

The Ottawa Police Service Roadmap to Change

# DRIVE<sup>2</sup> Strategy 2023-2027

Diversity, Respect, Inclusion, Values, Equity, and Engagement

#DRIVEaction  
#DRIVEchange  
#DRIVEbelonging

2023-2027

# DRIVE<sup>2</sup> Strategy

Diversity, Respect, Inclusion, Values, Equity and Engagement

FOCUS



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 achieving the following key goals:

- **Excellence in Service Delivery.** The Service recognizes that to best serve the needs of communities, the organization must fully engage with the public leveraging a diverse array of interpersonal skills to gain understanding, mutual respect, and trust.
- **A Diverse, Equitable, and Inclusive Internal Culture.** To support excellence in service delivery, the OPS must foster an internal culture with an intersectional approach, and values diversity and the unique skills, experiences, and contributions of every member.
- **Continuous Exemplary Leadership.** 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.
- **Continuous Engagement.** Achievement of the above three goals must be supported through continuously connecting and learning: The Service is committed to change and will engage in meaningful interactions with the community as well as with each other for transparency, continuous professional development, measurement, and progress.

## Commitments

## Actions

- Meaningful engagement and transparent communications, both internally and externally;
- Professional development and training; and
- Measuring progress.

- 4.1. Engagement & Communications Plans
- 4.2. Learning and Development
- 4.3. Data Collection, Measurement, and Key Performance Indicators (KPIs)

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

- 3.1. DRIVE<sup>2</sup> Strategy 2023-2027
- 3.2. EDI & Engagement Lens
- 3.3. Leadership Development and Coaching

- Removing barriers to improve employment opportunities (recruitment, selection, hiring, promotion, retention, professional development, transfers, training).
- Identifying targets and tools to improve equity; and,
- Promoting member inclusion, safety, and wellness programs and other initiatives.

- 2.1. Employment Systems Review
- 2.2. Self-Identification Data Collection
- 2.3. Safe Workplace Program
- 2.4. Member Wellness Program Enhancements
- 2.5. Employee Resource Groups
- 2.6. Interfaith Prayer Spaces
- 2.7. Chaplain Program Re-Launch

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

- 1.1. Use of Force Community Review Panel
- 1.2. Hate Crime Response
- 1.3. Race and Equity Data Strategy
- 1.4. Neighbourhood Policing Review
- 1.5. Call Referral Model
- 1.6. Indigenous Relations Journey
- 1.7. Violence Against Women /Femicide
- 1.8. 2SLGBTQQA+/OPS Collaboration
- 1.9. Community Engagement
- 1.10. Guns and Gangs Approach
- 1.11. Conflict Resolution and Peacebuilding
- 1.12. Annual Human Rights Learning Forum
- 1.13. Annual Diversity Celebration
- 1.14. Community Celebrations/Recognitions
- 1.15. Multi-Language Translation Services
- 1.16. Body-Worn Camera Pilot

### EDI Benchmark



2.7

### Connecting & Learning

We will be committed to our Equity Diversity Inclusion (EDI) learning journey and to continuous improvement by focusing on:

### Promotes EDI Culture



58%

### Leadership & Accountability

We will equip leaders with the resources needed to promote DRIVE<sup>2</sup> Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace by:

### Member Engagement



43%

### 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:

### Public Trust



64%

### Community – Service Delivery

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

#### These numbers represent our starting point

Percentages are 'top two box' totals (*strongly agree* and *agree*, or *very good* and *good*). Sources:

- TalentMap 2020 Member Engagement Survey Report November 2020
- IPSOS 2018 Public Research Report September 2018. Margin of error: +/-1.9%, 19 times out of 20.
- Diversity Audit 2019 Global Diversity and Inclusion Benchmarks Assessment (5-point maturity scale)



# Contents

Message from the Chief.....	3
Introduction.....	4
Current Environment and Calls for Change .....	5
Setting Goals and Measuring Impact .....	6
Focus Area 1: <b>Community – Service Delivery</b> .....	7
Focus Area 2: <b>Members – Work Environment</b> .....	11
Focus Area 3: <b>Leadership &amp; Accountability</b> .....	13
Focus Area 4: <b>Connecting &amp; Learning</b> .....	14
Acknowledgements .....	15
Appendix A: EDI Action Plan 2020-2022 .....	14
Appendix B: Key Definitions .....	16
Appendix C: Acronyms .....	17
Appendix D: 2024 - 2027 Strategic Direction....	18

**Contact Information:**

Respect, Values and Inclusion Directorate,  
Equity, Diversity and Inclusion Unit  
EDI@ottawapolice.ca

Version 2.0: July 22, 2024

---

## Message from the Chief

I'm pleased to present the Ottawa Police Service's new DRIVE<sup>2</sup> Strategy – our roadmap for transformative change towards a more **Diverse, Respectful, Inclusive, Values-based, Equitable, and Engaging** police service.

In 2020, the Service launched the initial three-year Equity, Diversity and Inclusion (EDI) Action Plan. It was a groundbreaking plan that included 10 action items to improve areas within the Service and for the community. Many positive results have been achieved, but there is much more we have to do to continue the momentum of the initial action plan.

