

**Ottawa Police Service  
Partner Assault Unit**

**2001 Herman Goldstein  
Award Submission**



**DOMESTIC HOMICIDE  
REDUCING THE RISK**

April 23, 2002

Selection Committee  
PERF - Herman Goldstein Award  
Suite 930  
1120 Connecticut Avenue NW  
Washington, DC 20036  
U.S.A.

Dear Selection Committee:

**RE: Letter of Nomination for the 2001 Herman Goldstein Awards**

The Ottawa Police Service Executive Team nominates the Partner Assault Unit's submission of "Domestic Homicide: Reducing the Risk". This is an excellent example of an effective problem-oriented policing response to domestic violence that has achieved measurable success.

In Ottawa, we recognize that steps must be taken to ensure victims of domestic violence are supported and the risks posed to them are dealt with appropriately. In partnership with our community stakeholders, we have developed a holistic service delivery model created to reduce the risk to victims of domestic violence. We are actively working toward a seamless community and justice response to this serious societal problem.

Vince Bevan  
Chief of Police

## Table of Content

### Ottawa Police Service Domestic Homicide: Reducing the Risk

#### **Herman Goldstein Award**

- **Project Summary**.....1
- **Contact Information**.....2

#### **Tab 1**

##### **Herman Goldstein Award Project Submission**

- **Scanning**.....3
  - 0 **Primary Problem**.....4
- **Analysis**.....5
- **Response**.....9
- **Assessment**.....11
- **Conclusion**.....13

#### **Tab 2**

##### **Appendixes**

- **Appendix A... List of Revised Service Delivery Model Working Group (1999).... 17**
- **Appendix B... Organization Chart**.....19
- **Appendix C... Modified 7/24 Hour Shift Schedule**.....20
- **Appendix D... Risk Indicator Tool - Part One**.....21
  - **Risk Indicator Tool - Part Two**.....24
- **Appendix E... Job Information - Case Manager**.....26
- **Appendix F... Partner Assault Brochure**.....29
- **Appendix G... Partner Assault Assistance Card**.....30
- **Appendix H... Partner Assault Unit Partnerships**.....31

#### **Tab 3**

- **Community Partners and Stakeholders - Letters of Support**

#### **Tab 4**

- **Compact Disc**
  - 0 **Electronic Submission**
  - 0 **Chief Vince Bevan PowerPoint Presentation**

**OTTAWA POLICE SERVICE**  
**DOMESTIC HOMICIDE: REDUCING THE RISK**

**PROJECT SUMMARY**

**SCANNING**

In 1999, the Ottawa Police Service recognized and addressed one of society's most prevalent problems: the risk of Intimate Femicide/Homicide. The Ottawa Police Service and their community stakeholders identified gaps in their current service delivery model. A consensus was reached between the Police Service and the community that the system could be improved to provide better protection to victims of domestic violence.

**ANALYSIS**

The City of Ottawa experienced a downward trend in domestic homicides from 1995 to 1998. In 1999, an increase in domestic homicides was identified and galvanized the attention of the Ottawa Police Service and its community stakeholders. The Revised Service Delivery Model (RSDM) Working Group was formed to analyze the problem and identify a strategic plan of response.

To address systemic problems in the current service delivery model, the RSDM Working Group based their findings on statistics obtained from the Problem Analysis Unit from January to September 1999.

The RSDM Working Group analyzed quantitative and qualitative statistical data pertaining to:

- Frequency of domestic occurrences
- Peak times domestic violence incidents occur
- Current Case Management System

Gaps identified in the current service delivery model were:

- Requirement for 7 day/24 hour availability of Domestic Violence Investigators
- Necessity to increase staffing to adequately meet the volume of domestic investigations
- Creation of Case Managers to provide a consistent, effective and timely response to domestic incidents

**RESPONSE**

The RSDM Working Group studied the models practiced by several other Police Services in Canada and more closely reviewed the current Hamilton-Wentworth decentralized

model. Study of the relevant data lead to the alternative solution of a Centralized Service Delivery Model with several recommendations:

- Increase staffing in the Spousal Assault Section to provide 7day/24 hour coverage to investigate all domestic incidents
- Establish and apply a standard risk indicator tool
- Create case management positions relative to domestic abuse files
- Develop and maintain partnerships with the victim services agencies
- Provide focused ongoing related training for all front-line officers
- Establish and train front-line domestic violence resource officers

## ASSESSMENT

The final report from the RSDM Working Group for Partner Abuse was completed and all six recommendations had the same theme - the necessity for all domestic violence investigations to be handled by one specialized unit to ensure a consistent, coordinated and seamless police response to all victims of domestic violence.

On October 27, 2000, Ottawa Police Chief Vince Bevan implemented the "Partner Assault Centralized Service Delivery Model". Since taking ownership of all domestic violence investigations, the Partner Assault Unit has:

- increased their workload by 35% (2000) and 37% (2001) compared to 1999 workload
- files assigned to other sections, 95% decrease (2000), 100% decrease (2001)
- criminal charges laid 31% increase (2000) and 30% increase (2001)
- forwarded 82% (1999), 85% (2000) and 85% (2001) more referrals to the Victim Witness Assistance Program compared to other Ottawa Police Sections
- decreased domestic homicides 33% (2000) and 66% (2001)

**In the three year period from 1999 to 2001, the Partner Assault Unit has taken ownership and investigated more than 10,500 domestic violence incidents. This coordinated and seamless response, with the support of community service providers and stakeholders, has reduced the risk to the victims of domestic violence.**

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## Herman Goldstein Award Project Submission

### SCANNING

Historically in the City of Ottawa, four out of every ten homicides involved partners in an intimate relationship. From 1988 to 1998, 26 cases of homicide in the region were classified as "domestic". In most cases, one of the partners was murdered. In five incidents, eight children became victims. Provincial and national numbers during the same period also paint a grim picture (see Graphs 1, 2 and 3).

Locally, the names of the victims should not be forgotten. They include Judith Mack (1988), Pamela Behrendt (1990), Patricia Allan (1991), Lori Heath (1993), Mary Ann Paquette (1994), Margaret and Wilson Kasonde (1995), Vanessa, Todd and Fatima Brown (1995) and Killi-Ann Rezanowicz (1996).<sup>2</sup>

In 1999, three more domestic related homicides were added to the list: Pootoogoo Kilabuk (1999), Jocelyne Landry (1999) and Aysar Abbas (1999). After a downward trend in homicides from 1995 to 1998, there was an increase in 1999 that focused the attention of the community and the Ottawa Police Service on the intimate femicidal homicide problem.

To reduce the risk of intimate femicide/homicide to victims of domestic violence, the Ottawa Police Service, together with its community partners and stakeholders, met to address one of society's most prevalent problems.

The Revised Service Delivery Model (RSDM) Working Group<sup>3</sup> was diversified with various sections of the Ottawa Police Service, members from the community including the Crown Attorney's office, Probation Services, Social Services and a Regional Municipality of Ottawa-Carleton Councilor, Regional Coordinating Committee to End Violence Against Women and various partner abuse support agencies (see Appendix A).

The broad goals developed were to establish a pro-active response and a Risk Management approach to the Domestic Violence investigative process. From the initial

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<sup>1</sup> Canadian Center for Justice Statistics Ottawa homicides 1991 - 1999

<sup>2</sup> Ottawa Police Chief Vince Bevan's letter to the Editor, Ottawa Citizen News Paper January, 1999

<sup>3</sup>RSDM Working Group: Social Services of Ottawa Carleton, Gay Lesbian Bisexual and Transgender Liaison Committee, Ontario Association of Interval 1 Transition House Harmony House, Round Table Against Violence Against Women, Victim Assistance Services of Ottawa-Carleton, Victim Witness Assistance Program, Partner Assault Support Team, Regional Coordinating Committee to End Violence Against Women, Criminal Justice Sub-Committee, Crown Attorney's Office, New Directions, City Council, Probation/Parole, Interval House, Women Action Center Against Violence, Tungasiuingat, Children's Aid Society of Ottawa-Carleton, Riverside Hospital Regional Sexual Assault Treatment Program, Immigrant and Visible Minority Women Against Abuse, Aboriginal Women's Support Center, Hamilton-Wentworth Regional Police Service Special Investigative Branch, Ottawa Police Service

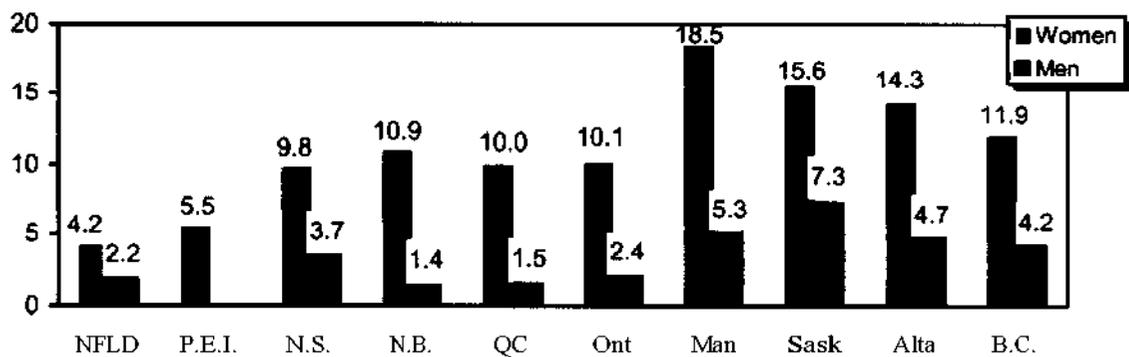
meetings, the RSDM Working Group identified problems and made recommendations, which formed the foundation for a strategic plan.

The committee identified the following problems in service:

- Inconsistent response to domestic violence incidents
- Inadequate Risk Assessment
- Requirement for improved Case Management System
- Lack of partnerships with community service providers
- Inadequate training for Investigators and front-line Patrol officers
- Inefficient intervention to reduce the likelihood of domestic violence recurrence

**Primary Problem:** The RSDM Working Group identified systemic problems in the current service delivery model and believed the present system could be improved to provide better protection to the victims of domestic violence.

