

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**27 March 2023 / 27 mars 2023**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

**Contact Person / Personne ressource:**

**Supt. Dave Zackrias, Respect, Values and Inclusion Directorate  
ZackriasD@ottawapolice.ca**

**SUBJECT: EDI ACTION PLAN UPDATE**

**OBJET: MISE À JOUR SUR LE PLAN D'ACTION EDI**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board:**

- 1. Receive this report for information.**
- 2. Table the 2023-2025 EDI Strategy, attached in this report, for approval at the Board's April 24 meeting.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa:**

- 1. Prenne connaissance du présent rapport à titre d'information.**
- 2. Dépose la Stratégie EDI 2023-2025, jointe au présent rapport, pour l'approuver lors de sa réunion du 24 avril.**

**BACKGROUND**

This report is an opportunity to provide an update on the Ottawa Police Service's (OPS) first Equity, Diversity, and Inclusion (EDI) Action Plan and table the next three-year plan.

The first EDI Action Plan 2020-2022 was a major deliverable of the Ottawa Police Services Board's (Board) Strategic Plan in the priority area of making "Meaningful Progress on Equity, Diversity and Inclusion."

Leading up to the development of the Action Plan, there were a number of independent reports and recommendations as well as significant input from police and community members that were calling for systemic and cultural change in policing. Following the release of two independent reports in November 2019, the second Traffic Stop Race Data Collection Report (TSRDC) and the Diversity Audit, the OPS made a firm commitment to move from reports and recommendations to greater action.

Working closely with the Community Equity Council (CEC) and other partners, the OPS delivered on that commitment by tabling the Draft EDI Action Plan 2020-2022 at the January 27, 2020 Board meeting. It was subsequently approved by the Board at its February 24, 2020 meeting.

## **DISCUSSION**

The purpose of this report is to:

1. Provide an update and close-out report on the 2020-2022 EDI Action Plan (Document 1: 2020-2022 EDI Action Plan Close-Out Report); and,
2. Present and table the new 2023-2025 strategy for review and feedback (Document 2: 2023-2025 DRIVE<sup>2</sup> Strategy).

### **Progress and Accomplishments of the 2020-2022 EDI Action Plan**

The three-year organizational plan focused on creating meaningful and measurable progress and building a culture that embraces equity, diversity, and inclusion.

The concise and user-friendly action plan with ten priority items was developed with input from a variety of sources including previously released reports and significant inputs from both police and community members. We also worked closely with the CEC and its working committees to design the plan and set the priorities.

As reported in past updates to the Board during the last three years, foundational work has been completed – much of it done in collaboration with community partners and stakeholders like the CEC. In fact, during this challenging three-year period, the ten original action items expanded to become areas of work. As outlined in greater detail in the attached 2020-2022 EDI Action Plan Close-Out Report (Document 1), some of the partnership work included the following:

1. Creation of EDI Office to enhance EDI efforts and coordination across the OPS.

2. Provide EDI coaching and mentoring to equip our leaders with culture change and EDI tools.
3. Develop an EDI & Engagement Lens to improve our external systems (i.e. service delivery) and internal processes – including updates to the Human Resources transfer and promotions processes.
4. Reintroduce Hate and Bias Crime Unit to improve response and support to impacted communities.
5. Enhance community policing, including the expansion of Neighbourhood Resource Teams (NRTs).
6. Update outreach and recruitment and Background Check Processes to remove unintended barriers and increase competitive applications.
7. Initiate community dialogue and work with stakeholders for more effective mental health responses with an interagency and intersectional approach that addresses gaps, improves service delivery, builds collective action, and contributes to community safety and well-being.
8. Enhance member wellness supports and inclusion efforts – Accommodations, Early Intervention, and formalizing Employee Resource Groups (ERGs).
9. Improve complaint resolution process for members and supervisors – including the joint OPS/Board workplace sexual violence and harassment project that led to the Safe Workplace Program and launch of a new independent Safe Workplace Office.
10. Addressing systemic discrimination and racial profiling including over- and under-policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.

### **Measuring and Assessing Our Progress**

The OPS revisited the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) to assess organizational progress and maturity on the globally recognized model. The Service has come a long way but also has plenty of work ahead. While now past the reactive compliance-only mindset with respect to human rights and EDI, the organization has not fully reached the proactive phase, which is characterized by a clear awareness of the value of EDI and starting to implement EDI systematically. In reviewing our accomplishments against the GDEIB model, it is also important to identify strengths and weaknesses as opportunities to inform the new and improved three-year strategy that aims for the progressive stage.

