa, who provided the OPS with some beautiful thank you cards put together by little hands at the shelter.

“Your contributions brought comfort and joy to the residents at the shelter, making a meaningful impact during the holiday season. Your support was able to create a positive and uplifting environment, and we are truly grateful for your kindness. Thank you for making a difference in the lives of those in need and at a time when it would have been hardest to leave their homes.”



## Shop with a Cop

In December 2023, 25 OPS officers joined 25 students for “Shop with a Cop Day”, a holiday shopping spree at Carlingwood Shopping Centre. Students were selected based on merit by three participating schools, and Carlingwood Shopping Centre donated a \$200 gift card to each student to spend.

Officers were paired with students to have lunch at the mall, meet Santa, and do some shopping!

## Indigenous Hockey Equipment Drive

In the fall of 2023, members of the OPS were proud to support charitable organization Their Opportunity in participating in the Ottawa Senators Equipment for Kids event, where over 1,700 pieces of hockey gear was collected for the Indigenous Hockey Equipment Drive. Thanks to this generous donation, hundreds of Indigenous youth in the Ottawa and Quebec regions are able to join Canada’s favorite sport, providing them with a life changing sporting opportunity.





# SAFE WORKPLACE

The continued development of the Safe Workplace Program (SWP) remains a priority of the Ottawa Police Service (OPS) and the Ottawa Police Service Board, demonstrating a commitment to preventing and addressing all forms of discrimination and harassment within the workplace, including sexual harassment and violence. As a service, we have adopted a holistic approach to improving workplace culture by pursuing initiatives that promote the wellness of all OPS members through positive and effective change and providing both the organization and all members with the tools and resources needed to ensure a safe, supportive, and inclusive work environment.

Over the last year, the organization made significant progress in refining and strengthening the foundations of the program, which included the adoption of a new program structure. Within this new structure, the program has taken deliberate steps to balance the prioritization of all program pillars, Understand, Prevent, Support, Respond, and Restore. This new structure has supported the advancement of a continuum of preventative measures for the organization and resolution options available for all members. Highlights of 2023 deliverables are provided directly below.

## Understand

The understand pillar focuses on facilitating organizational understanding and managing program effectiveness to identify early opportunities for improvement and integration within all pillars.

Activities completed in 2023 which support these initiatives included:

- Development of Program Governance and Structure
- Streamlined Monitoring and Reporting processes

## Prevent

The program's prevention strategy targets proactive initiatives and awareness building to prevent discrimination, violence, reprisals, and harassment from happening in the workplace.

Activities introduced or completed in 2023 which support these initiatives included:

- Key Policy Revisions and Development of a Code of Professional Ethics
- Development of an Employment Systems Review to prevent systemic inequities
- Expansion of Champions of Professional Practice
- Continued roll out of ABLE Training

## Support

The "Support" strategy seeks to support members at every stage of the SWP process. The OPS is focusing support during prevention and intervention, and / or while members are engaged in one of the conflict resolution or complaint processes.

Activities completed in 2023 which support these initiatives included:

- Increased presence across the organization
- Adoption of Blue Buddy system
- Expansion of OPS Peer Support Program
- Continued development of Support and Reintegration program

## Respond

The “respond” pillar seeks to ensure prompt and effective responses to organizational and/ or member complaints and concerns. While workplace investigations will always be a necessary and prudent component of this program, in 2023 deliberate steps were taken to broaden resolution options for all member complainants throughout the process. In alignment with the program pillars, these options include Chain of Command intervention on operational decisions, conflict coaching, workplace assessments, facilitation, a full range of alternative dispute resolution options, removal of systemic barriers, and where appropriate, workplace investigations that may be necessary in some circumstances as outlined by legislation.

Activities completed in 2023 which support these initiatives included:

- Publication of a Complaint Process Guide for members
- Development of a comprehensive case management system
- Dedicated office for members to meet privately and submit complaints or receive advice
- Application of the Service’s EDI Lens to address systemic barriers

## Restore

The restoration pillar focuses on promoting a healthy, respectful, and productive workplace. Restoration is crucial to the SWP program, helping members and the organization heal after a workplace conflict or investigation. The restore pillar empowers members to manage conflict early, often defusing issues before they escalate, and also creates a safe place for members to debrief and unpack the outcomes of more formal processes.

This pillar was formalized in 2023 to effectively manage and resolve workplace issues and build conflict resiliency skills to prevent conflicts from escalating. By restoring confidence and trust in the Service, colleagues, and the SWP Program, the pillar seeks to promote individual and organizational restoration.



# WELLNESS

Since the inception of the Wellness Strategy in 2017, the Ottawa Police Service (OPS) environment, internal and external demands, and organizational leadership have changed. The Wellness Team has grown from two Sergeants and a Director to a unit that is part of a larger Health, Safety and Wellness Unit (HSW). The Unit reports to a Director and comprises a six-member Abilities Management Unit, a Senior Health and Safety Advisor, and a Wellness Team comprised of three Sergeants, a constable and two civilian members.

In its infancy, the Wellness Unit focused on developing and implementing a Peer Support program followed by an Early Intervention Program.

Those two programs were successfully launched and continue to be actively managed. With awareness of our changing landscape and the needs of all members, several additional programs have been added, including the Reintegration and Support Program, Life Speak, and presentations and training focused on mental health and stigma reduction.

The Unit's focus on health, safety, and well-being begins with recruits and new hires, extends to their families, and continues through retirement. We understand that our members are part of the community, within and outside of OPS, so we strive to offer programs, resources, and support that meet the diverse needs of our members, their families, and our retirees.



## Welcoming K9 Cindy

In September 2023, National Service Dog Cindy, a three-year-old black lab, joined the OPS family.