Graph 1 Average Spousal Homicide Rates by Province:  
**1976-1999**

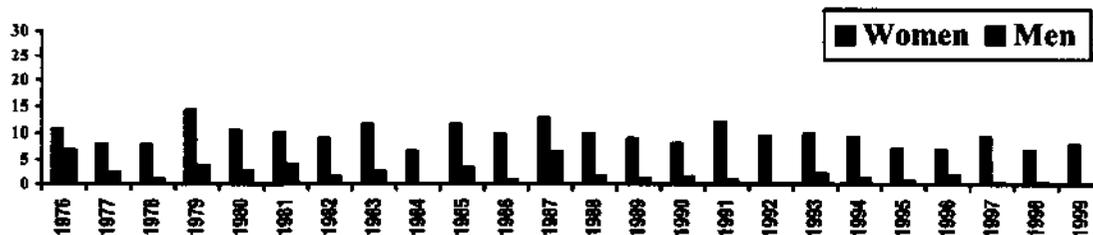


Rates per million couples

Source: Canadian Centre for Justice Statistics, Statistics Canada, Homicide Survey

This chart illustrates the average spousal homicide rate by province from 1976 to 1999 for both women and men. Ontario has averaged 10.1 spousal homicides per 1 million population over a 23 year period.

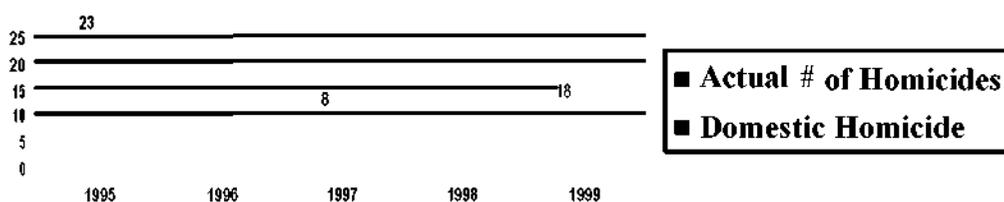
**Graph 2 Ontario Spousal Homicide Rates: 1976 - 1999**



Source: Canadian Centre for Justice Statistics, Statistics Canada, Homicide Survey

This graph illustrates the average spousal homicide rate from 1976 to 1999 for the Province of Ontario for both women and men. Over the past two decades, female victims outnumber men three to one.

**Graph 3 Ottawa Police Service Homicide Rate: 1995 - 1999**



Source: Ottawa Police Service in-house statistics

This graph compares the overall homicide rate for the Ottawa Police Service from 1995 to 1999 to the intimate femicidelhomicide rate for the same period. The graph also demonstrates that there was a downward trend in homicides from 1995 to 1998 and then an upward spike in 1999.

## ANALYSIS

During the past five years, the Ottawa Police Service has been involved in discussions with respect to the re-organization of municipal police services. The re-organization process culminated in September 1996 at which time a decision was made with respect to how the organization would bring three distinct police organizations into one unified service. Each of the former Police Services of Gloucester, Nepean and Ottawa handled similar incidents in different ways and their organizational structures reflected these approaches. Every member of the new organization was given the opportunity to participate in a facilitated process relating to their sections and this process resulted in recommendations being made to the Executive of the Police Service about the organizational structure and service delivery.

With regard to the investigation of partner assault, the RSDM Working Group was brought together to address systemic problems in the current service delivery model. The RSDM Working Group based their findings on statistics obtained from the Problem Analysis Unit between January and September 1999.

The RSDM Working Group analyzed quantitative and qualitative statistical data pertaining to:

- Frequency of domestic occurrences
- Peak times domestic violence incidents occur
- Current Case Management System

**FREQUENCY OF DOMESTIC OCCURRENCES (1999 STATISTICS)**

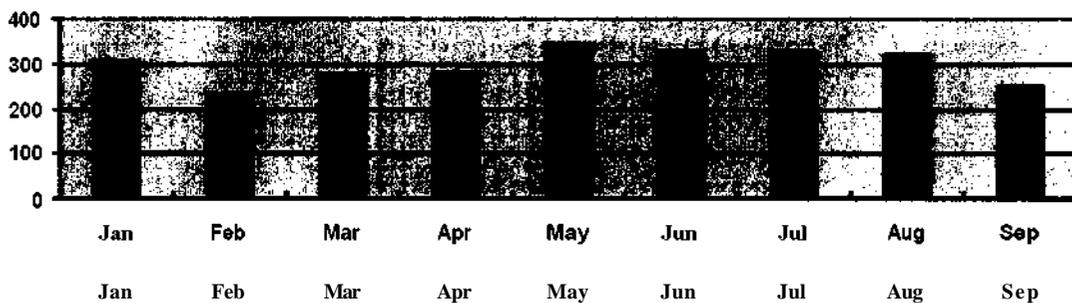
The graphs below are based on statistics obtained from the Problem Analysis Unit between January 1 and September 28, 1999, and include combined spousal assault investigations and domestic (spousal) complaints. The following is a breakdown by month, day of week and hour of day.

**Domestic Violence Occurrences (January - September 28, 1999) = 2664**

**MONTH:**

January	(308)	11.5%	June	(330)	12.3%
February	(235)	8.8%	July	(330)	11.8%
March	(278)	10.4%	August	(321)	12.0%
April	(280)	10.5%	September	(252)	9.4%
May	(345)	12.9%			

**Graph 4**



Observations:

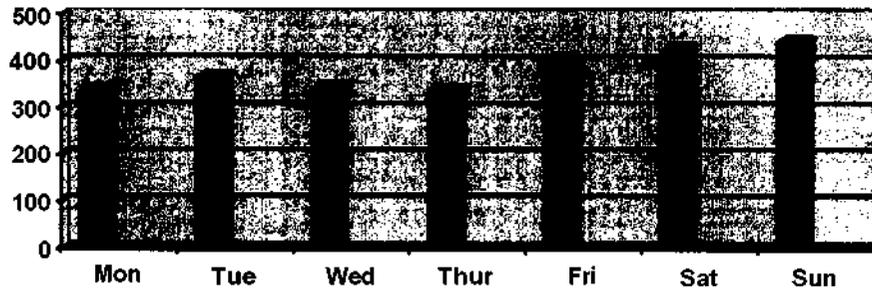
The highest concentration of investigations occurred during the summer months from May to August.

## Peak Times Domestic Violence Incidents Occur

### Day of Week:

Monday	(339)	12.7%	Friday	(406)	15.2%
Tuesday	(367)	13.7%	Saturday	(427)	16.0%
Wednesday	(344)	12.9%	Sunday	(443)	16.6%
Thursday	(338)	12.6%			

**Graph 5**

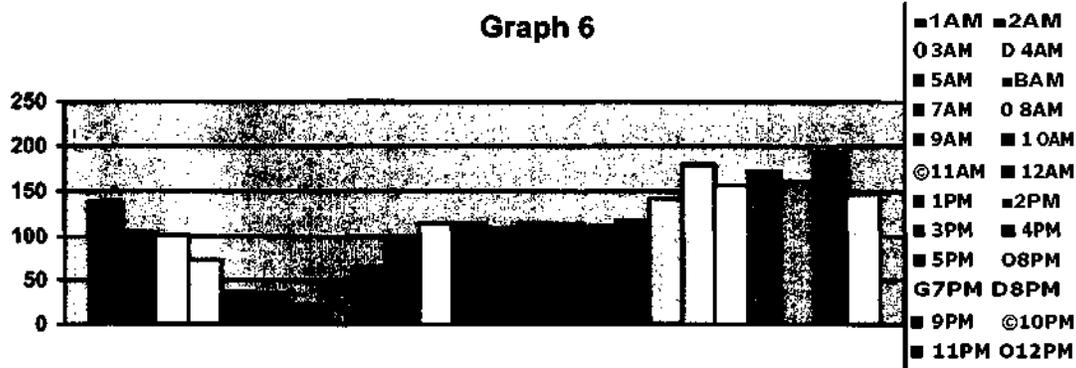


### Observations:

Highest concentration:	Friday-Saturday-Sunday	(1276/2664) = 16%
Lowest concentration:	Mon-Tues-Wed-Thursday	(1388/2664) = 13%

### Hour of Day:

0000-0100	(139)	5.2%	1200-1300	(110)	4.1%
0100-0200	(105)	3.9%	1300-1400	(115)	4.2%
0200-0300	(101)	3.7%	1400-1500	(114)	4.2%
0300-0400	(72)	2.7%	1500-1600	(111)	4.1%
0400-0500	(37)	1.3%	1600-1700	(117)	4.3%
0500-0600	(34)	1.2%	1700-1800	(142)	5.3%
0600-0700	(23)	0.8%	1800-1900	(180)	6.7%
0700-0800	(45)	1.6%	1900-2000	(157)	5.8%
0800-0900	(65)	2.4%	2000-2100	(173)	6.5%
0900-1000	(93)	3.4%	2100-2200	(162)	6.1%
1000-1100	(114)	4.2%	2200-2300	(194)	7.2%
1100-1200	(114)	4.2%	2300-2400	(147)	5.5%



Observations:

Highest concentration:	1700-0100	(1155/2664)	43%
Lowest concentration:	0100-0800	(417/2664)	15%

### CASE MANAGEMENT FUNCTION

The RSDM report recognized that a Case Manager did not exist and identified the requirement for a case management function relative to domestic (spousal) abuse files.