The population of Ottawa has exceeded 1,000,000, and it is a city rich in diversity and multiculturalism. As a public service organization, we recognize the important benefits of not only reflecting the diversity of the population but also providing services and supporting environments that value and respond to the unique characteristics of the many communities within the National Capital Region. As well, the Ottawa Police Service is committed to upholding human rights and the principles of equity, diversity, and inclusion. The Service is on a journey of organizational change, seeking to improve service response and internal culture through multiple approaches.

The new DRIVE<sup>2</sup> Strategy, developed in collaboration with the Community Equity Council, aligns with the strategic direction of the Ottawa Police Services Board and the Community Safety and Policing Act. The Strategy embeds EDI as a shared responsibility across the Service and sets the organization on a path toward continued teamwork, growth, and progress.

The DRIVE<sup>2</sup> Strategy will be our roadmap to continue the journey of transformative change our members and the communities we serve both want and deserve.

Success of this new strategy will rely on the commitment of all police members to embrace the plan and find where they can each contribute to positively influence the work environment and our service to communities. We need our members and partners in the community to contribute to the success of this next plan.

Together we will continue this journey and drive action.

Eric Stubbs  
Chief of Police

---

## Introduction

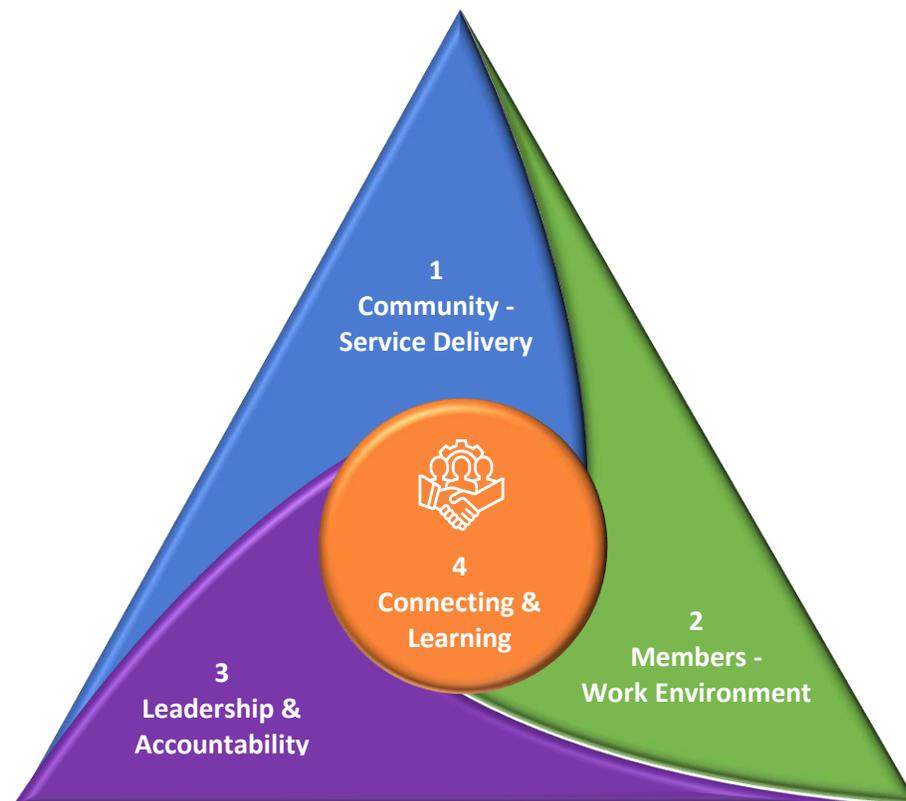
The Ottawa Police Service (OPS) **DRIVE<sup>2</sup> Strategy** was developed in collaboration with the Community Equity Council (CEC) and is reflective of numerous inputs from both community and OPS members, as well as multiple stakeholder engagements and third-party reviews and audits that identified needed changes to improve culture and service delivery.

Aligned with the Ottawa Police Service Board's 2024 – 2027 Strategic Direction, the OPS DRIVE<sup>2</sup> Strategy is a comprehensive human rights organizational change strategy with shared responsibility across OPS.

The DRIVE<sup>2</sup> Strategy builds on the foundational work of its predecessor, the 2020-2022 Equity, Diversity, and Inclusion (EDI) Action Plan (See Appendix A: EDI Action Plan 2020-2022 Accomplishments). Four **key focus areas** to guide our work over the next five years.

1. Community – Service Delivery
2. Members – Work Environment
3. Leadership & Accountability
4. Connecting & Learning

Each focus area supports the achievement of the Strategy's overall goals and includes specific action items that are assigned to leads within the organization to drive proactive change. External stakeholder supports, methods of measurement, and expected outcomes are also included. New action items will be developed during the annual budget process and identified based on police and community member inputs, assessments, and environmental scans.