### **Introducing the New 2023 – 2025 DRIVE<sup>2</sup> strategy**

The OPS' new DRIVE<sup>2</sup> strategy is our roadmap for transformative change toward a more diverse, respectful, inclusive, values-based, equitable, and engaging police service.

Developed in collaboration with the CEC, the DRIVE<sup>2</sup> strategy is reflective of numerous inputs from both community and OPS members, as well as multiple stakeholder engagements and third-party reviews and audits that identified needed changes to improve culture and service delivery.

Building on the foundational work of the 2020-2022 EDI Action Plan, Drive<sup>2</sup> is a comprehensive human rights organizational change strategy that uses a triangle model to feature four key focus areas and their connectivity to guide our partnership work over the next three years. As outlined in the attached DRIVE<sup>2</sup> strategy (Document 2), each focus area supports the achievement of the strategy's overall goals and includes over 30 specific 2023 action items that are assigned to leads within the organization to drive positive change for police members and the communities we serve.

To ensure we make meaningful progress, external stakeholder supports, methods of measurement, and expected outcomes are also included in the strategy.

## 1. Community – Service Delivery

We will collaborate with communities to ensure equitable policing services that build trust by:

- A: Engaging and building relationships with the many diverse communities we serve;
- B: Addressing and preventing systemic discrimination in programs, projects, operations, and decisions; and,
- C: Reducing violence and victimization, and confronting hate against marginalized groups.

Major 2023 Action Items for this focus area include the following:

- Create a Use of Force Community Review Panel with the CEC.
- Add an additional officer to the Hate and Bias Crime Unit and working with the United for All Coalition to improve hate crime response, including awareness, reporting, coordination.
- Develop a Race Data Strategy to identify racial disproportionalities and systemic racism in policing encounters.
- Review and evaluate neighbourhood policing.
- Support the development of a call referral model.

- Work in partnership with the Ottawa Aboriginal Coalition to improve service delivery to meet the unique needs of Indigenous communities.
- Work with frontline agencies, Indigenous organizations, and Violence Against Women stakeholders to develop appropriate responses to victims of violence and abuse.
- Expand conflict resolution and peacebuilding program in partnership with the Canadian Institute for Conflict Resolution.

## 2. Members – Work Environment

We will continue to build a diverse, equitable, and inclusive workplace where all members are valued for their unique skills, abilities, and experience by:

- A: Removing barriers to improve employment opportunities and benefits in all areas, including but not limited to recruitment, selection, hiring, promotion, retention, professional development, transfers, training.
- B: Identifying targets and tools to improve equity; and,
- C: Promoting member inclusion, safety, and wellness programs and other initiatives.

Key 2023 Action Items for this focus area include:

- Conducting an employment systems review across Human Resources to identify and address systemic barriers.
- Continuing to implement the Safe Workplace Program to support organizational change, including a dedicated mediator position, related policies and a code of ethics, and prevention and awareness campaigns.
- Expanding Employee Resource Groups for members.
- Creating interfaith prayer spaces and a chaplain program to support religious and spiritual needs of members.
- Enhancing member wellness programs by reviewing the abilities management process and implementing audit recommendations.

## 3. Leadership and Accountability

We will equip OPS leaders at multiple levels with the resources needed to promote DRIVE<sup>2</sup> Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace as well as to model respectful and culturally informed interpersonal relationships by:

- A: Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making;
- B: Supporting leadership development and coaching in human rights, EDI, and cultural awareness; and,
- C: Focusing on governance and accountability.

2023 Action Items for this focus area include:

- Developing a governance and accountability framework for the three-year strategy.
- Ensuring full integration and training tools for the custom OPS EDI & Engagement Lens to be applied to service delivery and employment projects, policies, and processes.
- Conducting Intercultural Development Inventory assessments, including developmental plans.

#### 4. Connecting and Learning

We will be committed to our EDI learning journey and to continuous improvement by focusing on:

- A: Meaningful engagement and transparent internal and external communications, both internally and externally;
- B: Professional development and training; and
- C: Measuring progress.