#### **Identified Investigative Personnel Shortage for 7 day/24 hour Coverage**

- An investigator is scheduled to work 260 eight-hour shifts annually.
- Anticipate the member to be unavailable for approximately 40 shifts annually (i.e. Annual Leave - 20 days, Stat Holidays - 12 days, Sick - 3 days, Courses - 5 days) which allows 220 shifts annually.
- It is estimated that a spousal assault investigator will be in court 25% of their shifts (i.e. approximately 55 on-duty shifts lost to court commitments) which leaves the member available 165 shifts for investigative purposes.
- Based on best practice expectations, the time to conduct a spousal assault investigation takes about 6 hours, which would allow an investigator to conduct approximately 165 investigations yearly.
- To meet the 7 day/24 hour coverage, it is anticipated that there will be a need for 12 investigators (Detective Constables).
- 12 investigators x 165 investigations annually = 1980 investigations.
- Estimating there are 2200 investigations to be conducted leaves 220 investigations to be assigned.
- To adequately staff/supervise 12 investigators and 2200 investigations, it is anticipated there will be a need for 3 Sergeants (joint responsibilities of supervisor/investigator).
- The remaining 220 investigations to be handled by the 3 Sergeants = average 73 investigations each per year in addition to their supervisory responsibilities.

- The 15 investigative personnel would be comprised of 3 teams (1 Sergeant and 4 investigators (Detective Constables)).
- Coverage would consist of days, afternoons and nights, including one investigator assigned to each shift on the weekends and statutory holidays - resulting in 7 day/24 hour coverage annually.

It is anticipated that, during the peak Domestic Court days (Tuesday-Wednesday-Thursday) there will be a concentrated effort to have additional officers working day shift. This will provide both sufficient coverage due to the drain on resources and will also assist in controlling the court time costs. However, the statistical information indicates that the peak time of day for spousal related offences occurs during the afternoon shift, so adequate coverage has to be provided during this shift as well. The benefits of having investigators working night shift and weekends have been documented previously (i.e. victim involvement, Show Cause, workload, less overtime).

It is also anticipated that through a joint effort between shift scheduling and the Court Liaison Section attempting to schedule the cases on the investigator's day shifts, there should be noticeable savings to the organization regarding court costs. It is anticipated that the projected overtime/court time costs would be met with adequate staffing.

A review of the 1999 budget indicated that the Spousal Assault Squad ended 1999 with a deficit of \$4,610 in overtime costs and a deficit of \$31,259 in court costs.

### **Gaps Identified in the Current Service Delivery Model**

- Requirement for 7 day/24 hour availability of Domestic Violence Investigators
- Necessity to increase staffing to adequately meet the volume of domestic investigations
- Creation of Case Managers to provide a consistent, effective and timely response to domestic incidents

## **RESPONSE**

The RSDM Working Group studied the models practiced by several other Police Services in Canada and closely reviewed the current Hamilton-Wentworth decentralized model.

Following a thorough review of the issues relevant to transferring the responsibilities for investigating partner assault cases to the front-line officers, a consensus was reached by the members, namely that a more efficient and practical approach would be to increase the number of officers assigned to the Spousal Assault Unit. It was suggested that the cost, quality and resources required to create the capacity within the front-line patrol officers to deal with very complex issues of domestic violence would be far greater than

increasing the capacity of the specialized Spousal Assault Unit to deal with this type of crime.

The committee felt that the current Service Delivery Model could be improved by implementing the following prioritized recommendations:

1. Increase staffing in the Spousal Assault Unit to provide a 7 day/24 hour coverage to investigate all domestic incidents.
2. Establish and apply a standard risk assessment criterion.
3. Create Case Management positions relative to domestic abuse files.
4. Develop and maintain partnerships with the victim services agencies.
5. Provide focused ongoing domestic related training for all front-line officers.
6. Establish and train front-line domestic violence resource officers.

Details of these recommendations and implementation time-lines were outlined. Above and beyond all the recommendations provided, the committee stressed the importance of ensuring the monitoring of the progress of the implementation guidelines<sup>4</sup>.

**Recommendation # 1:** Increase staffing in the Spousal Assault Section to provide 7-day/ 24-hour coverage to investigate all domestic incidents.

The committee reviewed the current and projected volume of spousal abuse cases. They recognized that, currently, the Spousal Assault Section, supported by the General Assignment Section, was investigating the majority of these cases and front-line patrol was also investigating a significant number of files. The committee identified a requirement for the Spousal Assault Section to investigate all domestic complaints, including the additional files stemming from amalgamation.

**Recommendation # 2:** Establish and apply a standard risk assessment tool.

As a result of recommendations stemming from the May/Isles Coroners Inquest, the committee recommended that a standard risk assessment tool be established and implemented in order to assess the potential risk of domestic cases. This risk assessment would impact on the apprehension, release, detention, bail conditions, bail hearings, prosecution of the accused and would assist the victim in obtaining appropriate support.

**Recommendation # 3:** Create Case Management positions relative to domestic abuse files.

In order to ensure consistency in monitoring all domestic related files and to provide timely information, it was the committee's recommendation that a Case Management

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Excerpt Revised Service Delivery Model for Partner Abuse Report 1999

function be created. It was recommended that sufficient personnel be assigned as full time Case Managers responsible for reviewing and assigning all domestic related files, identifying and addressing concerns relative to these files and responding to the numerous inquiries received from victims and other stakeholders.

**Recommendation # 4:** Develop and maintain partnerships with the victim services agencies.

It was the recommendation of the committee that a protocol be put in place to foster a partnership between police and victim service agencies. This protocol would allow police/community concerns, issues and cases to be addressed in a timely and unencumbered fashion, without duplicating existing mechanisms.

**Recommendation # 5:** Provide focused ongoing related training for all front-line officers.

It was the committee's recommendation that all front-line officers be provided training specific to domestic related issues, including the availability of resource agencies, the unique investigative procedures related to spousal assault investigations and sensitivity training.

**Recommendation # 6:** Establish and train front-line domestic violence resource officers.

The committee recommended that there be front-line Patrol officers who would receive enhanced training pertaining to Spousal Assault issues. These resource officers would have expressed and demonstrated an interest regarding spousal abuse investigations. The training provided to these officers was to build on the training recommended for all front-line officers.

These officers were not to be used as Spousal Assault Investigators at the front-line level, but were to be available as a resource to other front-line officers if required. It was recommended that these officers be continually identified and developed in order to enhance the expertise of front-line officers.

## ASSESSMENT

On the June 28, 1999, the final report from the RSDM Working Group for Partner Abuse was completed. All six recommendations had the same theme: the necessity for all domestic violence investigations to be handled by one specialized unit in order to ensure a consistent, coordinated and seamless police response to all victims of domestic violence.

The Ottawa Police *Domestic Violence Section* began the implementation process of the Revised Service Delivery Model recommendations in the first quarter of 2000. In

consultation with section members and community partners, the section was renamed the *Partner Assault Unit* to better reflect the clients the section was serving.

**Recommendation # 1:** The RSDM Working Group identified a need for additional investigators to handle the increasing numbers of domestic violence investigations. To accomplish this task, the Unit's community partners prepared a set of sensitivity questions to be used in the selection process. After intensive interviews, the best candidates were identified and, by February 25, 2000, joined the Partner Assault Unit. (see Appendix B).

A new 8/10 hour hybrid shift schedule was developed (see Appendix C). This schedule was created in response to the identified peak days and hours that domestic violence incidents occur in the City of Ottawa. The new shift schedule directly addressed those needs by creating 3 day/20 hour coverage (for Monday, Tuesday and Wednesday) and 4 day/24 hour coverage (for Thursday, Friday, Saturday and Sunday).

**Recommendation # 2:** The Ministry of the Solicitor General, Training Standards Branch, created new domestic violence training standards for the Province of Ontario with mandatory training packages for domestic violence investigation. Chief Bevan reviewed the draft training packages and universal risk indicator tool developed by the Training Branch and found both to be far too generic and simplistic to meet the needs of our Police Service and the community we serve. At the request of Chief Bevan, the Partner Assault Unit created their own training and risk indicator tool, adhering closely to the format identified in the "Five Year Seamless Response to Domestic Violence".<sup>5</sup> The "Five Year Seamless Response" utilized a risk indicator tool that follows the suspect through the criminal justice system, starting from apprehension to the bail hearing. This tool is used to determine the release conditions of an accused. It is also used for safety planning and during the trial process (see Appendix D).

**Recommendation # 3:** Fundamental changes were made in the organizational structure of the Partner Assault Unit. Two Case Manager positions were created. The Case Managers developed an ambitious training program that met and exceeded the training standards set by the province for Domestic Violence Investigators. This training was extended to the front-line officers (see Appendix E).

With the implementation of "DREW/RMS" (Direct Records Entry Workflow/Record Management System), the investigative response time-line concerns were met. Reports of domestic violence are forwarded directly to the Partner Assault Unit and assigned to an investigator within 24 hours. RMS is functioning well and easily meets the time criteria.

**Recommendation # 4:** The Partner Assault Unit commenced a Partner Assault Outreach Initiative by delivering lectures, attending community meetings and developing community partnerships. This included the creation of a Partner Assault information

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<sup>5</sup> A report to the Attorney General of Ontario by the Joint Committee on Domestic Violence arising from the May/Isles Coroner's Inquest into the murder of Arlene May - a victim of domestic homicide.

pamphlet as a public education tool, detailing the police role and providing a 24-hour contact number for the community (see Appendix F). A new wallet size Partner Assault Assistance card was also created to be given to victims of a domestic violence by front-line officers at the scene (see Appendix G). This is a stand-alone card which provides information to the victim (i.e. the attending officer's name, the report number, an area to record the investigator's name once assigned, information on the victim's options and a community resource list).

Members of the Partner Assault Unit sit on nine community and systems working committees (see Appendix H). The Unit Manager is a member of the Ministry of the Solicitor General, Policing Standards Working Group For Domestic Violence, and meets quarterly with the Immigrant Visible Minority Cultural Interpreters (IVM) members to coordinate matters between the police, Victim Crisis Unit (VCU), and IVM. Partner Assault is represented at the Lesbian, Gay, Bisexual, Transgender Liaison Committee (LGBT) and is an integral part of the Missing Children's Registry. Work has commenced to create a Partner Assault/Shelter protocol. Representatives from the six Ottawa Women Shelters have met several times and have created a draft protocol.