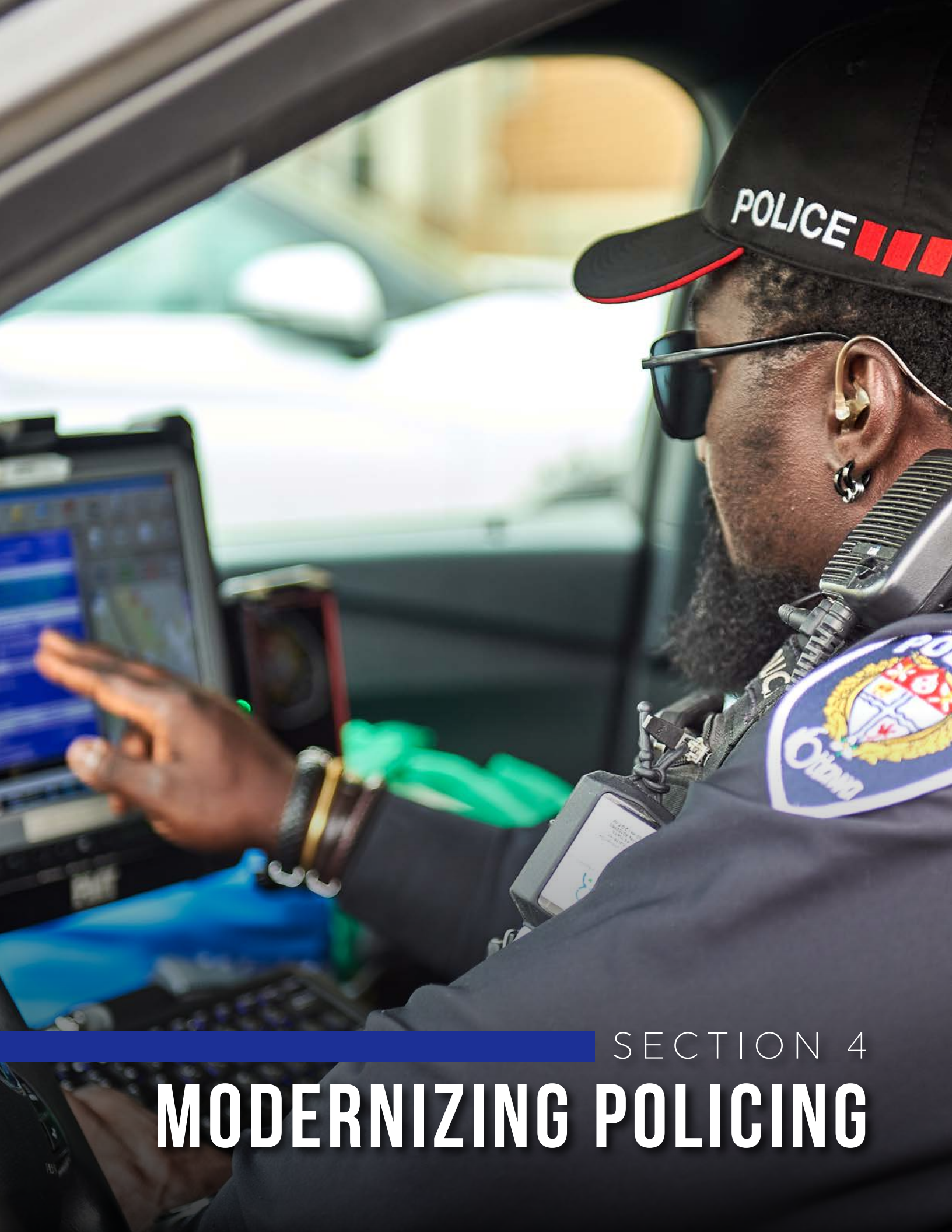
Cindy, a National Service Dogs' Canine Assisted Intervention Program graduate, was donated to the OPS thanks to funding provided by Wounded Warriors Canada as part of their ongoing efforts to support First Responders in the aftermath of critical incidents and minimize occupational stress injuries. Trained to respond to stress and anxiety, Cindy supports OPS staff during critical incident debriefings. She works with her handlers daily as part of the OPS' Member Support Program and mental health initiatives across the Service. "It's amazing to watch her when she meets our officers and civilian members," said Cindy's handler Acting Inspector Isabelle Lemieux. "She's so excited to meet new people, and she's a great conversation starter about wellness and her role with our Service."

Cindy is the second National Service Dog to join the OPS team. She joins her colleague NSD West, who has worked as part of the OPS' Victim Support Unit since 2018 to assist victims of crime, survivors of sexual offences, and witnesses of trauma during interviews in a trauma-informed manner.

"Police officers are required to respond to critical and potentially traumatic incidents on a daily basis. We know that repeated exposure to traumatic incidents can have long-lasting impacts on the members and, by extension, the organization itself. We also know the importance of being proactive and getting in front of these situations to help members feel safe, supported and understood. That's a big part of the role NSD Cindy will play with the Ottawa Police Service, and we're extremely proud to help make this pairing possible." Scott Maxwell, Executive Director, Wounded Warriors Canada

"We understand the value of having Cindy on our team," said Deputy Chief Paul Burnett. "The work we do as police professionals is so emotionally and physically taxing on our bodies, and studies have shown that the simple act of petting a dog can raise levels of serotonin and dopamine in our brains and help make us feel both happier and calmer."





SECTION 4

# MODERNIZING POLICING

# NEIGHBOURHOOD OPERATIONS CENTRE (NOC)

Despite Neighbourhood Resource Team expansion to the Byward Market in 2020, calls for service in the neighbourhood have increased, and business owners and members of the community have requested support to revitalize the area post-Pandemic. The City of Ottawa’s Community Engagement Team, at the direction of the City colleagues, led discussions and efforts to drive this revitalization, with assistance from the OPS.

As an initial step, a Neighbourhood Operations Centre (NOC) in the Byward Market was proposed. The Centre will provide the OPS and partner agencies with a dedicated location in which to strategize, prioritize, and plan proactive and reactive activities to best meet the needs of the Community.

In October 2023, the Ottawa Police Service Board approved a new lease agreement with CF Rideau for the NOC to be located at 50 Rideau Street.

The NOC will be fully operational as of June 1, 2024, and is a foundational element of the Ottawa Police Service’s new Community Outreach Response and Engagement (CORE) strategy, acting as the hub for all other objectives. While a significant asset, the NOC is not a standalone solution but a part of a comprehensive approach to community safety in the downtown community.

In direct response to community demands, the NOC will significantly improve police presence and visibility in the downtown core. It will function as a base of operations to coordinate and launch

proactive patrols and focused enforcement efforts and serve as a meeting space for collaboration with partners at the forthcoming Community Advisory Board and the newly formed Integrated Community Situation Table (ICST).

Strategically situated on the ground floor of the Rideau Centre, the NOC faces onto Rideau Street, with an external entry point adjacent to a mall entrance just west of William Street. This centralized location in a busy area of Rideau Street provides police with an accessible base of operations, improving resource efficiency by reducing displacement to and from Elgin Street Headquarters.

Consistent with the Ontario Mobilization and Engagement Model of Community Policing, the initial role of the NOC is to support police-led operations. As community safety and well-being is restored, subsequent phases of the NOC will consider including more community and city partners in the facility. This could transform the NOC into a central hub for a variety of services, highlighting a commitment to proactive, community-focused policing and the importance of community leadership in safety and problem-solving initiatives. Additionally, the NOC supports OPS strategic priorities of enhancing community safety, building trust through strong partnership, and supporting our members.