2023-2027 DRIVE<sup>2</sup> Strategy – Focus Areas

## Current Environment and Calls for Change

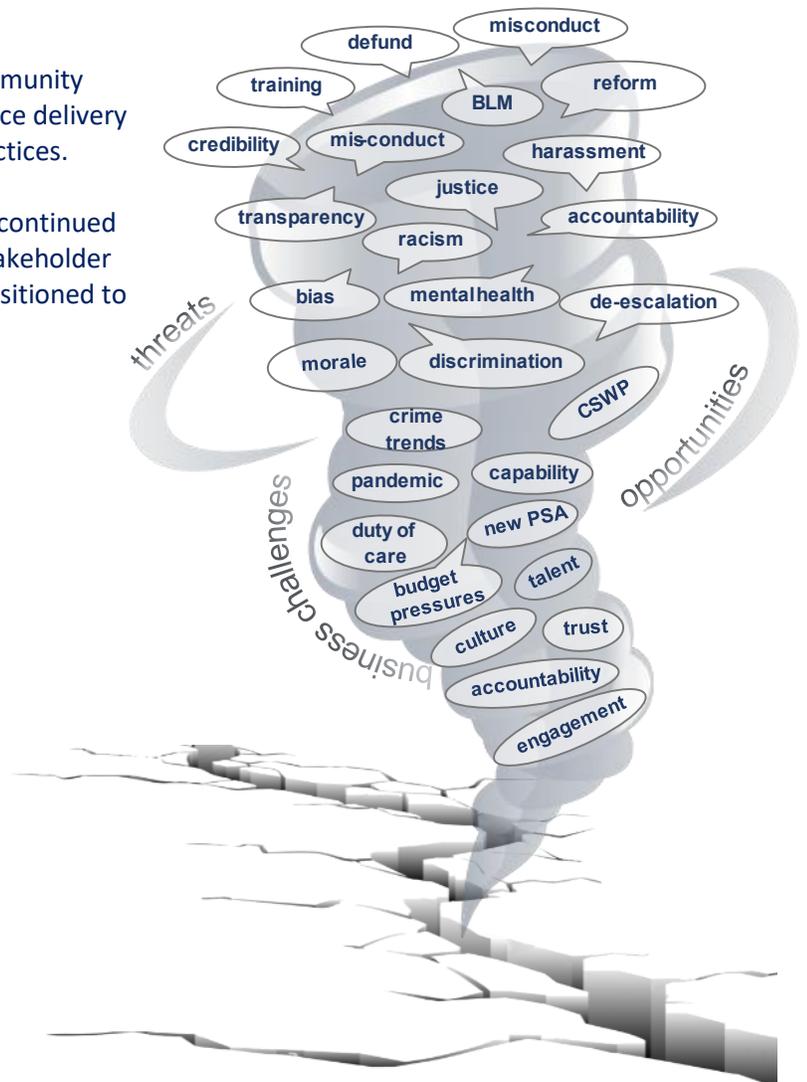
As the nation’s capital police service, the Ottawa Police Service must be acutely aware of the national and international news and events that impact our city – including but not limited to COVID-19, Missing and Murdered Indigenous Women and Girls, unmarked grave site findings at former residential schools, Police Reform demonstrations, Black Lives Matter movements, police defunding efforts, rising violence against women and hate crimes against various communities. These areas of concern are also opportunities to build understanding and relationships, and to enhance public safety and trust. By acknowledging community concerns and the disproportionate impact on specific communities, we can more effectively work together for positive change.

As a police service, the OPS also operates in a constantly changing environment with legislative policing requirements, rulings, and decisions. Faced with budget and staffing pressures, the Service needs to be flexible and transparent to meet and exceed these changing requirements at the federal, provincial, and municipal levels.

Ottawa is a diverse city that continues to grow. The OPS must continue to evolve, adjusting to meet the changing needs of a dynamic and growing population. It is imperative that the Service listens to community needs and builds relationships to effectively address concerns and improve the safety and well-being of all residents.

We know from listening to both police and community members that we need to improve overall service delivery as well as our internal culture, policies, and practices.

The DRIVE<sup>2</sup> Strategy is the roadmap to support continued transformative change. In collaboration with stakeholder partners and communities, we will be better positioned to navigate through complex and challenging environments to affect positive change.



## 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 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 that 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 and long-term.

We will also conduct assessments and track key performance indicators for each focus area.