**Recommendation # 5:** The Partner Assault Unit has developed a training program that is accredited by the Ministry of the Solicitor General, Policing Standards Branch. This training is all encompassing and teaches the unique investigative procedures necessary to carry out a proper domestic violence investigation. It outlines concepts like the cycle of violence, and *outing issues* when dealing with same sex partners. These types of issues are addressed and taught to the front-line officers in a syllabus created by the Partner Assault Unit and its community partners. The Partner Assault Unit has taken control of the training requirements to ensure quality control and raise the level of accountability when front-line officers respond to a domestic violence incident. Front-line training, which included Communication personnel, commenced January 2000. Officers are further trained on how to recognize if a cultural interpreter is required.

**Recommendation # 6:** The Partner Assault Unit is committed to maintaining a 100% compliance rate with the Ontario Provincial Adequacy Standards. Section 29 of the Adequacy Standards has a direct impact on the way domestic violence investigations are conducted. The Policing Standards Manual (PSM) provides specific guidelines relating to domestic violence investigation. Section LE-024 states "Every Police Service should ensure that its domestic violence investigators have successfully completed Ministry accredited training".

To meet these requirements, the Partner Assault Unit, in partnership with the Ontario Police College, has developed and delivered a four-day Domestic Investigator Course. The Partner Assault Unit has offered this course to other members of the Ottawa Police Service. The last course held in November 2001, included members from a broad cross-section of the Police Service, including Front-line Patrol, General Assignment, Major Crime, Victim Crisis Unit, Communications Center, et al. The knowledge gained by these officers is an invaluable resource regarding domestic violence investigations and enhances the overall expertise of the Ottawa Police Service.

## CONCLUSION

The goal of the Partner Assault Unit is to reduce the risk to the victims of domestic violence by fostering active partnerships with as many diverse members of the Ottawa community as possible. The Partner Assault Unit strives to create mutual support systems for all victims of domestic violence.

As a result of the Ottawa Police Service adopting this risk management approach, the number of cases assigned dramatically increased. This is a direct result of the community having meaningful input during the creation phase of the risk management system and supporting and promoting utilization of the Partner Assault Unit. A level of trust is created between the police and the community during the important implementation phase. This led to the involvement and support from diverse community members, such as the Lesbian, Gay, Bisexual, Transgender, Immigrant, Visible Minorities, clients and stakeholders.

The Partner Assault Unit has taken ownership of all domestic violence investigations within our Police Service. From 1999 to 2001, the Partner Assault Unit read, triaged, assigned and investigated more than 10,500 occurrence reports (see Graph 7 Yearly Comparisons).

Internal statistical data from the Ministry of the Solicitor General, Victim Witness Assistance Program (VWAP) for the Ottawa District Courthouse shows that, for crimes against persons, the Partner Assault Unit forwards 85% more court briefs and referrals to VWAP than all other Ottawa Police sections combined, including patrol and youth (see Graph 8).

As a result of the Ottawa Police Service pro-active risk management model, domestic homicides for 2000 dropped dramatically by 33%, followed by a further 66% decrease in 2001 when compared to the 1999 domestic homicide rates. The effectiveness of this model will continue to be monitored (see Graph 9).

The Ottawa Police Partner Assault Unit is the only specialized domestic violence investigative unit in Ontario and has created one of the most comprehensive risk indicator tools in the business. They are tackling domestic violence at ground level with numerous community partners and stakeholders.

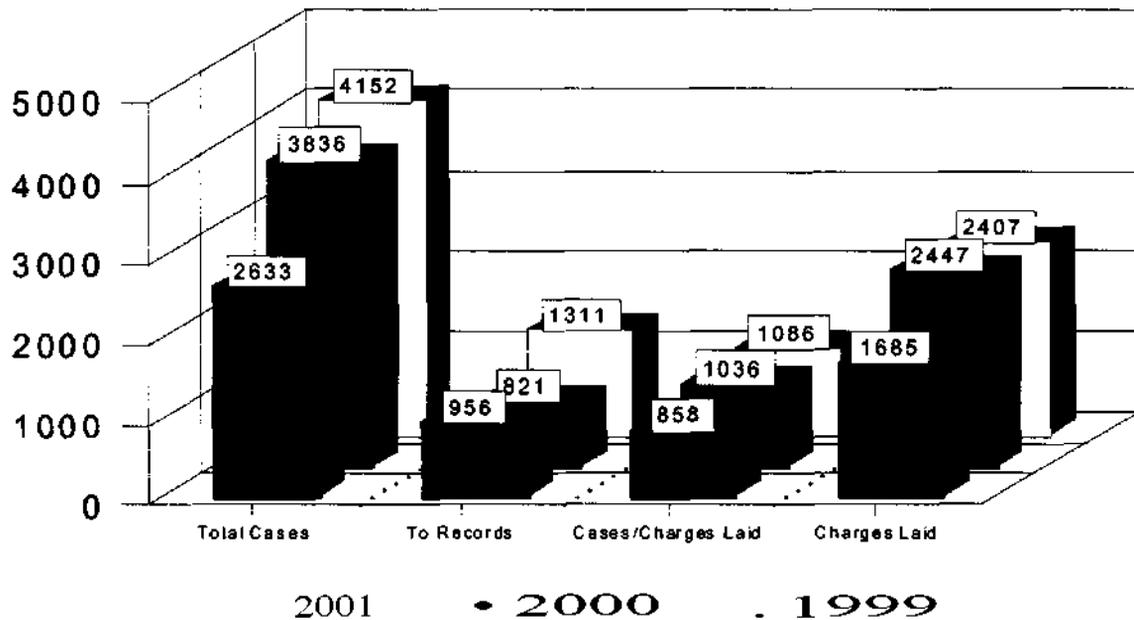
In the fall of 2000, Casette Chafe, Manager of the Ottawa Victim Witness Assistance Program undertook a special project to examine existing services and practices of other VWAP sites in Ontario for the purpose of writing a VWAP Program Policy and Procedures Manual. Ms. Chafe studied 26 VWAP sites and related Police Services. She described the Ottawa Police Partner Assault Unit as the "Rolls Royce" of Domestic Violence Investigative Units. She discovered the Ottawa Police Partner Unit's service delivery model was unique and effective initiative in Ontario. She concluded that, in

comparison to other large jurisdictions in Ontario, investigations in Ottawa were generally conducted more quickly and thoroughly, police reports were more complete, officers received better training and officers were more accessible to victims and service-providers.

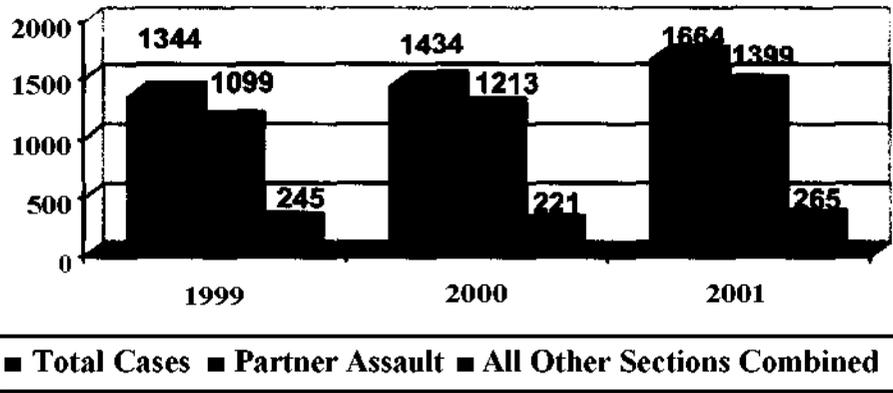
The Ottawa Children's Aid Society representative, Kohar Polimenakos, described the Partner Assault risk indicator tool as a most innovative and forward looking tool that greatly decreases the risk to the victims of domestic violence. Chief Bevan prepared and delivered a presentation on the Partner Assault Unit to the Canadian Association Chiefs of Police (CACP) and attributed the lower homicide rate to the Ottawa Police pro-active measures and risk management approach.

New initiatives, currently being implemented, include "Scenes of Crime Video Interviews" and "Mobile Social Worker/Police Crisis Intervention Teams". The Ottawa Police Service Partner Assault Unit continues to lead the battle against Domestic Violence.

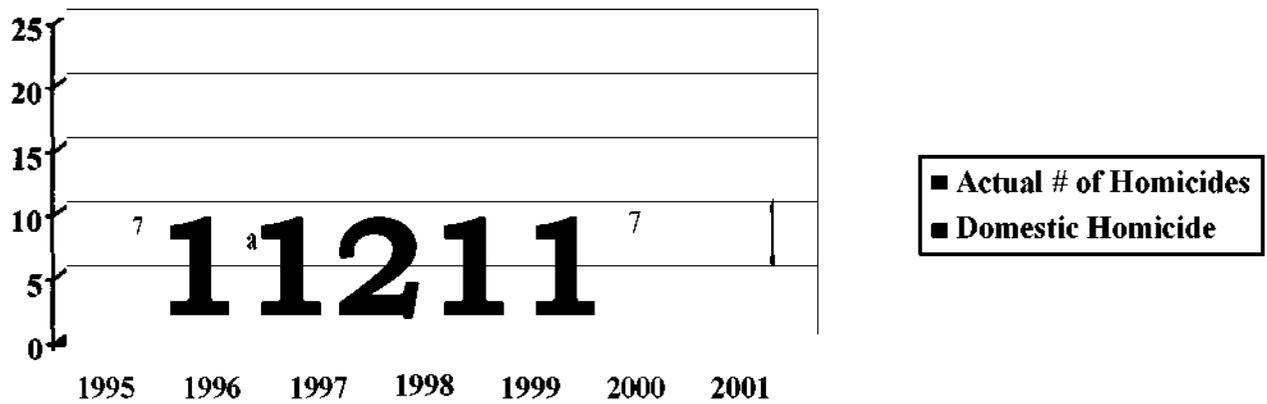
**Graph 7 Yearly Workload Comparison**



Graph 8 Referrals to VWAP



Graph 9 Ottawa Police Service Homicide Rate: 1995 - 2001



Source: Ottawa Police Service in-house statistics

This graph compares the overall homicide rate for the Ottawa Police Service from 1995 to 1999 to the intimate femicide/homicide for the same period. The graph also demonstrates that there was a downward trend in homicides from 1995 to 1998 and then an upward spike in 1999. After the implementation of the RSDM, domestic homicides have steadily decreased.