Neighbourhood Operations  
**CENTRE**  
des opérations de quartier



## COMMUNITY DATA SAFETY PORTAL

In 2023, the Ottawa Police took a significant stride in modernizing policing with the launch of the OPS Community Safety Data Portal. This innovative platform aims to foster collaboration and enhance community safety and well-being by providing comprehensive insights into Ottawa’s public safety trends.

Designed to promote transparency and facilitate community-based problem-solving, the portal offers access to a wide range of police-reported data, including criminal offences, homicides, shootings, motor vehicle theft, bicycle theft, hate and bias-motivated incidents, and suspected overdose calls for service.

The information is organized to cater to diverse analytical needs and is available in various formats such as raw data, maps, and dashboards.

As part of our commitment to continuous improvement, the initial version was released in Beta, inviting public and member feedback to refine the platform in 2024. This marks a significant milestone in the OPS Data Project, propelling us towards a more transparent and collaborative approach to policing in Ottawa.

# PROJECT SAFE TRADE

In September, the OPS launched Project Safe Trade, identifying parking spots at three police stations intended to support safety when completing trades stemming from online marketplaces and websites or any other type of personal sales.

Websites are often used as tools to sell property and can present a personal safety risk due to the high volume of thefts and robberies that can occur during these transactions. To increase public safety and reduce crime, the OPS invites members of the public to use their designated Safe Trade locations to facilitate these person-to-person exchanges.

Creating Safe Trade parking spaces at OPS stations is about moving transactions away from secluded parking lots or private residences and bringing them into public places.

Safe Trade parking spots are clearly marked by signage and a blue logo to help you identify where to conduct a safe exchange.

Safe Trade locations at OPS facilities are:

- 466 Metcalfe Street (visitors' parking lot behind 474 Elgin Street police station)
- 211 Huntmar Drive (Kanata police station)
- 3343 St-Joseph Boulevard (Orleans police station)

The OPS reminds everyone to keep their safety at the forefront when meeting for an exchange with a stranger.

Please note that Safe Trade Zones are not monitored 24/7. Persons using the premises for Project Safe Trade are advised that the Ottawa Police Service does not assume any responsibility for any transactions or mediate the use of its premises for this purpose.





# GRANT FUNDING PARTNERSHIPS

In 2023, OPS secured more than \$53.22 million through government partnership. These are outlined in the table below.

<p><b>Provincial Strategy for Protecting Children from Sexual Abuse and Exploitation on the Internet</b> \$445,720</p>	<p><b>Reduce Impaired Driving Everywhere (RIDE)</b> \$46,851</p>
<p>Funding from the Ministry of Community Safety and Correctional Services for specialized investigative teams to investigate cases of online child-luring and identify their victims.</p>	<p>Annual funding from the Ministry of Community and Correctional Services to conduct year-round RIDE spot checks and enhance measures to counter impaired driving, such as additional enforcement on roadways, waterways and trails.</p>
<p><b>Department of Justice – Victims Fund Human Trafficking programs</b> \$35,515</p>	<p><b>Proceeds of Crime CISO Law Enforcement Grant (PESEDP)</b> \$86,500</p>
<p>The Department of Justice administers the Victims Fund, which allows provinces and territories and non-governmental organizations to request funding to enhance services victims. It also provides financial assistance to victims of human trafficking in certain circumstances.</p>	<p>Funding from the Ministry of Community Safety and Correctional Services to support local efforts of Ottawa Police Service to address serious and organized crime.</p>
<p><b>Youth in Policing Initiative (YIPI)</b> \$258,231</p>	<p><b>Community Safety and Policing (CSP)</b> \$5,760,800</p>
<p>Funding from the Ministry of Children and Youth Services that provides high-school students ages 15 to 18 with summer and winter employment opportunities within the Ottawa Police Service. These youth enhance police community relations while developing job skills that could lead to a career in policing.</p>	<p>Funding from the Ministry of the Solicitor General that supports the Strategy for Community Safety and Policing. Two initiatives are supported;</p> <ul style="list-style-type: none"> <li>- Advancing Community Policing</li> <li>- Advancing Traffic and Road Safety</li> </ul>

**Court Security Prisoner Transport (CSPT)****\$4,493,624**

This provincial subsidy from the Ontario Municipality Partnership Fund (OMPF) offsets municipal expenditures for providing security at provincial courts and for transporting prisoners.

**Federal Support for Extraordinary Policing Costs in the Nation's Capital****\$30,598,542**

The NCEPC program provides a platform for the OPS to recover costs of performing policing services directly related to Ottawa being the Nation's Capital. This 5-year agreement provides for a maximum recovery of \$14.25M over its' term with program caps being set at \$2.25M in 2020/21 and \$3M per 12-month period for 2021/22 to 2024/25. Similar to 2022, in 2023 the OPS deployed to an unprecedented number of demonstrations in the Capital. Follow up demonstrations resulting from the Convoy occupation in 2022 continued to occur in 2023 and new demonstrations resulting from events in the Ukraine and Middle East are presenting to be costly and an ongoing challenge for deployment. Due to these demands there continues to be significant cost pressures to police the Nation's Capital and Federal support to recover these extraordinary costs remains essential.

**Ontario Strategy to end Human Trafficking****\$34,800**

Ontario's Strategy to End Human Trafficking, launched in 2016, aims to increase awareness and coordination, improve survivors' access to services and enhance justice-sector initiatives. The provincial funding is to assist with the Intelligence-Led Joint Forces Strategy (IJFS) project.

**Minister of Community Safety & Correctional Services - Gun Violence Suppression Strategy****\$2,000,000**

Funding from Minister of Community Safety and Correctional Services. Provincial funding to assist with the targeted strategy to combat an increase in gun violence in Ottawa.

**Community Safety and Policing (CSP) Grant - Call Referral Initiative**

**\$450,000**

Funding from the Ministry of the Solicitor General to support the Call Referral Initiative, in an effort to increase calls of a health, well-being, and social nature being referred to an alternate, more appropriate, service provider for response.

**Automated Licence Plate Recognition (ALPR) Technology Grant**

**\$669,447**

Funding from the Ministry of the Solicitor General to support Automated License Plate Recognition (ALPR) technology. This grant helps fund the procurement and operational expenses of ALPR technology in order to improve public safety and strengthen roadside law enforcement.

**Victim Support Grant**

**\$100,000**

Funding from the Ministry of the Solicitor General to enhance capacity to support victims and survivors of intimate partner/domestic violence, human trafficking, and child exploitation through increased collaboration with local organizations and communities.