2023 Action Items for this focus area include:

- Developing realistic KPIs and measurement tools.
- Designing communications to support change management.
- Continued implementation of training including: Active Bystandership, Indigenous Cultural Awareness, and Anti-Black Racism.

Action items for the next two years (2024 and 2025) will be developed during the annual budget process and identified based on police and community member inputs, assessments, and environmental scans.

#### **Setting Goals and Measuring Impact**

Together we will drive action in the DRIVE<sup>2</sup> strategy's four focus areas to ensure we make meaningful progress over the next three years by focusing on achieving the following key goals:

1. Excellence in Service Delivery: The OPS recognizes that to best serve the needs of Ottawa's communities, the organization must fully engage with the public leveraging a diverse array of interpersonal skills to gain understanding, mutual respect, and trust.
2. A diverse, equitable, and inclusive internal culture: To support excellence in service delivery, the OPS must foster an internal culture with an intersectional approach values diversity and the unique skills, experiences, and contributions of every Service member.
3. Continuous Exemplary Leadership: OPS leaders at all levels must model the way for members, demonstrating respectful interactions and ensuring every member is treated equitably and has equal opportunity to contribute to the organization throughout their respective careers.
4. Continuous Engagement: Achievement of the above three goals must be supported through continuous connecting and learning. The OPS is committed to change and will engage in meaningful interactions with community as well as with each other for transparency, continuous professional development, measurement, and progress.

We are committed to measuring and tracking our progress over time against available benchmarks and metrics to determine if we are reaching our target outcomes in the short (annual) and long term (2025). We will also conduct assessments and track key performance indicators for each focus area. The OPS will leverage existing measurement tools and benchmarks, as well as explore new opportunities and measurement tools, working with partners to measure progress through a variety of means including:

- Public and member engagement surveys;
- Crime statistics;
- Complaint trends and reports;
- Demographics;
- Race-based data reports;
- Learning evaluation methods (focus groups and questionnaires); and
- Global Diversity, Equity, and Inclusion Benchmarks.

Additionally, we will provide regular updates on our progress to the community, the Board, and OPS members.

## **CONSULTATION**

The OPS DRIVE<sup>2</sup> strategy was developed in collaboration with the CEC and is reflective of numerous inputs from both the community and police members, as well as multiple stakeholder engagements, third-party reviews and audits, and the recent 2023 budget consultations.

Publicly tabling of the 2023-2025 DRIVE<sup>2</sup> strategy (Document 2) with the Board provides an additional engagement and feedback opportunity with police and community members, stakeholders, and partners.

## **FINANCIAL IMPLICATIONS**

There are no new financial implications for the close-out of the 2020-2022 EDI Action Plan or the development of the new DRIVE<sup>2</sup> strategy. While some major 2023 action items are identified in the approved 2023 OPS Budget, others are captured by the directorate leads in their respective annual budget and work plans. Financial impacts will be identified and monitored closely throughout the three-year strategy and when priorities are being identified for the 2024 and 2025 work plan and budget planning cycles.

## **SUPPORTING DOCUMENTATION**

- Document 1: 2020-2022 EDI Action Plan: Close-Out Report
- Document 2: 2023-2025 DRIVE<sup>2</sup> Strategy

## **CONCLUSION**

The OPS has been a national leader in this important work and shows much courage in Canadian policing as we continue to improve individual awareness while acknowledging and confronting systemic and institutional issues by addressing barriers and making progress on our journey to a more equitable, inclusive, and diverse police service. While we have outlined much progress after completing the organization's first EDI Action Plan, we know we have more work to do.

The EDI Action Plan has been our roadmap for the last three years. Together we have focused on moving from reports and recommendations to greater action – making more meaningful and measurable progress on EDI by focusing on culture change, removing barriers, and improving systems. It is critical that we continue the momentum of creating a police service that police and community members deserve.

The OPS is committed to upholding human rights and the principles of equity, diversity, and inclusion, as we strive for organizational change. The DRIVE<sup>2</sup> strategy was developed in collaboration with the CEC and is intended to continue the momentum and

build on the partnership work of the Service's first EDI Action Plan by embedding EDI as a shared responsibility that emphasizes continued teamwork, growth, and progress.

The DRIVE<sup>2</sup> strategy is our new roadmap to continue our journey of transformative change that we seek for each other and the communities we serve.

We are asking the Board to review the 2023-2025 EDI Strategy, attached to this report, for approval at its April 24 meeting.