## APPENDIX A

1999 List of Participants - Revised Service Delivery Model Working Group  
**Regional Municipality of Ottawa-Carleton (RMOC) amalgamated in 2000, to become the New City of Ottawa**

NAME	ORGANIZATION
Lucille Berlinguette-Saumure	RMOC - Social Services Partner Assault Support Team
Stephen Brown	OCRPS Gay, Lesbian, Bi-sexual and Transgender Liaison Committee
Leighann Burns-Campagna	Ontario Association of Interval/ Transition Houses Harmony House
Councillor Wendy Byrne	Round Table Against Violence Against Women
Joanne Cardinal	Victim Assistance Services of Ottawa-Carleton
Cosette Chafe	Victim Witness Assistance Program/Partner Assault Support Team
Tom Cybulski	OCRPS - Central Records
Mari se Denault Sandy Milne (guest)	Regional Coordinating Committee to End Violence Against Women, Criminal Justice Subcommittee
Louise Dupont	Crown's Office
Mark Holmes	New Direction
Tina Holton (guest)	Moyer and Associates
Jennifer Jordan	Probation/Parole
Diane Lemieux Joyce Durette-Rai (guest) Lyallen Hayes (guest)	Interval House
Beth Lynch Betty MacGregor	Women's Action Centre Against Violence
Trudy Metcalfe	Tungasiuvingat
Kohar Polimenakos Judi Barrett (guest)	Children's Aid Society of Ottawa-Carleton
Halina Siedlikowski	Riverside Hospital Regional Sexual Assault Treatment Program
Lucya Spencer	Immigrant and Visible Minority Women Against Abuse
Colleen Whiteduck	Aboriginal Women's Support Center

Inspector Peter Crosby Staff Sergeant Terry Lynch Sergeant Alain Bernard Sergeant Holly Watson (guest) Sergeant Clark McDow Detective Lyse Fournier Detective Lori Pasanen Andrea Watson	OCRPS - Spousal Assault Section OCRPS - Spousal Partner Assault Support Team
Staff Sergeant Lisa Dicesare (guest speaker)	Hamilton-Wentworth Regional Police Special Investigation Branch
Acting Staff Sergeant Peter Couillard	OCRPS - Communication Center
Constable Judy Sadaka - (Secondments) for Staff Sergeant John Gardner	OCRPS - Professional Development
Sergeant Sheila Maloney	OCRPS - Court and Identification Services
Sergeant Brad Spriggs (guest speaker) Sergeant John McKay (guest)	OCRPS - Corporate Planning
Staff Sergeant Les Bowie Sergeant Derek Love Sergeant Charles Stokey Constable Christina Wolf	OCRPS - Patrol Services
Heather Cameron (guest) Monica Fuijkshot Joy Stevens Marie Turgeon Donna Watson-Elliott (guest)	OCRPS - Victim Crisis Services

## APPENDIX B

### Organization Chart

Partner Assault Unit  
Pre- Revised Service Delivery Model

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Partner Assault Unit  
Revised Service Delivery Model

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## APPENDIX C

### Modified 7 day/24 hour Shift Schedule

One year schedule attached.

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<b>Oct-2002</b>	07	08	09	10	11	12	14	15	16	17	
<b>Dec-2002</b>	30	31									
	Days: 07.00 - 17.00						Afts: 17.00 - 03.00				

## APPENDIX D

### Risk Indicator Tool - Part One

Template from DREW (Direct Records Entry Workflow)

#### **DOMESTIC VIOLENCE SUPPLEMENTARY REPORT**

- To be completed by attending officer when arresting in a partner dispute/assault
- To be attached to the Show Cause Report

VICTIM: { }

Relationship to accused (check all that apply): Married  Common-Law   
Separated (includes dating, common-law)  Child in Common  Dating   
Divorced  Same Gender Couple  By Marriage

-----

Condition of Victim at time of interview (duration of time passed since incident occurred): {I  
Crying  Angry  Nervous  Hysterical  Upset  Calm  Drugs  Alcohol   
Afraid  Other/Specify I)

Victim Vulnerability: Immigration Status  Geographic/Community Isolation   
Children  Language  Lack of access to telephone/other means of communication   
Previous victimization  Other considerations { }

-----

#### CHILDREN:

Children Present (Yes/No):  Children's names and ages: I)

Was any child: Directly assaulted  Witnessed  Heard

CAS notified (Yes/No):  Notified by: {I Name of CAS contact: { }

-----

ACCUSED: { }

Condition of accused: Drugs  Alcohol  Angry  Threatening  Apologetic   
Upset  Nervous  Crying  Calm  Blaming/accusatory towards victim   
Other/specify {I

-----

Previous specialized training: Martial arts  Military  Other { }

Weapons: Involved in incident (Yes/No)  Seized (Yes/No)  FAC/PAL seized (Yes/No)  Ammunition seized (Yes/No)  Type of weapon: {I  
Investigative follow-up required (Yes/No)  Action required: { }  
Date required for return to Justice by: II  
-----

**RISK INDICATORS TO BE COMPLETED BY THE ATTENDING OFFICER**  
(where there are multiple choices, choose all that apply)

- a) Does the victim fear that the accused will continue the assaults, seriously injure or kill her/him or the children? (Yes/No/UK)
- b) Has there been a recent escalation in frequency or severity of assaults/threats against the victim? (Yes/No/UK)
- c) Has there been a recent separation or change in the relationship between the victim and the accused? (Yes/No/UK)
- d) Has there been a recent change in the contact between the children and the accused? (Yes/No/UK)
- e) Has the accused experienced any unusually high stress recently, e.g. financial, loss of job, health problem? (Yes/No/UK)
- f) Does the accused have any known mental health problems, or exhibits a loss of touch with reality or bizarre behavior? (Yes/No/UK)
- g) Has the accused ever demonstrated jealousy or obsessive behavior towards the victim and/or previous partners? (Yes/No/UK)
- h) Has the accused demonstrated any stalking behavior towards  the victim?  family? or  any other person?(e.g. harassing phone calls, watching, threatened or has destroyed the victim's personal property, sending unwanted letters, following/contacting through third party, frequenting workplace, etc) (Yes/No/UK)
- i) Does the accused abuse drugs and/or alcohol? (Yes/No/UK)
- j) Has there been a noticeable increase in the abuse of drugs and/or alcohol? (Yes/No/UK)
- k) Is the accused more angry or violent when using drugs and/or alcohol? (Yes/No/UK)

1) Has the accused ever assaulted or sexually abused the victim and/or previous partners? (Yes/No/UK) [ ]

m) Has the accused threatened/attempted suicide? (Yes/No/UK) [ ]

n) Has the accused threatened to harm/kill the victim or any family members? (Yes/No/UK) [ ]

o) Has the accused threatened to or destroyed any of the victim's personal property? (Yes/No/UK) [ ]

p) Has the accused injured, abused, or killed a pet? (Yes/No/UK) [ ]

q) Does the accused own/have access to firearms or weapons including a license for the firearm? (Yes/No/UK) [ ]

r) Has the accused used or threatened the use of firearms or weapons against the victim/children or any other person? (Yes/No/UK) [ ]

s) Has the accused ever assaulted a non-family person or committed any other violent crime? (Yes/No/UK) [ ]

t) Has the accused ever assaulted the victim in public view? (Yes/No/UK) [ ]

u) Has the accused been a victim and/or witness to family violence as a child or adolescent? (Yes/No/UK) [ ]

v) Has the accused ever breached any court imposed conditions? (Yes/No/UK) [ ]

w) Does the accused minimize or deny his/her violent behavior? (Yes/No/UK) [ ]

x) Does the accuser's personality feature anger, impulsiveness, poor behavior control, or disrespect towards women and/or authority figures? (Yes/No/UK) [ ]

y) Does the accused believe himself/herself to be at risk of losing employment as a consequence of these charges? (Yes/No/UK) [ ]

## Risk Indicator Tool - Part Two

Template from DREW (Direct Records Entry Workflow)

### DOMESTIC VIOLENCE SUPPLEMENTARY REPORT

- To be completed by investigating officer
- To be attached to the Show Cause Report

#### VICTIM:

Medical Treatment: Not required  Refused  Will seek own  To hospital by ambulance  Medical documentation from previous assault  Medical Release Signed (Yes/No):  Refused/Specify: { }

-----

Describe all injuries (from this assault or any previous assault, include part of body injured and appearance, and date of observations): { }

-----

#### ACCUSED:

Medical treatment of accused: Not required  Refused  Will seek own  To hospital by ambulance  Other { } Describe all injuries of accused: { }

#### HISTORY (Accused)

Checked by: { } CPIC checked: On file  Not on file  Criminal Record: No  Yes(attach)  810 Peace Bond  Probation  Parole  Breach of parole certificate  Conditional sentence  Local RMS checked: On file  Not on file  Bail release with conditions  FACIPAL refused/revoked  Possesses firearms  Other weapons { } Storage location: { } Other current Court Orders  Breach of any Court Orders  Driver's license: { } Vehicle access: { } Outstanding Charges file attached: { } Name of Probation Officer and Probation and Parole Officer contacted (if applicable): { }

Previous occurrences related to domestic violence (Yes/No): { } Violence involved: { }  
Firearms or weapons involved at the time of the incident: { }