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

Action Area	Key Performance Indicator						
* Baselined ⊙ Strong correlation ○ Some correlation	Public Opinion Survey*	Member Engagement*	Demographics*	Complaint type/Frequency	Race-Based Data (Use of Force & traffic-stops)*	Learning Evaluation	Crime Statistics*
Community - Service Delivery	⊙			○	⊙		⊙
Members – Work Environment		⊙	⊙	○			
Leadership & Accountability	○	⊙					
Connecting & Learning	⊙	⊙		○		⊙	

# Community – Service Delivery

# 01

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

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

Action Items	Leads	Outcomes
<p><b>1.1. Use of Force Community Review Panel</b></p> <p>Respond to 2020 Use of Force race-based data report recommendation to create a community review panel to improve use of force procedures and training.</p>	<p>Human Resources (PDC)</p> <p>Respect Values &amp; Inclusion (EDI)</p> <p>CEC</p>	<p>- community participation results in improved procedures, training, and race-based data reports</p>
<p><b>1.2. Hate Crime Response</b></p> <p>- Additional officer for Hate and Bias Crime Unit.</p> <p>- Work with partner coalitions to improve reporting, awareness, and coordination.</p>	<p>Serious &amp; Organized Crime Directorate (HBC) &amp; Neighbourhood Policing Directorate (SPE, DRR)</p> <p>United for All Coalition</p>	<p>- coordination and partnerships lead to improved public awareness, citizen empowerment, and reporting for victims</p>
<p><b>1.3. Race and Equity Data Strategy</b></p> <p>Develop a Race Data Strategy, as well as policies and procedures, to identify racial disproportionalities and systemic racism in police encounters, specifically Use of Force and traffic stops.</p>	<p>Strategy &amp; Communications Directorate (BPU)</p> <p>Respect Values &amp; Inclusion (EDI)</p> <p>CEC – EDI Committee</p>	<p>- more rapid identification of systemic barriers and collective problem-solving that improves disproportionalities</p>
<p><b>1.4. Neighbourhood Policing Review</b></p> <p>- Review the Neighbourhood Policing Strategy and NRT model with the CEC to strengthen protocols and deployment.</p> <p>- Begin third-party outcome evaluation with assessment and logic models.</p>	<p>Neighbourhood Policing Directorate</p> <p>CEC</p>	<p>- improved community policing/CSWB approach across OPS</p>

Action Items	Leads	Outcomes
-Embed community policing/CSWB approach across OPS.		
<p><b>1.5. Call Referral Model</b></p> <ul style="list-style-type: none"> <li>- Support the community-based Guiding Council for Mental Health &amp; Addictions in its research and efforts to develop an alternative response for low risk calls for service.</li> <li>- Assign an officer and business analyst to the project team to support identification of call types that can be diverted, identify partnerships, and design the referral model by Q4.</li> </ul>	Guiding Council for Mental Health & Addictions	- new referral model for low-risk calls meets expectations and improves services
<p><b>1.6. Indigenous Relations Journey</b></p> <p>In partnership with the Ottawa Aboriginal Coalition (OAC), improve service delivery to unique needs of Indigenous communities by creating:</p> <ul style="list-style-type: none"> <li>- OPS education sessions by Indigenous community members.</li> <li>- Relationship building and problem-solving enhancements via OAC Indigenous Women’s Safety Table.</li> <li>- OPS Indigenous Liaison position.</li> <li>- Indigenous Awareness resources.</li> </ul>	<p>Neighbourhood Policing Directorate</p> <p>Investigations Directorate</p> <p>Ottawa Aboriginal Coalition (OAC)</p>	- partnership work leads to improved relationships with and service delivery to Indigenous communities
<p><b>1.7. Violence Against Women (VAW)/Femicide</b></p> <p>Continue to work with frontline agencies, Indigenous organizations, and VAW partners and stakeholders to develop sensitive and appropriate response to victims of violence and abuse:</p> <ul style="list-style-type: none"> <li>- Support community partners and ensure adequate and timely support for victims referred from OPS to community partners.</li> <li>- Assist in funding a grant writer to support community social service agencies applying for funding.</li> <li>- Ensure all sworn members receive Domestic Violence Investigator course and trauma-informed training and that every section has an identified VAW liaison.</li> </ul>	<p>Investigations Directorate</p> <p>Multiple</p>	- partnership activities with partners and service providers leads to improved support and services to VAW victims
<p><b>1.8. 2SLGBTQQIA+/OPS Collaboration</b></p> <p>Engage with 2SLGBTQQIA+ communities to identify safety needs and improve service response.</p>	<p>Neighbourhood Policing Directorate</p> <p>2SLGBTQQIA+ Community Stakeholders</p>	- relationship work leads to improved service responses increasing safety