**Provincial Human Trafficking Intelligence-Led Joint Forces Strategy**

**\$217,090**

Funding from the Ministry of the Solicitor General to fund a human trafficking investigator and human trafficking intelligence analyst that will be dedicated to investigative activities undertaken as part of the Provincial Human Trafficking Intelligence-Led Joint forces Strategy.

**Federal Support for Major International Event Security Costs**

**\$8,026,718**

Funding from Public Safety Canada to reimburse municipal expenditures for incremental, extraordinary, justifiable and reasonable policing and security-related costs incurred in relation to a Prime Minister-led or Minister-led international event held in Canada.



SECTION 4

**EQUITY, DIVERSITY,  
AND INCLUSION**

# MAKING PROGRESS TOGETHER - EQUITY, DIVERSITY, AND INCLUSION

The Ottawa Police Service (OPS) continues to prioritize Equity, Diversity, and Inclusion (EDI) in alignment with the Board's new strategic direction in which EDI is central and integral to achieving the overall vision of "a trusted partner in building an inclusive, equitable, and safe Ottawa." The Service recognizes EDI as an essential element to effecting positive change, both in service delivery to the public as well as within the OPS work environment.

To support this important work, in 2023 the Service implemented its new three-year Diversity, Respect, Inclusion, Values, Equity, and Engagement (DRIVE2) Strategy - a comprehensive human rights organizational change strategy. With 30 key priority initiatives, this strategy is a testament to our shared responsibility and collective effort across the OPS. It serves as a roadmap, guiding our efforts in four focus areas (including service delivery, work environment, leadership and accountability, and continuous learning) to ensure that EDI-related matters impacting both community members and OPS employees are addressed. To foster continued progress, we work closely with the Community Equity Council (CEC) and bi-annual updates are provided to the Ottawa Police Service Board (OPSB).

Along with the strategy, the Service also revised several policies and developed a new Human Rights Core Policy. This policy defines the Service's commitment, as both a public service organization and an employer, to upholding the fundamental rights of all persons as enshrined in various legislation by which the organization is governed, including the *Canadian Charter of Rights and Freedoms* and the *Ontario Human Rights Code*. The core policy outlines the organization's legislative responsibilities and provides foundational policy direction to advance progress.

In terms of service delivery, the OPS worked diligently throughout 2023 to build relationships with community members and partners, address systemic discrimination in programs and services, and support improved methods to address violence and victimization. Efforts included, but were not limited to, ongoing virtual engagement with a broad spectrum of community members

through the Service's Partnership in Action (PIA) portal; active engagement by the Chief with members of the community throughout the city's rural, suburban, and urban neighbourhoods including discussions with Indigenous, faith-based, racialized, 2SLGBTQIA+, and underserved and/or marginalized communities; partnering with public safety, community services, school boards, hospitals, and other institutions to build shared understanding and identify opportunities to work together; engaging the Community Equity Council to support development of a Use of Force Community Review Panel; hiring an additional officer to improve Hate and Bias Crime awareness; hiring additional resources to support the development of a race data strategy to identify racial disproportionalities and systemic racism in police encounters; and ongoing work with diverse community groups and partners to improve community safety. To more effectively support and maximize inclusive engagement efforts, a new enterprise level Stakeholder Relationship Management system was launched in May 2023. The system provides the organization with a centralized repository for capturing and enhancing community engagement and additionally allows for robust reporting in a way that is meaningful to the OPS, stakeholders, partners, and the community.

In partnership with the Canadian Institute for Conflict Resolution (CICR) and ForGiving ForRestoring Canada, and in collaboration with the Community Equity Council, the Service also hosted its 8th Annual Human Rights Learning Forum. Focused on healing and restoration, over two hundred police and community members attended the interactive learning session to recognize International Human Rights Day. The session featured a presentation from the Ottawa Guiding Council for Mental Health and Addiction, workshops by CICR, and a keynote address by Dr. Donna Hicks from Harvard University.

With respect to the workplace, the OPS remained committed to providing an equitable and inclusive work environment for all employees. In 2023, the Service continued to identify and address systemic barriers, increase equitable access to opportunities, and foster a culture of belonging and respect that leverages the talents of all individuals employed by the Service. Efforts included, but were not limited to, initial steps of an Employment Systems Review (a large-scale undertaking, innovative in the policing field and designed to be implemented in a multi-phased approach), development of an internal platform to collect employee self-identification data which will better inform EDI-related initiatives through current and autonomous data capture and analysis capabilities, continued application of the Service's EDI Lens to employment related opportunities and practices, and important changes to workplace policies including the Equitable Work Environment Policy.

Additionally, OPS continued to integrate and hear the voice of Employee Resource Groups (ERG), providing support, structure, and funding needed to deliver on ERG initiatives including awareness-raising, events, growth opportunities, and other initiatives to impact change within the organization

(for example, an International Women's Day event on March 8, a multi-cultural potluck on June 1 in recognition of Canadian Multiculturalism Day, and celebration of the Capital Pride Festival in August). The OPS also introduced its first dedicated Interfaith Prayer Space for employees in June, with additional dedicated spaces planned across OPS locations. The rooms recognize and support employee needs based on Creed (a protected ground under the *Ontario Human Rights Code*) and promote more inclusive workspaces by respecting individual needs and the diversity of OPS's workforce as an asset to the organization.

2023 was a year of progress in integrating EDI-related best practices into OPS processes and decision-making, and we continue to prioritize advancement in this strategic pillar. We remain committed to upholding human rights and the principles of equity, diversity, and inclusion as we strive for organizational change to support a more inclusive, equitable, and safe Ottawa. We invite you to learn more at [ottawapolice.ca/EDI](https://ottawapolice.ca/EDI).



# MENTAL HEALTH AND GUIDING COUNCIL

## Advancing the Mental Health Response

Throughout 2023, the Ottawa Police Service has been an active and supportive participant in the Ottawa Guiding Council for Mental Health and Addictions (Guiding Council). Through their leadership a strategy for Transforming Health and Substance Use Crisis Response in Ottawa was established. As part of the outcomes of the strategy, a 24/7/365 non-police, non-uniformed mental health and substance use crisis response system was identified. This Safer Alternative Response Prototype is a community-based solution and includes a non-911 number that people can call for a mental health response, as well as a team consisting of a peer support worker and mental health professionals who can be dispatched to attend to these calls and provide, or connect the individual, to wrap-around support services.

## Community Engaged Response Project

Building on the work done in 2022, this year the project focused on identifying areas for enhanced mental health and substance use responses.