-----

PREVIOUS INCIDENTS (Include number of incidents and brief details including Date and nature of injuries):

Reported to:

Regional Police Service { } Municipal Police Service { } O.P.P. (incl. previous org. #) { }  
Another Police Service { } Victim Crisis Unit { } Hospital { } Other agency { }  
Unreported { }

-----

EVIDENCE:

Statements:

VICTIM: None  Written  Audio  Video

KGB warned sworn (Yes/No)  Soft KGB unsworn (Yes/No)

Other statements corroborating evidence

CHILDREN: None  Written  Audio  Video

CALLER: None  Written  Audio  Video

WITNESS(ES): None  Written  Audio  Video

POLICE WITNESS(ES): None  Written  Audio  Video

ACCUSED: None  Written  Audio  Video  Utterance

Photographs: Scene

Relating to victim: At the time  48hrs later

Relating to accused:

Videotaping: Scene

Relating to victim:  Tape no.: { }

Relating to accused:  Tape no.: {I

Incident Information: 9-1-1 Call  Non-emergency call  None

Tape ordered (Yes/No)

Caller: Victim  Child(ren)  Accused  Other

Other corroborating evidence (specify): { }

-----

ADDITIONAL INFORMATION:

Did victim accept VCU offer/referral (Yes/No):

Place of safety provided/women's shelter (Yes/No):

Third party contact available (Yes/No):

Information on safety planning provided (Yes/No):

Safety plan in place (Yes/No):

Is the victim participating (Yes/No):

## APPENDIX E

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### I JOB INFORMATION

TITLE: — Case Manager / Sergeant — AFFILIATION: Police Personnel

ORGANIZATIONAL UNIT: Criminal Investigative Services

SECTIONS: Partner Assault Unit HOURS OF WORK: 40 Hrs per week - shift work

REPORTS TO JOB TITLE: Staff Sergeant

### II OVERALL PURPOSE / MAIN FUNCTION

The Case Manager Sergeant, under the direction of the Staff Sergeant in charge of the section, is responsible for the efficient, effective and economic allocation of resources within a team environment. The Sergeant will be responsible for training and mentoring of investigators. He/she is responsible for the coordination and dissemination of investigative and intelligence information between the various Divisions and other sections as required. The Case Manager is also responsible for developing and maintaining open and cooperative working relationships within the community on matters relating to investigative issues. He/she will participate in the planning and budgeting processes and will perform administrative functions as assigned by the Section Manager.

### III MAJOR RESPONSIBILITIES

- Conduct investigations as directed by the Section Manager.
- Interview victims, witnesses and accused persons, as required.
- Maintain written or verbal communication with the Staff Sergeant on major issues, investigations and projects.
- Prioritize assignments, plan activities, maintain investigation notes and records and submit follow-up investigation reports in accordance with imposed diary dates.
- For major investigations and special projects, develop and submit operational plans for approval.
- Assess and assign reports to investigators and sections.
- Maintain reports and investigative information logs in order to coordinate investigations.
- Personnel management within the section, including scheduling, performance evaluation and training.
- Participation in planning and budgeting processes.
- Assist staff in the analysis of operational issues and through reference to best practices, assist in developing goals and objectives.
- Facilitate the personal and professional development of officers under their direction.
- Development of a team building environment.
- Liaise regularly with stakeholders within and outside the organization for the purpose of ensuring the provision of superior service.
- Respond to serious incidents as required.
- Ensure, during major incidents, that notification protocols are adhered to and that the mandated procedures relevant to the Ontario Major Case Management are adhered to.

**SPECIFIC DUTIES:**

Liaise with all Ottawa Police Service sections and various agencies associated with investigative issues, including but not limited to: The Crown Attorney's office, Probation Services, C.A.S, the Victim Witness Assistance office.  
Perform administrative duties. (i.e.: attendance, time off requests, annual leave draw and assignment of incoming reports as required).  
Develop and maintain a training package related to the unit, to be provided as in-service training.  
Inform the Staff sergeant of ongoing activities.  
Assist other supervisors within the unit as required.

---

**STATEMENT OF QUALIFICATIONS**

**REQUIRED QUALIFICATIONS**

Confirmed or qualified for promotion at the rank of Sergeant.

**EXPERIENCE:**

In accordance with the Service Policy on Transfer and Promotion, a minimum of eight years policing experience including five years of investigative experience.  
A diverse practical background.  
Experience in dealing with public complaints.  
Experience in dealing with a broad cross-section of the community.  
Working in a team environment.  
Ability to research, analyze and prepare written documents.  
Practical application of POP principles.

**LANGUAGE:**

Oral and written fluency in the English language.

**KNOWLEDGE OF:**

- Personnel management and Human Resource practices.
- Thorough knowledge of OPS reporting procedures, from initial report to court document preparation and investigation conclusion.
- The candidate must have knowledge of computer hardware and Service software applications and be proficient in their use.
- Understanding and knowledge of the community resources available.
- Knowledge of and demonstrated sensitivity to community diversity.

General knowledge of:

The Criminal Code and Provincial Statutes relating to domestic conflict.

The Policies and Procedures of the OPS  
The Police Services Act and regulations thereto.  
Ministry of the Solicitor General directives relevant to investigative  
issues and Provincial Adequacy Standards.

The Organization's Mission, Vision and Values.

**SKILLS AND ABILITIES TO:**

Strong communication skills (oral and written)  
Ability to adapt to changing situations and conditions and adjust priorities appropriately.  
Ability to work well both independently and in a team setting.  
Excellent Leadership, organizational, time management and interpersonal skills.  
Ability to take initiative and resolve problems.  
Maintain a desire to remain current with best practices with a view to promoting a more  
effective and efficient operation.  
Ability to apply strategies to permit the effective management of multiple tasks.

**IN-SERVICE TRAINING:**

Successful completion of the Ontario Police College Supervisors Course within 12  
months of appointment to the Case Manager Position.  
Successful completion of the General Investigative Techniques course within 12 months  
of appointment to Case Manager Position.  
Successful completion of the Major Case Management course within 12 months of  
appointment to Case Manager Position.  
Other equally suitable courses as designated by the Ottawa Police Service and the  
Provincial Adequacy Standards.

The candidate must be amenable to a continuing program of skills development.

---

**DESIRED QUALIFICATIONS:**

Extensive investigative experience.

**KNOWLEDGE OF:**

Volunteer Management  
Strategic Planning  
Budget Preparation  
Investigative Best Practices

**ABILITIES TO:**

Manage Human and Material Resources

**IN SERVICE TRAINING:**

Community Development Course  
Effective Presentations Course

**LANGUAGE:**

Proficiency in French and / or any other language would be considered an asset.

*Ottawa Police Service - Partner Assault Unit - Herman Goldstein Award*

## APPENDIX F

Partner Assault Brochure.pdf

Hard copy of Partner Assault brochure is attached.

## **APPENDIX G**

Partner Assault Assistance Card.pdf

Hard copy of Partner Assault Assistance Card is attached.

## APPENDIX H

### PARTNER ASSAULT VICTIM SERVICES PARTNERSHIPS

#### **Executive Board Member, Victim Assistance Services of Ottawa Carleton (VASOC)**

VASOC is a provincially funded organization that provides 24-hour service to the victims of crime and tragic circumstances in the Ottawa area. Members of the Board include Ms. Hudakova (Coordinator of Crisis Counselling for IVMWAA), Terry Gervais (Fire Chief, Goulburn), Marsha Wilson (Executive Director, Saint Joseph's Women's Center), Beth Heinze (Ministry of Justice) and Lorraine McWatty (Solicitor General, VWAAP Services).

#### **Regional Coordinating Committee to End Violence Against Women (RCCEVAW)**

This Community coalition of service providers and consumers meet monthly to identify gaps in the service delivery to women who are victims of violence. This partnership has evolved to a close working relationship with members such as Joan Gullen (a community advocate) and Joyce Durette-Rai of the Interval House Women's Shelter. Much of the Partner Assault Section's direction is now identified through a consultative process that identifies common goals and the needs of the community clients we are trying to serve. The Partner Assault candidate selection process, public education pamphlet, training programs and Police/Shelter protocol initiative have all evolved due to an atmosphere of trust and the recognition of common goals between the Partner Assault Section and our community partners.

#### **Round Table on Violence Against Women**

The Partner Assault Unit is the Ottawa Police Service representative to the Round Table which is made up of key Criminal Justice System (CJS) representatives like the Regional Director of Probation and Parole, CEO of the Children's Aid Society, Director of Social Services for Ottawa, Director of Immigrants and Visible Minorities Women Against Abuse, the Chief Crown Attorney, Victims Witness Assistance Program Director, Family Law lawyers and representatives from RCCEVAW and the Criminal Justice Sub-Committee. The goal of the Round Table is to identify gaps in the service provided by the CJS and recommend strategies that will help facilitate a coordinated response to the victims of domestic violence.

### **Criminal Justice Sub-Committee Working Group**

The Partner Assault Unit is the Ottawa Police Service representative on a working group comprised of Justice Systems representatives and community resource service providers who meet to action needs identified from the Round Table and RCCEVAW. Members include Cosette Chafe from VWAP, Jennifer Jordan from Probation and Parole, the Manager of the Ottawa Police Service Victim Crisis Unit, Sandy Milne from the Sexual Assault Support Center, Joan Gullen (RCCEVAW) and several other front-line community resource workers.

### **Partner Assault Support Team (PAST)**

A high risk review board that meets weekly on Friday afternoons to review Partner Assault files that have been identified as a high risk to the victim. The PAST team is comprised of representatives from the Victim Witness Assistance Program, the Victim Crisis Unit, the Children's Aid Society, Probation and Parole, Social Services and the Crown Attorney's office. The court briefs are read and reviewed and action is taken immediately to decrease the risk to the victims of domestic violence. Having all the stakeholders at the table allows for a swift and coordinated response to identified needs and fosters open communication and the immediate implementation of decisions.