<p><b>1.9. Partnership in Action – Community Engagement</b></p> <p>Enhance consultation and engagement practices and proactively expand reach to ensure a wider range of people can contribute their diverse insights and ideas in addressing safety priorities.</p>	<p>Neighbourhood Policing Directorate (SPE)</p>	<p>- enhanced community engagement with diverse communities helps set priorities and increase safety</p>
<p><b>1.10. Guns and Gangs Approach</b></p> <p>Continue to work with Crime Prevention Ottawa on the four-pillar strategy approach to gang and street violence.</p> <ul style="list-style-type: none"> <li>- Participate in provincial guns and gangs strategy.</li> <li>- Increase crime analysis capabilities, dashboard, and partnerships to increase solvency rate for shootings.</li> </ul>	<p>Serious &amp; Organized Crime Directorate (G&amp;G)</p>	<p>- decrease in shootings and related crimes</p>
<p><b>1.11. Conflict Resolution and Peacebuilding</b></p> <p>Build on partnership with the Canadian Institute for Conflict Resolution to expand the conflict resolution and peacebuilding program into communities most impacted by violence and systemic discrimination.</p>	<p>Neighbourhood Policing Directorate (SPE)</p> <p>Canadian Institute for Conflict Resolution</p>	<p>- builds trust and empowers communities to partner for change</p>
<p><b>1.12. Annual Human Rights Learning Forum</b></p> <p>Work with community partners to plan 9th annual forum (December 2024).</p>	<p>Respect, Values &amp; Inclusion (EDI)</p> <p>Neighbourhood Policing Directorate (SPE, DRR)</p>	<p>- learning forum leads to new relationships and action to improve human rights</p>
<p><b>1.13. Annual Diversity Celebration</b></p> <p>Work with community partners to create annual Diversity Celebration (June 2024).</p>	<p>Neighbourhood Policing Directorate (DRR)</p>	<p>- increased intercultural awareness, engagement, and partnerships</p>
<p><b>1.14. Community Celebration/Recognition Events</b></p> <p>Participate in community celebration/recognition events with partners. Examples include:</p> <ul style="list-style-type: none"> <li>- International Women’s Day</li> <li>- Pride Week</li> <li>- Black History Month</li> <li>- Flotilla for Friendship</li> <li>- International Day for the Elimination of Racial Discrimination</li> <li>- National Indigenous Peoples Day</li> <li>- International Human Rights Day</li> </ul>	<p>Neighbourhood Policing Directorate (DRR)</p> <p>Multiple</p>	<p>- increased intercultural awareness, engagement, and partnerships</p>

<p><b>1.15. Multi-Language Translation Services</b>          Implement virtual multi-language services application to enhance police-community interactions.</p>	<p>Respect, Values &amp; Inclusion (EDI)</p>	<p>- enhanced communications          improve service delivery</p>
<p><b>1.16. In-Car Cameras and Body Worn-Cameras</b>          Implement in-car cameras in police vehicles and pilot body-worn cameras with officers.</p>	<p>OPS Digital Evidence Information Management Project</p>	<p>- enhanced transparency and safety to enhance service delivery, court processes, and complaints.</p>

# Members – Work Environment

# 02

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

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

Action Items	Leads	Outcomes
<p><b>2.1. Employment Systems Review (ESR)</b></p> <p>Implementation of an ESR across Human Resources to identify and address systemic barriers to improve equity for all members</p>	<p>Human Resources</p> <p>Respect, Values &amp; Inclusion (EDI)</p>	<p>- identifying and addressing barriers improves equity for all members</p>
<p><b>2.2. Self-Identification Data Collection</b></p> <p>Implementation of a method for regular collection and reporting of member self-identification information</p>	<p>Human Resources</p> <p>Respect, Values &amp; Inclusion (EDI)</p>	<p>- new self-identification platform results in more regular data collection and analysis</p>
<p><b>2.3. Safe Workplace Program (SWP)</b></p> <p>Continued implementation of five pillars (prevention, understand, support, respond, restore) to address organizational change that correspond to Rubin Thomlinson report.</p> <ul style="list-style-type: none"> <li>- Mediator Position.</li> <li>- Rollout Case Management System.</li> <li>- Conduct prevention awareness campaign.</li> <li>- Senior Manager Position to oversee SWP.</li> <li>- Implement Integrated Conflict Management System.</li> <li>- Strengthen SWP related policies, procedures, tools, and training to create safe spaces, address workplace conflict issues, and reduce fear of reprisal.</li> <li>- Implementation of a Code of Ethics.</li> <li>- Creation of Champions of Professional Practice of members to act as ambassadors and force multipliers related to sexual violence and harassment in the workplace.</li> <li>- Implement monitoring and evaluation.</li> <li>- Creation of new policy approach to align related human rights and EDI policies together within a unified framework.</li> </ul>	<p>Human Resources</p> <p>Respect, Values &amp; Inclusion (WCR)</p> <p>Respect, Values &amp; Inclusion (EDI)</p>	<p>- results in improvements to morale, safety and well-being, engagement</p>

Action Items	Leads	Outcomes
<p><b>2.4. Member Wellness Program Enhancements</b></p> <p>The Wellness team will continue to focus on program enhancements to increase member resiliency and morale</p> <ul style="list-style-type: none"> <li>- Improve management of injury and illness severity to reduce costs, including an abilities management process review.</li> <li>- Implement recommendations from the 2021/22 Abilities Management internal audit and WSIB audit</li> <li>- Initiate a shift schedule review with the Ottawa Police Association.</li> <li>- Improve collection and analysis of health and wellness program performance data to better align those members returning to work with modified duties.</li> </ul>	Human Resources (WSB)	- member wellness statistics and survey results show improvements
<p><b>2.5. Employee Resource Groups (ERGs)</b></p> <ul style="list-style-type: none"> <li>- Formalized budgeting for ERGs.</li> <li>- Expansion of ERGs.</li> <li>- ERG events and activities to support international/national recognition events and other member inclusion activities.</li> </ul>	Respect, Values & Inclusion (EDI)  ERGs	- workplace support, empowerment, and inclusion for members is enhanced
<p><b>2.6. Interfaith Prayer Spaces</b></p> <p>Creation of interfaith prayer spaces in the workplace for members.</p>	Respect, Values & Inclusion (EDI)  Facilities	- 3 prayer spaces are created to support member religious and spiritual needs
<p><b>2.7. Chaplain Program Re-Launch</b></p> <p>Re-launch Chaplain Program to support religious and spiritual needs of members.</p>	Human Resources (WSB)	- member religious and spiritual needs are enhanced