A finding from research conducted on through the Guiding Council was that data is not collected by OPS at the source of the call or within the records management system to indicate prevalence of a mental health condition or substance use, so it is difficult to truly reflect the state of the mental health and substance use crisis. To address this, the project partnered with the Carleton University Police Research Lab to review how OPS identifies (non-clinical) mental health and addictions use and provide recommendations on developing metrics around mental health phone calls and calls for service. This will provide methods for ongoing data collection, reporting, and inform evaluations once the Safer Alternative Response Prototype has started.

Also in 2023, OPS engaged a local consulting firm to identify current and emerging practices and determine the feasibility of having a mental health

professional within dispatch operations. This independent analysis recommended a preferred option that included enhanced training to 911 call takers and to leverage opportunities with the Guiding Council's Safer Alternative Response plan and (then) pending implementation of 988 as these present an opportunity to develop and introduce new models to support the community safety response to mental health and substance use crises, with a focus on models that do not engage the police.

Among first responders, call takers are the first point of contact for people calling during a crisis. While there is significant crisis intervention and de-escalation research and training available, it is geared for those who respond in-person. As part of enhancing OPS's response to the mental health and substance uses crisis, we have again partnered with Carleton University Police Research Lab to support the creation of crisis intervention and de-escalation training for call-takers, not just within OPS, but also for the call-takers of the non-911 number for the Safer Alternative Response Prototype. This will provide the people you call with a toolkit of options to de-escalate potentially volatile calls. The development of this training is being co-produced with community partners and persons with lived or living experience so that it is culturally safe, trauma-informed, and anti-racist.

Into 2024, OPS will continue its partnership with the Guiding Council and work together to launch the Safer Alternative Response Prototype.



# ASSISTANCE TO VICTIMS OF CRIME

## Intimate Partner Violence & Violence Against Women

Violence Against Women (VAW) and Intimate Partner Violence (IPV) remain a top priority for the Ottawa Police Service. The Service continues to strengthen efforts to address Intimate Partner Violence and support organizations within Ottawa working to end violence against women and all gender-based violence.

In 2022, the OPS committed to developing and implementing an IPV risk assessment tool and hiring civilian risk assessors, as well as continuing to support the VAW sector as needed.

In 2023, we partnered with the University of Western Ontario's Centre for Research and Education on Violence Against Women and Children to develop a tool to identify occurrences that would benefit from early intervention to mitigate risk. The tool will be ready for field testing in early 2025.

Two civilian Risk Navigators were also hired in November 2023. These members work in partnership with frontline patrol and the IPV Unit to identify risk factors and connect with victims to mitigate risk.

Throughout 2023, the Ottawa Police Service continued to work with partner agencies on a number of initiatives to enhance our efforts to prevent and respond to VAW, gender-based violence and femicide.

In the spring of 2023, we welcomed delegations from Morocco/UN Women and Mexico/Justice Canada looking to learn best practices in law enforcement around addressing violence against women.

A Sexual Assault Survivor Guide was also created to help victims understand the legal processes that are associated with sexual assault and to offer a wide range of resources to support them. A guide for those experiencing intimate partner violence is also currently being developed.

The 2024 Draft Budget supports the hiring of an additional missing persons investigative analyst to assist the OPS in its efforts to fully respond to the recommendations emanating from the National Inquiry into Missing and Murdered Indigenous Women, Girls, and 2SLGBTQIA+ (MMIWG). The

Service is also working with the Ottawa Aboriginal Coalition (OAC) on the job description for the full-time Indigenous Women's Safety Advisor position to replace the contracted position.

The OPS continues to collaborate with local VAW agencies to audit cases and gain feedback on approaches. These reviews include approximately 400 files of IPV and 500 files of sexual violence per year.

## Intimate Partner Violence

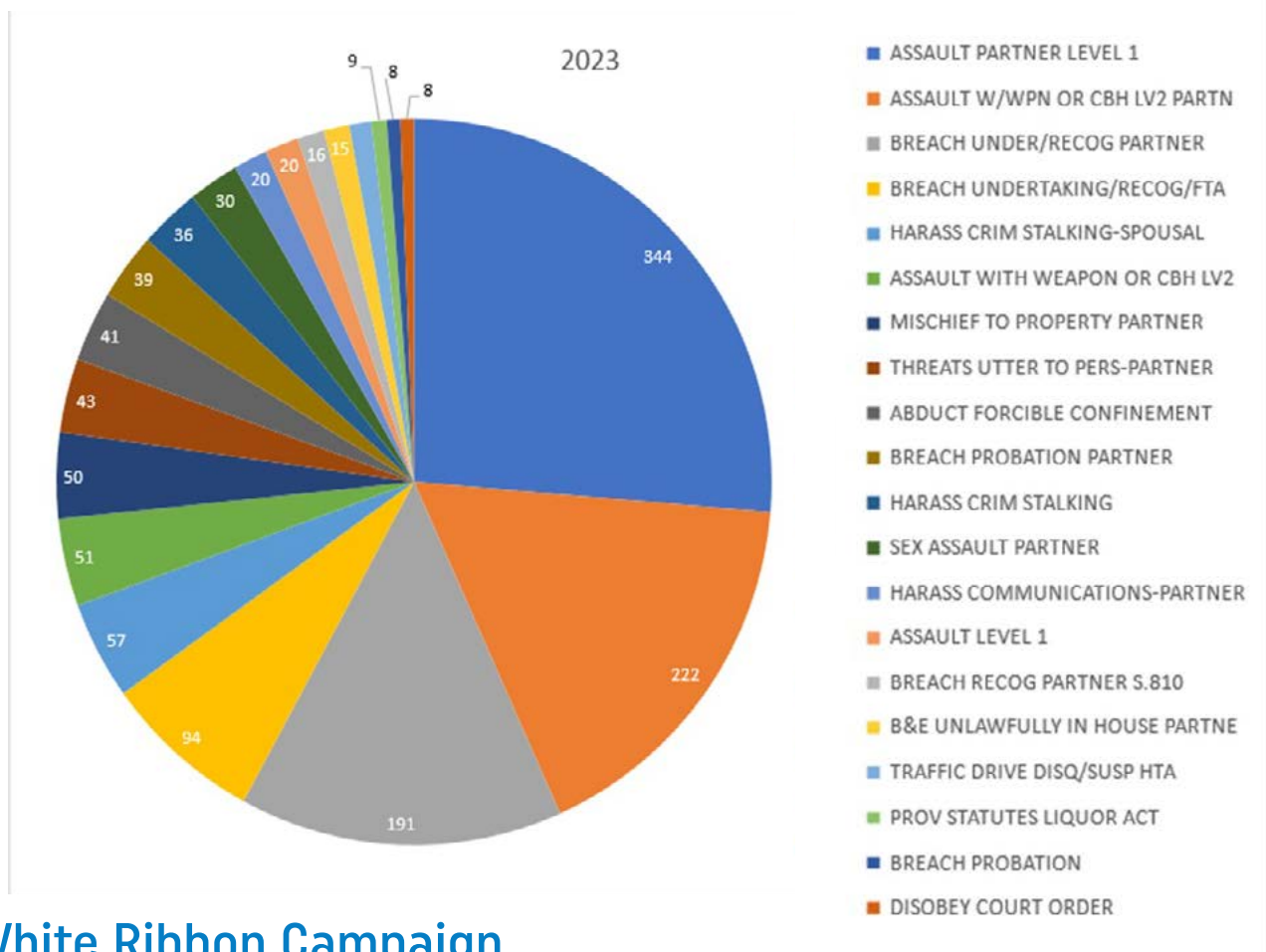
The OPS is committed to helping and supporting victims and survivors of violence and abuse. Still, despite those ongoing investments, violence against vulnerable populations remains one of the most common forms of police-reported crimes in our city and across the country.