### **Early Intervention Model Advisory Committee**

This Committee is comprised of all members of the PAST team and representatives from RCCEVAW and New Directions Treatment Program. It was created to help streamline the implementation process of the Domestic Violence Court Early Intervention Model that allows for conditional sentence to be imposed on first time offenders who have committed very minor assaults. If the offender agrees to attend the Catholic Family Services New Directions Treatment Program and successfully completes the six month program, he will receive a conditional discharge. This Advisory Committee meets once a month.

### **Ministry of the Solicitor General, Policing Standards Branch, Domestic Violence Working Committee**

Chaired by Jeeti Sahota of the Ministry of the Solicitor General, Policing Standards Division, this Working Committee had created two provincially standardized domestic Violence training packages. This Committee is comprised of domestic violence experts from police, justice and victim service providers and meets monthly in Toronto. In consultation with the Ontario Police College, this working group has developed a Front-Line Uniform Patrol training package and a more specialized Domestic Violence Investigators Course for specialized investigative teams. It also has created a

*Ottawa Police Service - Partner Assault Unit - Herman Goldstein Award*

standardized Domestic Violence Supplementary Report Form that is a risk indicator document. The goal of this Committee is to create standardized training guidelines to ensure a province wide cohesive response to domestic violence.

### **Ministry of the Attorney General Victim Services, Restraining Order Task Force**

Chaired by Kathy Glazier of the Ministry of the Attorney General, Victim Services Division, this Task Force was created to address community and police concerns that the existing Family Law Act restraining orders were inadequate and did not protect the applicants from violence. Comprised of 34 different Police Services and Justice representatives, this group was tasked to come up with an alternative solution. The Provincial Government then created Bill 117, The Domestic Violence Protection Act.

### **Ottawa Police Service Partner Assault, Shelter Protocol Committee**

Bi-monthly meetings between the Ottawa Police Service (OPS) and six local shelters, including representatives of Interval House, Maison D'Amitie, Harmony House, La Presence, Nelson House and Oshki Kizis Lodge. The goal of the meetings is twofold: first, to open up the lines of communication and meaningful dialogue between the shelter groups and the OPS; secondly, to create a workable protocol between the shelters and OPS. This resulted in the creation of a draft protocol that is in the process of being approved and two concepts that have already been used successfully - the "Consent to Communicate With Police Waiver Form" and the "Missing Person/Shelter Protocol". These meetings have also fostered a greatly improved relationship between the Ottawa Police Service and shelter personnel.

### **Lesbian, Gay, Bisexual, Transgender liaison Committee Of Ottawa**

The purpose of this Committee is to provide communication between the lesbian, gay, bisexual and transgender communities and the Ottawa Police Service: to enhance the overall safety of lesbian, gay, bisexual and transgender persons with particular regard to crimes of violence and harassment and to develop active strategies to combat the concerns: to increase understanding between these communities and the police: and to advocate on issues of importance to these communities and the police. <sup>6</sup>

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<sup>6</sup> Terms of Reference, Lesbian, Gay, Bisexual and Transgender Committee document



**Ministry of the  
Attorney General**

Victim Services Division  
East Region

150 Metcalfe Street, Ste 1400  
Ottawa, ON K2P1P1

Telephone: (613) 239-0451  
Facsimile: (613)239-0691

**Ministère du  
Procureur général**

Division des services aux victimes  
Région de l'Est

150 rue Metcalfe, Salle 1400  
Ottawa, ON K2P1P1

Telephone : (613) 239-0451  
Télécopieur: (613)239-0691



April 23, 2002

Dear Sir or Madam:

**Subject: Herman Goldstein Award**

I am pleased to offer my support to the proposal that the Partner Assault Section of Ottawa Police Services be considered for the Herman Goldstein Award. I was Manager of the Ottawa Victim Witness Assistance Program from 1987 until November 2001 and in that capacity I worked closely with the Partner Assault Section. I also participated in two multi-disciplinary initiatives implemented in Ottawa to deal more effectively with partner assault cases: the Partner Assault Support Team and the Domestic Violence Court.

Victims of partner assault often access the criminal justice system reluctantly and criminal justice system officials must work together to provide a coordinated, collaborative response to these victims. These victims require intensive support, information and access to community resources throughout the criminal justice process. The Partner Assault Support Team was implemented in Ottawa in June 1997 and the Ministry of the Attorney General implemented a Domestic Violence Court in Ottawa in February 1998. These initiatives are multi-disciplinary and strive for community coordination and collaboration, early contact with victims and early intervention with offenders. They also stress victim safety and offender accountability.

The Partner Assault Section has been instrumental in the implementation and ongoing success of these special initiatives. The channeling of all partner assault cases to this Section has resulted in improved services to victims of partner assault and in more effective communication and coordination among criminal justice system officials and community organizations. The existence of the Section facilitates the early identification of problems and gaps in specific cases and in the criminal justice system. It has also facilitated the implementation of projects that the Section has undertaken, such as the development of a Partner Assault Information Pamphlet and a Risk Indicator Tool.

In the fall of 2000, I undertook a special project for the Victim Witness Assistance Program. I conducted visits to all 26 existing sites in Ontario to examine existing services and practices. I then completed a Victim Witness Assistance Program Policy and Procedures Manual. In my visits to each of the Program sites, I completed a Review Form that examined many issues, including partner assault. Through this project, I discovered that the Partner Assault Section of

Ottawa Police Services was a unique and effective initiative in Ontario. Information that I gathered led me to conclude that, in comparison to other large jurisdictions in Ontario, investigations in Ottawa were generally conducted more quickly and thoroughly, police reports were more complete, officers received better training and officers were more accessible to victims and service-providers. Please note that these are my personal observations and are not meant to be critical of other Police Services in Ontario.

It has been my pleasure to work with the officers in the Partner Assault Section in providing the best possible services to victims of partner assault. I strongly support the proposal that the Section and Ottawa Police Services receive the Herman Goldstein Award. This specialized response to the problem of partner assault has enhanced coordination and collaboration in our criminal justice system and in our community and has resulted in more consistent and effective services to victims of partner assault.

Thank you for your attention.

Sincerely,

A handwritten signature in cursive script that reads "Cosette Chafe".

**Cosette Chafe**  
**Regional Manager, East Region**  
**Victim Services Division**

April 12, 2002

The Herman Goldstein Award Selection Committee

We are writing this letter of support on behalf of the **Criminal Justice Subcommittee**, a subcommittee of the **Regional Coordinating Committee To End Violence Against Women (RCCEVAW)** in Ottawa. RCCEVAW is a community-based coalition which brings together service providers, community agencies, individuals and institutions in the City of Ottawa who are deeply concerned about the issue of violence against women. Since its establishment in 1985 the coalition has worked to coordinate services, advocate, educate and collaborate for the purpose of promoting effective, accessible, responsive service delivery for women victims of violence and their children in our region.

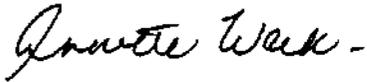
The Criminal Justice Subcommittee deals with issues related to abused/assaulted women's safety and access to the criminal justice system. We believe that our goal to eliminate this violence can best be achieved through collaborative efforts. As a result we work closely with the **Partner Assault Section of the Ottawa Police Service**. The head of this section sits on our subcommittee and regularly participates in our monthly meetings. The participation of the Partner Assault Section has increased understanding and reduced misperceptions between service providers and the police, building mutual trust between the police and the community. This partnership has allowed for input from women's information and advocacy services and shelters into the process of recruitment and selection of officers for this centralized investigative unit.

The Partner Assault Section, which provides a professional and centralized model of investigation into cases of alleged abuse, has greatly improved the safety of battered women in our community. Its participation in the various community committees and programs offered to abused women in Ottawa has allowed for the development of a more coordinated response to this ongoing violence. The Partner Assault Section also provides a comprehensive education program to officers of the Ottawa Police Service to ensure increased awareness and knowledge related to this issue.

We have been delighted to have had the opportunity to work in partnership with the Partner Assault Section. The development of a Shelter-Police protocol by the Partner Assault Section and the women's shelters in Ottawa, and the production and printing of a bilingual safety planning pamphlet for women are just two of the many positive outcomes of this collaboration. The safety of women is our paramount consideration and we feel that the Partner Assault Section's initiative, participation and contribution have enhanced our efforts in working towards safety for abused women. We are still far from the goal of safety for all Ottawa women but we feel confident that if we all work together we can develop greater success.

We strongly recommend the Partner Assault Section of the Ottawa Police Service for the Herman Goldstein Award.

**Sincerely.**

A handwritten signature in cursive script that reads "Annette Werk".