---

# Leadership & Accountability

# 03

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:

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

---

Action Items	Leads	Outcome
<b>3.1. DRIVE<sup>2</sup> Strategy 2023-2027</b> - Implementation and monitoring plan. - Governance and accountability framework that includes EDI Sponsor, CEC-EDI Committee, PSB Committee and reporting cycles.	Respect, Values & Inclusion (EDI)  CEC-EDI Committee	- increased accountability for EDI with regular monitoring and status reporting increases engagement and trust
<b>3.2. EDI &amp; Engagement Lens</b> Ensure full integration and consistent implementation for employment and service delivery projects, policies, and processes.	Respect, Values & Inclusion (EDI & SPE)	- barriers are identified and addressed sooner, or prevented, to improve equity and inclusion
<b>3.3. Leadership Development and Coaching</b> Intercultural Development Inventory (IDI) assessments, developmental plans, and coaching.	Respect, Values & Inclusion (EDI)	- completed IDI assessments and developmental plans lead to enhanced cultural competency with colleagues and community members

---

---

# Connecting & Learning

# 04

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

- Meaningful engagement and transparent internal and external communications;
- Professional development and training; and
- Measuring progress.

---

Action Items	Leads	Outcomes
<b>4.1. Engagement &amp; Communications Plans</b> Create engagement and communications plans to support change management and build capacity for EDI throughout the organization that also helps build trust with stakeholders and communities.	Respect, Values & Inclusion (EDI and SPE)	- increased awareness and engagement for EDI creates momentum for change and builds trust
<b>4.2. Learning and Development</b> Ensure a culture of learning with a human rights and EDI learning plan that supports organizational values and includes community participation in the design delivery, and evaluation of training, including: <ul style="list-style-type: none"><li>- Anti-Black Racism.</li><li>- Indigenous Cultural Awareness.</li><li>- Active Bystandership Training.</li></ul>	Human Resources Respect, Values & Inclusion (WCR, EDI) Various partners	- builds understanding and skills that positively impacts internal and external relationships and service delivery
<b>4.3. Data Collection, Measurements, and KPIs</b> <ul style="list-style-type: none"><li>- Improve data collection for employment and service delivery.</li><li>- Development of realistic KPIs and measurement tools for EDI activities.</li></ul>	Respect, Values & Inclusion (EDI)	- results in improved ability to measure EDI work

---

---

## Acknowledgements



The Community Equity Council (CEC), working within an intersectional framework, collaborates with the Ottawa Police Service to work more effectively with Indigenous, racialized, and faith-based communities in Ottawa.

The CEC Committees, which include, but are not limited to, the Anti-Racism Committee, an Indigenous Relations Committee, the Communications Committee, and the EDI Committee, are co-led by a community member and a police member of the CEC.

The CEC and its related Committees were instrumental in advising on the priority action items included in the 2020-2023 EDI Action Plan, assisting in identifying target outcomes and success indicators and conducting important relationship-building activities, including listening circles in the community. The Ottawa Police Service is grateful for this important relationship with the CEC and thanks the dedicated members for their guidance in working together to drive change for this new strategy.

The OPS also acknowledges and thanks the many other individuals who contributed to the development of the **2023-2027 DRIVE<sup>2</sup> Strategy**, as well as the many who will support its implementation.

The OPS would also like to acknowledge the Global Diversity, Equity & Inclusion Benchmarks for providing a framework to develop the strategy and measure progress.



# Appendix A: EDI Action Plan 2020-2022 Accomplishments

The Equity, Diversity, and Inclusion (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 several independent reports and recommendations as well as significant input from police and community members that were calling for systemic and cultural change in policing.

At our fifth Annual Human Rights Learning Forum on December 4th, 2019, OPS made a commitment to community and police members to continue our leadership and partnership work on EDI and release an action plan in January 2020. OPS delivered on that commitment by tabling the EDI Action Plan 2020-2022 at the January 27, 2020 Board meeting.

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



The following table provides a summary of completed work – much of it built in collaboration with community stakeholders and partners such as the CEC. Further details are available in the EDI Action Plan: 2020–2022 Closeout Report, presented to the Board in March 2023.

The OPS is proud of the important foundational work completed to date and its progress on the journey to becoming a more equitable, inclusive, and diverse police service. While we have outlined the many accomplishments towards this goal in the EDI Action Plan: 2020 – 2022 Closeout Report, there is much more work to do. The DRIVE<sup>2</sup> Strategy 2023-2027 builds on those accomplishments. It’s critical to maintain the momentum of creating a Service that police and community members want and deserve.