If you, or someone you know, is experiencing abuse, you can contact our police reporting unit by dialing 613-236-1222, extension 7300. If it is an emergency, please dial 911 right away.

<b>Totals</b>	
<b>Number of IPV-related Occurrences 2023</b>	<b>6547</b>
<b>Charges laid report 2023</b>	<b>3820</b>



## 2023 Most Common Laid IPV-Related charges



## White Ribbon Campaign

In November 2023, the OPS once again participated in the annual White Ribbon Campaign, which aims to involve men and boys in the conversation of ending violence against women and girls, combatting toxic masculinity, challenging gender stereotypes, and changing the current culture. Members across the Service proudly wore their white ribbons, symbolizing their commitment to ending all forms of gender-based violence.



# INDIGENOUS STRATEGY AND WORKING GROUP

The Ottawa Police Service (OPS) continues seeking ways to improve service delivery to Indigenous communities by better understanding their needs and concerns, building relationships with key partners, and co-developing a strategy and plan.

## Indigenous Women's Safety Table

The Ottawa Aboriginal Coalition (OAC) established the Indigenous Women's Safety Table (IWST) in 2021 in response to the Calls for Justice out of the National Inquiry on Missing and Murdered Indigenous Women and Girls. The table has focused on specific systems in Ottawa that need to change in order to increase their capacity to be a safe place for Indigenous women. The current working groups are police, health and well-being, residential services and housing, and homelessness.

The OAC and the OPS continue to work together on a work plan to help make the city safer for Indigenous women and girls.

## Training Days

As part of the IWST work plan, the OAC and the OPS came together to host several learning events for OPS Frontline, Neighbourhood Resource Team, and Investigations members. These events focused on Indigenous community safety, especially for Indigenous women and girls. OAC members took the time to give the gift of storytelling to Ottawa Police members, relating to their experiences with the Service. Everyone engaged in Indigenous history, culture, and the current aspects of the Indigenous community's relationship with the OPS.

These training days are just one step in the OPS' goal of making Ottawa a safer place for Indigenous women, girls, and two-spirit people.





SECTION 6

# COSTS, PERFORMANCE AND ACCOUNTABILITY



Total calls received  
**1,221,911**



Calls entered in dispatch  
**400,039**



Number of calls requiring  
police presence  
**220,119**



Calls from members  
of the public  
**161,809**



Online reports  
received  
**27,451**

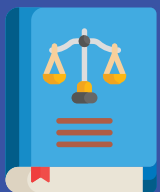


Proactive Calls Generated  
by OPS officers  
**58,310**



Reports taken  
(Includes Online Reports)  
**101,892**

Priority 1	Priority 2	Priority 3	Priority 4	Priority 5	Priority 6	Priority 7
3,889	36,715	64,410	262,567	3,662	27,182	1,547
Emergency				Non-Emergency		



**28%**  
of all Criminal Code  
Offences solved



**46,820**  
Criminal Code of  
Canada Offences  
(excluding traffic)

# OVERALL COST OF POLICING

The OPS manages operational risks and pressures internally year-over-year through management interventions and revenue offsets. Historically, the OPS has managed less than \$10M in pressures, however, since 2021 the OPS has managed an increase in risks and pressures. This above average pressure continued in 2023 resulting in \$24.8M of expense pressures and revenue shortfalls.

The increased volume and magnitude of events and demonstrations remained the largest pressure to the OPS budget. In addition, overtime worked by members continues to increase because of vacancies, non-recoverable municipal events, and the robust approach required for event management. These pressures accompanied by a handful of non-discretionary operational pressures and revenue shortfalls contributed to the overall \$24.8M pressure.

The expected Federal administration payments that are part of the National Capital Extraordinary Policing Contract and the Major International Event Security Cost Framework with Public Safety Canada provide offsetting relief to the costs of these events and demonstrations. As well, for 2023, there were various timing differences between the receipt of funding for the reimbursement of costs incurred from policing the large demonstrations in 2022.

Further, offsetting these pressures were savings found in salary and wages from a significant number of vacancies due to the recruitment freeze in 2021 that resulted in the OPS starting 2022 under complement when historically the OPS starts the year over complement to account for retirements that occur in the first quarter of the year. Once all vacant positions are filled, the OPS will have limited flexibility in future budgets to absorb pressures.

## Cost of Policing

2022: \$343.5 M

2023: \$352.1 M

The police tax levy reflects the costs that are under the Board’s control as well as those that are not but are required for tax-related purposes. With regards to budget items that were under the control of the Board, the OPS ended the year in a surplus position of \$6.8M. For the items that aren’t under the control of the Board, a deficit of \$0.5M million was recorded in these tax-related accounts due to the police share of remissions and supplementary assessments. These tax-related accounts are budgeted and managed by City staff. As a result of the above, the total Police Services budget was in a total surplus position of \$6.3M for 2023.

The list of pressures and solutions in the fourth quarter are as outlined in Table 1, followed by corresponding notes.