Annette Werk  
Co-Chair, Criminal Justice Subcommittee

c.c. Vince Bevan, Chief of Police

Ministry of the  
Attorney General  
Crown Attorney  
Regional Municipality of Ottawa-Carleton  
Suite 3045  
161 Elgin Street  
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Tel.: (613) 239-1200  
Fax: (613)239-1214

Minleteredu  
Procureur general  
Procureur de la COuronne  
Municipalitr3 regionale d'Ottawa-Carleton  
Bureau 3045  
161 rue Elgin  
Ottawa ON K2P2K1  
Tel.: (613) 239-7200  
Telec.. (613)239-1214



April 22, 2002

Dear Selection Committee;

RE: Herman Goldstein Award  
Nomination of Ottawa Police Service  
Partner Assault Section

I write in support of this nomination from the perspective of Crown Attorneys working in the dedicated Domestic Violence Court. With fifteen years of personal experience as a prosecutor both in Ottawa and Toronto, I also bring an historical perspective which permits me to appreciate the dramatic advances *that have been achieved in this area generally, and especially those particularly attributable to the Ottawa Police Partner Assault Section.*

The calibre of service offered to this community by this specialized unit is simply exceptional. Ottawa's Partner Assault investigators stand apart by virtue of the quality of their training and their expertise, the effects of which are reflected in every aspect of their **work** from interview technique, to issue identification, *victim support, risk assessment and management*, through to brief and trial preparation. I have had many opportunities over a number of years to compare the quality of the investigations undertaken by this unit against those in other jurisdictions, most often in the context of annual provincial Domestic Violence Training sessions held for employees of the Attorney General of Ontario (Prosecutor training). I can indicate that Ottawa's approach, experience and investigative "product" appear *to be light-years ahead of most, if not all other police services across the Province.*

Ottawa's Partner Assault Section is also to be credited for its readiness to share *its expertise with any number of interested parties.* Members *of this* unit regularly are sought after, and make themselves available to groups such as University classes, Crown training sessions, shelter workers - in fact any one or any group that feels that they could benefit by the Section's knowledge. The Partner Assault *Section is truly dedicated to the collaborative effort required to address the problem of domestic violence in this community and beyond.* This co-ordinated team approach is reflected in their commitment to other initiatives as well. They participate in the weekly meetings of the Partner Assault Support

Team which is a multi-disciplinary group that meets to identify and address high-risk files; they provide a police investigator to participate in regularly scheduled "early interviews" between Crowns and victims; they liase with their Victim Crisis Unit to ensure that adequate safety planning is undertaken for vulnerable victims; they liase with the VictimANitness Assistance Program at the courthouse on any number of Issues on an almost daily basis. In addition, they provide regular representation at numerous community-wide committees, operating outside of the criminal justice system, which are also dedicated to the prevention of violence against women. Not only do the Partner Assault officers contribute to these committees through the sharing of their own expertise, but they also demonstrate themselves to be open to outside initiatives and new information as it is made available. The result of all of this is that there is a very high level of trust, mutual respect and inter-reliance that has developed between the police *and the* community that is both unusual and an extremely valuable tool in the battle against domestic violence.

The Ottawa Partner Assault Section has firmly integrated itself into the network of victim services in the community at large and at the courthouse as well, They have been at the forefront of a number of initiatives which have resulted In better protections for victims, better services to victims, better understanding of the dynamics of victimization and better prosecutions of abusers in this jurisdiction. The unit is staffed by tireless, committed and capable individuals who consistently put forward the extra effort required to be effective in this area. We are very proud of our association with this section of the Ottawa Police Service and the successes we are achieving together through dedication, innovation and specialization.

Yours truly,



Wikki Bair  
Deputy Crown Attorney  
Co-ordinator Domestic Violence Court

Cc: Chief Bevan

The Children's  
Aid Society of  
Ottawa-Carleton

La Societe de  
l'aide a l'enfance  
d'Ottawa- Carleton

1602 Telesat Court,  
Gloucester, Ontario  
K1B 1B1  
(613)748-0670  
Fax (613) 747-4456

April 23, 2002

RE: Nomination for the **Herman Goldstein Award**

ATTENTION: Selection Committee

The Children's Aid Society is pleased and proud to support the nomination for the Partner Assault Program of the Ottawa Police Department. The work that is being done by "PAST" includes alerting CAS regarding child protection matters that are embedded in reports of domestic abuse and assault. Over the last year we have been particularly impressed with the way in which these have been reported in a very timely manner which makes for a better intervention into the family to ensure the safety and protection of children. The number of referrals regarding the domestic cases has increased considerably in our community. We are knowledgeable of the fact that the work that is being done through "PAST" has enhanced prosecutions as the program holds the accused accountable. Obviously this results in better protection for children and youth and hopefully keeps them safe and secure in their families and the community.

I trust that every consideration will be given to this nomination for a very fine program and an asset to our Ottawa community.

Yours truly,

Susan C\_ Abell  
Executive Director

SCA:mp



Providing services to  
children and families  
since 1893

Assurant des services aux  
enfants et aux familles  
depuis 1893

cc: Vince Bevan, Chief of Police  
Ottawa Police

# IMMIGRANT AND VISIBLE MINORITY WOMEN AGAINST ABUSE

P.O. Box 67041, Ottawa, Ontario, K2A 0E0 - Tel.: (613) 729-3145, Fax: (613) 729-9308

Email: [infomail@ivmwaa.com](mailto:infomail@ivmwaa.com) - <http://www.ivmwaa.ottawa.on.ca>

Charitable Registration No. 0915389 - 09

April 23, 2002

## **To Whom It May Concern**

### **Re: The Herman Goldstein Award**

On behalf of the board and staff of Immigrant and Visible Minority Women Against Abuse (IVMWAA), I wish to support the nomination of the Partner Assault Unit of the Ottawa Police Services for the Herman Goldstein Award.

IVMWAA is a community-based agency providing services to women and their children who are victims/witnesses of domestic violence. These services include, Crisis Intervention, Long Term and Short Term Counselling and Language Interpretation Service.

IVMWAA has a history of working in partnership with many services/agencies in the City of Ottawa and one of these is the Partner Assault Unit. This working relationship with the unit spans several years. Our representatives have worked with members of the unit in situations of domestic violence, in the development of service protocols , as participants in training sessions or other activities organized by the Partner Assault Unit. Currently a representative of the unit is a member of IVMWAA's board of directors. These are a just a few examples of the collaboration between the unit and IVMWAA.

The exchange between the community and the Partner Assault Unit in the evolution of its services has contributed to the development of a model of service which should be the envy of other police services across the province. This model of service has made a difference in the Ottawa community, and has helped to improve the safety of women and children who are victims/witnesses of domestic violence. The efforts of members of the unit in reaching out to women, especially immigrant and visible minority women victims has helped to build the confidence and alleviate the distrust many of these women have of authoritative figures. The Partner Assault Unit must be commended for the professional standards they maintained in the execution of their duties.

Knowledge is power and the management of the Partner Assault Unit has utilized every conceivable opportunity to ensure that the members of the team are allowed to improve their understanding of the diverse needs of the Ottawa community. They have taken steps to ensure the members are exposed to some of the harsh realities of life faced by an immigrant or visible minority woman who is fleeing abuse.

At IVMWAA, we believe the successes and the wonderful working relationship with IVMWAA and other community groups, truly exemplifies a strong commitment on the

part of the Partner Assault Unit and the Ottawa Police Services as a whole, to maintain a service that is supported by the community. They have put in place a service that has enriched the lives of the most vulnerable - women and children. There are lots more to be done, but we firmly believe that the ongoing relationship between the groups including 1VMWAA and the Partner Assault Unit working together as a team will yield long lasting positive results for the community.

in conclusion, we appreciate the "Phenomenal Work" done by the Partner Assault Unit and therefore we have no hesitation in recommending the unit as a worthy recipient of the Herman Goldstein Award.

I am willing to provide additional information if needed and can be reached at 729 3145 ext. 27

Sincerely,

A handwritten signature in black ink that reads "Spencer". The signature is written in a cursive style with a large, prominent 'S' at the beginning.

Lucya Spencer  
Executive Director  
1VMWAA  
[spenluceivmwaa.com](mailto:spenluceivmwaa.com)

cc: Mr. Vince Bevan, Chief of the Ottawa Police Services

## **OTTAWA POLICE LIAISON COMMITTEE**

### **for the Lesbian, Gay, Bisexual and Transgender Communities**

Ottawa Police Services  
474 Elgin Street, Ottawa, ON K2P 2J6  
Tel:(613) 236-1222 ext 5867  
F ax (613) 236-9360

April 12, 2002

To: The Herman Goldstein Award Committee

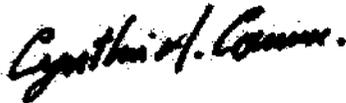
It is a privilege to recommend awarding the Herman Goldstein Award to the Partner Assault Section of the Ottawa Police Service, in Ottawa, Canada.

Until recent years, victims of same-sex partner abuse and transgender partner abuse in Ottawa were so fearful of police hostility to report these crimes, and seek help in leaving unsafe situations. The Partner Assault Section's response community-identified needs for officer training on these issues is such that our monthly Liaison Committee meetings now frequently reports of same-sex partner assault incidents, with appropriate intervention and assistance, as well from the Victim Crises Section.

As police officers demonstrate their capacity to deliver service appropriately, and sensitively, community members begin to trust their police service. Continued high-calibre leadership in the Partner Assault Section has ensured that responsiveness to community-identified needs continues unabated.

Partner Assault Section officers can rightly be proud that they are helping to make Ottawa safer for lesbian, gay, bisexual and transgendered community members.

Sincerely,



Cynthia A. Cousens, C.D., P.E.S.M.  
Chair  
Liaison Committee

*Victim Assistance Services of Ottawa-Carleton*  
880 Wellington St., Suite 600  
Ottawa, Ontario  
K1 R 6K7  
Tel: (613)238-2762  
Fax: (613)238-0735

April 4, 2002

**Letter of Support**

Herman Goldstein Award

Dear Reader:

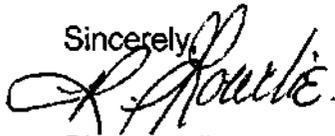
Victim Assistance Services of Ottawa Carleton is pleased to offer our support to the **Ottawa** Police Services, **Partner Assault** Section **with** respect to **the Herman Goldstein Award**.

Victim Assistance Services of Ottawa Carleton and Ottawa Police Services, Partner Assault Section have worked closely together to provide services to victims within our community. A wide variety of enhanced services would not be possible without the keen interest and cooperation of the Partner Assault Section. Their consistent open minded approach and adaptability of service provision has allowed a greater number of victims to receive the dignity and assistance they deserve.

The many members of Victim Assistance Services of Ottawa Carleton believe that the efforts of the Partner Assault Section of the Ottawa Police Services will continue to expand and develop in new and creative ways.

Victim Assistance Services of Ottawa Carleton is thrilled to work with Partner Assault and proud to offer our support of their nomination for the Herman Goldstein Award.

Sincerely,



Ri ourlie

E utive Director

Victim Assistance Services of Ottawa Carleton.