<p><b>Build EDI Office</b></p> <ul style="list-style-type: none"> <li>• Build &amp; Leverage SME: capacity, coordination, comms</li> <li>• RVI Directorate Build – REV, SPE, EDI</li> <li>• Move DRR to leverage and build capacity at neighbourhood level</li> <li>• Safer Workplace Office created</li> <li>• Lean staffing model based on decentralized EDI work across OPS</li> <li>• Design measurement frameworks &amp; logic models</li> <li>• CEC EDI Committee for governance and accountability</li> </ul>	<p><b>Leadership &amp; Coaching</b></p> <ul style="list-style-type: none"> <li>• Develop Leadership Commitment &amp; Competency</li> <li>• Human Rights &amp; EDI leadership session on: Anti-Black Racism, Trauma Informed Training, Intercultural development</li> <li>• Intercultural Development assessments &amp; plans (IDI)</li> <li>• Executive Sponsorship for EDI, Safe Workplace Program</li> <li>• Senior Leadership on CEC and CEC committees</li> <li>• Executive Sponsors for ERGs are senior leaders who guide/support</li> <li>• Business owners and sponsors for VAW, Indigenous Women’s Safety Table</li> </ul>	<p><b>EDI Lens Toolkit</b></p> <ul style="list-style-type: none"> <li>• Tool to identify EDI gaps, barriers, &amp; opportunities to improve employment and service delivery</li> <li>• EDI and Engagement Lens developed for internal/employment &amp; service delivery – application to projects, programs, policies, and programs</li> <li>• EDI review and participation on transfer review process, new competency framework, leadership development program, performance management system.</li> <li>• Inclusive Language guides developed</li> </ul>	<p><b>Expand Community Policing - NRTS</b></p> <ul style="list-style-type: none"> <li>• Expand proactive community engagement for improved trust and relationship building</li> <li>• Expansion of NRTs</li> <li>• Participation on City Community Safety &amp; Well-Being Planning Table</li> <li>• Indigenous Women’s Safety Table</li> <li>• OPS Business Owner for Violence Against Women partnership work</li> <li>• Committee participation with Stakeholders– Youth Advisory Committee (YAC), CDF Steering Table, Equity Ottawa, Aboriginal Working Committee</li> <li>• Partnerships to address gun violence - healing circles and peacebuilding</li> <li>• Recognition of national/international events/days of remembrance for women, 2SLGBTQIA+, Indigenous, Black, and racialized</li> </ul>	<p><b>Recruitment &amp; Background Process</b></p> <ul style="list-style-type: none"> <li>• Address barriers/ inequities and enhance inclusion to be competitive in employment and better reflect our community</li> <li>• Continued improvements and enhancements to recruitment and background process.</li> <li>• Identified next steps include further application of EDI lens and detailed employment systems review as well as setting hiring targets</li> </ul>
<p><b>Enhance Member Wellness</b></p> <ul style="list-style-type: none"> <li>• <b>Improve member wellness &amp; inclusion</b></li> <li>• Expanded Wellness Unit and programming, including resources</li> <li>• Creation and support of Employee Resource Groups (ERGs)</li> <li>• Wellness Unit support to Pandemic Team for member supports and accommodations</li> </ul>	<p><b>Mental Health Response</b></p> <ul style="list-style-type: none"> <li>• <b>Create strategy to improve mental health response(s) and outcomes</b></li> <li>• Creation of Guiding Council of stakeholders and development of community-led mental health strategy connected to City of Ottawa Community Safety and Well-Being Plan and the Ottawa Local Immigrant Partnership Network</li> </ul>	<p><b>Improve Member Complaint Process</b></p> <ul style="list-style-type: none"> <li>• <b>Improve Member Complaint Process, including creation of a special joint project with the Board to address sexual violence and harassment in the workplace.</b></li> <li>• Special project led to third party reporting period with recommendations.</li> <li>• Creation of a Safe Workplace Program</li> <li>• Creation of independent Safe Workplace Office and resources to improve complaint and investigation process with central triaging and reporting.</li> </ul>	<p><b>Hate Crimes Section</b></p> <ul style="list-style-type: none"> <li>• <b>Improve OPS response to increasing Hate Crimes</b></li> <li>• Hate Crime Section created and resourced</li> <li>• Partnerships with stakeholders including, United for All Against Hate and Community Equity Council.</li> <li>• Human Rights Learning Forum – Understanding Trauma of Hate and Bias (December 2022).</li> </ul>	<p><b>Systemic Discrimination</b></p> <ul style="list-style-type: none"> <li>• <b>Continue leadership work to address systemic discrimination and racial profiling concerns with partners and members</b></li> <li>• Develop human rights &amp; EDI Learning strategy</li> <li>• Introduce new learning opportunities: Trauma informed session, Anti-Black Racism session, Indigenous Cultural Awareness E-learning modules, EDI and Intercultural learning modules, Racial profiling case review, Call it Out – Understanding Systemic Racism, and Active Bystander training program.</li> <li>• Use of Force data collection report and recommendations to create a Uoff Citizens Review Panel and create an OPS Race and Equity Data Strategy</li> <li>• New position - Senior Data Analyst in Equity/Social Identity (Nov.22)</li> </ul>

---

## Appendix B: Key Definitions

**Anti-racism:** an active and consistent process of change to eliminate individual, institutional, and systemic racism as well as the oppression and injustice racism causes.