**Table 1: 2023 Year End - Significant Variance**

Key Pressures	Amount
a) Events and Demonstrations	\$15,400,000
b) Overtime	\$6,450,000
c) Non-Discretionary Operational Pressures	\$1,950,000
d) Revenue Shortfalls	\$1,000,000
<b>Total Pressures</b>	<b>\$24,800,000</b>
Key Solutions/Offsets	
e) 2023 Federal Funding	\$15,400,000
f) Vacancy Saving	\$7,000,000
g) 2022 Federal Funding	\$4,100,000
h) Revenue & Recoveries	\$2,800,000
i) Other Savings	\$2,300,000
<b>Total Solutions</b>	<b>\$31,600,000</b>
<b>Surplus/(Deficit) from operations</b>	<b>\$6,800,000</b>
Non-Departmental Taxation	(\$500,000)
<b>Surplus/(Deficit)</b>	<b>\$6,300,000</b>

# CHANGE IN EXPENDITURES, BUDGET AND ACTUAL 2019 – 2023

	2019		2020		2021		2022		2023		5-Year Average		Change %	
	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual	Budget	Actual
<b>Compensation/Benefits</b>	285,199	289,569	296,044	296,456	307,034	317,392	321,026	326,524	331,948	333,419	308,250	312,672	3.4%	2.1%
<b>Material &amp; Services</b>	26,547	24,693	27,048	27,111	30,159	24,854	28,883	73,857	29,350	61,303	28,397	42,364	-4.2%	-17.0%
<b>Other Internal Costs</b>	9,369	8,811	9,664	11,375	9,922	11,888	8,348	8,205	9,008	8,678	9,262	9,791	-15.9%	5.8%
<b>Financial Charges</b>	21,735	21,788	24,771	24,690	23,436	23,660	23,659	23,110	25,268	24,312	23,774	23,512	1.0%	5.2%
<b>Fleet Costs</b>	4,207	5,228	4,495	4,702	4,664	5,452	4,993	5,538	5,507	5,377	4,773	5,259	7.1%	-2.9%
<b>Transfer/Grants</b>	116	65	116	58	116	78	116	55	116	55	116	62	0.0%	0.0%
<b>Total Gross Expenditures</b>	347,173	350,154	362,138	364,392	375,331	383,324	387,025	437,288	401,198	433,144	374,573	393,660	3.1%	-0.9%
<b>Recoveries &amp; Allocations</b>	(40,635)	(46,008)	(42,916)	(45,164)	(42,864)	(45,617)	(43,168)	(93,801)	(42,179)	(80,962)	(42,352)	(62,310)	0.7%	-13.7%
<b>Total Net Expenditures</b>	306,538	304,146	319,223	319,229	332,467	337,707	343,857	343,487	359,019	352,182	332,221	331,350	3.4%	2.5%

The actual expenditures for 2023 were below the budgeted amount of \$359 million, by \$6.84 million, with actuals of \$352.1 million. This is an increase of 2.5% over 2022.

For more information on the OPS budget, please visit [www.ottawapolice.ca](http://www.ottawapolice.ca) or to access the 2023 Annual Financial Report please visit [www.ottawapoliceboard.ca](http://www.ottawapoliceboard.ca)

## Pressures

### a) Events and Demonstrations Pressures

The OPS has experienced significant expenditure pressures due to major events and demonstrations that occurred throughout the course of the year. The ongoing efforts to implement a robust approach to the planning and deployment of police for these activities incurs significant costs. Surge capacity costs of assisting partner police services, alongside overtime and non-compensation costs throughout the duration of the events are the primary cost drivers. Significant events and demonstrations in 2023 were Convoy 2.0, the visit by the President of the United States of America, the visit by the President of Ukraine, the 1 Million March 4 Children protest and counter protest, and demonstrations related to the Israeli-Palestinian conflict.

### b) Overtime Pressures

Members continue to work a significant amount of overtime to meet the needs of the organization, most notably ensuring that minimum staffing levels on the frontline are met. There are also non-recoverable municipal events that create large pressures on the overtime budget due to the robust approach taken for event management. Lastly, unplanned events and incidents and the required response also require overtime to properly manage the incident from beginning to end.

### c) Non-Discretionary Operational Pressures

The OPS identified pressures of \$1.95M throughout the year related to WSIB claims (\$1.35M) and legal settlements (\$0.6M). These operational pressures both developed during the fourth quarter. There was a \$0.7M settlement in the last month of the year, pushing the insurance budget to a deficit.

### d) Revenue Shortfalls

Most of the OPS's revenues have returned to a relatively stable level during 2023; however, year to date, the OPS experienced revenue shortfalls from red light cameras and from false alarm revenue streams.

## SOLUTIONS/OFFSETS

### e) Federal Funding

The Federal Government, through Public Safety Canada, is expected to reimburse the OPS for costs incurred from policing Convoy 2.0 as well as other large demonstrations, like the ongoing Israeli-Palestinian protests. These costs, that have been incurred in 2023, qualify for reimbursement as per the terms of the Nation's Capital Extraordinary Policing Costs Program. This includes a reimbursement for direct expenses and encompasses a component for overhead administrative costs that are associated to these demonstrations. The OPS is also expected to be reimbursed under the Major International Event Security Cost Framework for the visits of the President of the United States of America and the President of Ukraine.

## **f) Vacancy Savings**

The OPS commenced fiscal year 2023 under complement mainly due to the hiring freeze that occurred in 2021. This situation may continue in to 2024 with the primary bottleneck in filling vacancies being limited number of new recruit seats available at the Ontario Police College (OPC). The Province of Ontario introduced an additional new recruit class in 2024, bringing the annual intakes from three per year to four. This change will assist greatly in OPS's efforts to catch up with it's hiring efforts.

In addition, the late budget approval in 2023 due to the municipal election delayed the organization's ability to move forward with the required staffing actions for any new positions that were being requested in the 2023 budget. These factors, in addition to regular attrition in the first quarter of 2023, resulted in a high number of vacancies.

The OPS achieved \$7M in savings in 2023 because of the vacancies.

## **g) 2022 Federal Funding**

A surplus of \$4.1M was realized due to various timing differences between the receipt of funding through Public Safety Canada for the reimbursement of costs incurred from policing the large demonstrations in 2022. This claim from 2022 is still being audited and the remaining amount owed will be released upon the completion of the audit in 2024.

## **h) Revenue & Recoveries**

The OPS experienced higher than budgeted revenue and recoveries within various accounts. The significant contributors to this portion of the surplus include:

- \$0.9M Airport Authority Contract Revenue – surplus is driven by a late back pay adjustment from 2022, invoiced in early 2023
- \$0.8M Expenditure Recoveries
- \$0.6M Paid Duty Program
- \$0.5M Other revenue surpluses

## **i) Other Savings**

Savings of \$2.3 million were realized from various expenditure accounts with lower actuals than budgeted amounts, including facilities costs (\$0.7M), fuel costs (\$0.3M) and retirement costs (\$0.3M). An additional \$1M of lower debt costs resulted in a debt surplus to further contribute to the operational surplus.