**Barrier:** anything that prevents a person from fully taking part in all aspects of society, including physical, architectural, information or communications, attitudinal, economic, and technological barriers, as well as policies or practices.

**Community Engagement:** action that encourages the participation of neighbours and citizens in increasing their own and others' safety, security and well-being. Community Engagement is the process by which citizens are engaged to work and learn together on behalf of their communities to create and realize bold visions for the future.

**Cultural Competence:** an ability to interact effectively with people of different cultures, particularly in human resources, non-profit organizations, and government agencies whose employees work with persons from different cultural/ethnic backgrounds.

**Diversity:** the presence of a wide range of human qualities and attributes within an individual, group, or organization. Diversity includes such factors as age, sex, ethnicity, physical and intellectual ability, religion, sexual orientation, educational background, and expertise.

**Equity:** fairness and impartiality. It is a distinct process of recognizing differences within groups of individuals and using this understanding to achieve substantive equality.

**Human rights:** refers to rights legally enshrined in international human rights conventions and Canada's human rights laws, including the Canadian Human Rights Act, the federal Employment Equity Act, the Charter of Rights and Freedoms, and provincial human rights codes including the Ontario Human Rights Code.

**Inclusion:** appreciating and using our unique differences, strengths, and talents in a way that shows respect for the individual and ultimately creates a dynamic multi-dimensional organization.

**Intersectional:** The concept of 'intersectionality' has been defined as "intersectional oppression [that] arises out of the combination of various oppressions which, together, produce something unique and distinct from any one form of discrimination standing alone." An intersectional approach takes into account the historical, social and political context and recognizes the unique experience of the individual based on the intersection of all relevant grounds. This approach allows the particular experience of discrimination, based on the confluence of grounds involved, to be acknowledged and remedied.

**Self-identification:** the voluntary, confidential, self-disclosure of one or more personal identity characteristics, typically protected grounds of discrimination under human rights legislation (i.e. gender).

**Systemic racism:** patterns of behaviour, policies or practices that are part of the structures of an organization, and which create or perpetuate disadvantage for racialized persons.

---

## Appendix C: Acronyms

**2SLGBTQIA+:** 2-Spirit, Lesbian, Gay, Bisexual, Transgender, Transsexual, Queer, Questioning, Intersex, and Asexual. The plus sign encompasses other identities not listed.

**CEC:** Community Equity Council

**CICR:** Canadian Institute for Conflict Resolution

**CSWB:** Community Safety and Well-being

**EDI:** Equity, Diversity, and Inclusion

**ERG:** Employee Resource Group

**ESR:** Employment Systems Review

**HRLF:** Human Rights Learning Forum

**IDI:** Intercultural Development Inventory

**KPI:** Key Performance Indicator

**OAC:** Ottawa Aboriginal Coalition

**OPS:** Ottawa Police Service

**PDC:** Professional Development Center

**PSB:** Police Services Board

**SPE:** Strategic Partnerships and Engagement

**SWP:** Safe Workplace Program

**TMS:** Talent Management System

**VAW:** Violence Against Women

**WCR:** Workplace Conflict Resolution

**WSIB:** Workplace Safety and Insurance Board

## Appendix D: Ottawa Police Service Board Strategic Direction



# Strategic Direction 2027

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

### Enhance Community Safety

- Develop a community policing model that is (more) responsive to unique geographical and community priorities.
- Work with partners to deliver alternative responses that address root causes of crime and disorder, in alignment with the City's Community Safety and Wellbeing Plan.
- Modernize the use of technology and data to enhance community safety, operations and equity.

### Build Trust Through Strong Partnerships

- Work with community partners to support effective service delivery and promote better outcomes.
- Engage with the community and act on feedback, inspired by proven solutions and successful best practices.
- Improve communication and openness around our people, activities and processes.

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

- Deliver culturally sensitive services that address varied member and community concerns.
- Build trust in all communities, with a focus on Indigenous, 2SLGBTQIA+, Black, faith-based, and additional racialized and marginalized communities through a commitment to mutually developed solutions.
- Support diversity and inclusion within the workforce by respecting the individual skills and experiences of every employee and providing equitable access to opportunities.
- Continue to evolve our culture through best practices, measurements and inclusive internal processes.

### Advance & Support a Resilient Thriving Membership

- Stabilize the workforce by appropriately staffing the Service.
- Invest in OPS member wellness.
- Cultivate a workplace where Members feel valued and morale is high.

---

## NOTES



DIVERSITY - RESPECT - INCLUSION - VALUES - EQUITY - ENGAGEMENT