## **j) Non-Departmental Tax Related Accounts**

Police costs and revenues have been separated into a singular city-wide police tax levy for many years.

The police tax levy reflects the costs which are under the Board's control as well as those that are not but are required for tax-related purposes.

In 2023, a deficit of \$0.5M million was recorded in these tax-related accounts due to the police share of remissions and supplementary assessments. These tax-related accounts are budgeted and managed by City staff. The OPS and the Board have no control over this aspect of the police tax rate.

# PROFESSIONAL STANDARDS

The Ottawa Police Service (OPS) values the trust and confidence of the public we serve and continuously strives to demonstrate a high level of duty of care when providing services. Oversight, accountability, and transparency are critical aspects of achieving and maintaining this trust and confidence. In addition to working closely with provincial oversight bodies such as the Office of the Independent Police Review Director (OIPRD) and the Ontario Special Investigations Unit (SIU), as well as the Ottawa Police Service Board, the Professional Standards Unit actively investigates public and internally generated complaints about officer conduct and the services we provide. Complaint resolutions may include discipline and, in appropriate circumstances, may also include alternative methods such as mediation, facilitated discussions, education and refresher training, and policy reviews. These alternatives facilitate better communication between the parties to a complaint and provide faster resolutions for matters less serious in nature.

## Comparison of Complaint Trends

Complaint Type	2022	2023	5 Year Average	Actual Change	Difference % 2022-2023
Public Complaints (Policy & Service)	142	35	47	-107	-75%
Public Complaints (Conduct)	571	295	386	-276	-48%
Internal (Chief's) Complaints	380	375	285	-5	-1%
<b>Total</b>	<b>1093</b>	<b>705</b>	<b>718</b>	<b>-388</b>	<b>-35%</b>

In early 2022, the Freedom Convoy movement gave rise to a series of protests and blockades across Canada. Ottawa was hardest hit by this movement which resulted in an illegal occupation of downtown Ottawa and the Parliamentary Precinct and created policing challenges not seen in modern times.

This significant event is directly responsible for a sharp increase in the number of Public Complaints directed at the OPS that was received by the OIPRD in 2022 due to the Freedom Convoy.

There is a variance when comparing the total number of complaints received by the OIPRD and the total number received by the OPS Professional Standards Unit for investigation. This variance is normal and occurs due to Timing, Process and Jurisdiction issues. A brief explanation is included below, but a more fulsome explanation of the variance can be found on the comprehensive Professional Standards Unit – 2023 Annual Report on the Ottawa Police Service Board website.

- **Timing:** The date (or quarter) upon which a complaint is received by the OIPRD and then referred and received by the OPS for investigation.
- **Process:** Classification and categorization of complaint types.
- **Jurisdiction:** Certain complaints are not within the purview of Part V of the *Police Services Act* or the OPS Professional Standards Unit, such as complaints about a civilian member or complaints about a Chief or Deputy Chief, which are forwarded directly to the Ottawa Police Service Board.

Added together, public complaints (330) and internal complaints (295) totaled 705 in 2023, or a 35.5 percent decrease over 2022 (-388). By complaint type, this represents a 53.7 percent decrease in public complaints and a 1.31 percent decrease in internal complaints from 2022.



Of the 330 public complaints in 2023:

- 35 were classified as policy or service complaints.
- 169 complaints were dismissed by the OIPRD on the basis that they were determined to be frivolous, vexatious, over the six months limitation, or warranted no further action as they were not in the best interest of the public to proceed.
- 4 complaints were withdrawn by the public complainant prior to the complaint being screened by the OIPRD.
- 157 complaints were referred for investigation 75 were withdrawn by the complainant, none were resolved through informal resolution, 23 were unsubstantiated, none resulted in informal discipline, and 51 complaints remained outstanding under investigation as of December 31, 2023.

Of the 375 internal complaints in 2023:

- 297 were resolved, and 78 were ongoing under investigation as of December 31, 2023. Of the resolved complaints, 78 resulted in informal discipline, and 71 were unsubstantiated or resulted in no further action. Of the 78 internal complaints that resulted in informal discipline, 53 were the result of red-light camera infractions, 11 were the result of at-fault service motor vehicle collisions, and 8 were the result of Automated Speed Enforcement Cameras (ASEs), and 6 internal complaints resolved by informal discipline were for other forms of misconduct.

To review the full report, please visit the Ottawa Police Service Board website. Further information on all PSU activities and how to make a complaint can be accessed at [ottawapolice.ca](https://ottawapolice.ca).

# COMMUNITY SATISFACTION

For the past three years, the Ottawa Police Service (OPS) engaged an independent market research and social research company, Advanis, to measure public perceptions of police.

Advanis leverages survey questions based on research led by Public Safety Canada on Measuring Public Attitudes Toward the Police. The PSC work established a data standard across Canada to facilitate a better understanding of the public's perceptions of Canadian police.

This annual survey is conducted using a random sampling method between May and June, weighted to population demographics to ensure its representation.

In addition to the core survey questions asked of all Canadians, Ottawa respondents were asked an additional 12 questions selected by OPS. These questions align with previous public opinion surveys conducted every three years.

The results were a core component of the consultation plan, shaping the Board's 2024-2027 Strategic Plan. The comprehensive results and several other inputs that contributed to the development of the Strategic Plan are available on the OPSB website.



# OPS BREAK GROUND FOR NEW SOUTH FACILITY



The Ottawa Police Service Board and the Ottawa Police Service were excited to break ground on the new South Facility in November 2023.

The 218,000-square-foot, three-story facility will bring police services and public safety closer to the growing communities in the south end of Ottawa.

It will provide an inclusive, equitable, and safe space to serve all City residents and operations in the urban and rural areas of the city.

The facility will contribute to enhancing community safety, house a Community Police Centre, provide Front Desk and Collision Reporting services, and provide a Community Boardroom.

Introducing the new South Facility will address some of the Service's current space pressures and assist in replacing aging buildings.

As a foundational project in the Facilities Strategic Plan, the facility is critical in supporting the necessary and evolving police operations while also modernizing the physical work environment.

Construction of the building is aligned with meeting LEED (Leadership in Energy and Environmental Design) Certification. It will include electrical vehicle charging stations in the visitors' and staff parking areas. The finished structure will also introduce interior and exterior art installations commissioned through the City Public Art process.

Construction of the South Facility is estimated to be \$115M and is targeted to be completed in 2026.

The remaining seven acres of the 15-acre site are anticipated to be developed in the coming years.

OTTAWA  
**POLICE**