

Report to / Rapport au:

**OTTAWA POLICE SERVICE BOARD
COMMISSION DE SERVICE DE POLICE D'OTTAWA**

22 July 2024 / 22 juillet 2024

Submitted by / Soumis par:

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

Contact Person / Personne resource:

**David Zackrias, Superintendent of Respect, Values, and Inclusion
ZackriasD@ottawapolice.ca**

**SUBJECT: OTTAWA POLICE SERVICE 2023-2025 DRIVE² STRATEGY UPDATE
REPORT**

**OBJET: RAPPORT D'ÉTAPE DE LA STRATÉGIE DRIVE² 2023-2025 DU
SERVICE DE POLICE D'OTTAWA**

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board Receive this report for information.

RECOMMANDATIONS DU RAPPORT

**Que la Commission de service de police d'Ottawa prenne connaissance du
présent rapport à titre d'information.**

BACKGROUND

The Ottawa Police Service Board (Board) approved the 2023-2025 Diversity, Respect, Inclusion, Values, Equity, and Engagement (DRIVE²) Strategy in April 2023. This Strategy provides a roadmap for continued human rights organizational change by focusing on implementing equity, diversity, and inclusion (EDI) principles, practices and approaches.

The Ottawa Police Service (OPS) DRIVE² Strategy was developed in close collaboration with the Community Equity Council (CEC) and is directly aligned with the Board's 2024 - 2027 Strategic Direction. Significant inputs from both community and police members, feedback from multiple stakeholder engagements, and third-party reviews identified changes needed to improve both internal culture and service delivery. OPS committed to providing the Board with mid- and end-year updates on the OPS DRIVE² Strategy. This report provides the mid-year update by highlighting progress on

key action items. The 2024 year-end report will provide a more detailed annual report of all action items for the year.

The OPS DRIVE² Strategy, relevant updates, and engagement opportunities can be found online at ottawapolice.ca/drivetwo.

DISCUSSION

The purpose of this report is to provide:

1. A mid-year update on the DRIVE² Strategy by highlighting progress on key action items and partnership work;
2. The DRIVE² Measurement Framework with Key Performance Indicators (KPIs) and baseline metrics; and,
3. An updated version of the DRIVE² Strategy.

1. Mid-Year Update on the OPS DRIVE² Strategy

The OPS DRIVE² Strategy is a comprehensive human rights organizational change strategy with shared responsibility for EDI across the organization. Approved by the Board in April 2023, the strategy fully supports and aligns with the Board's 2024 – 2027 Strategic Direction and the EDI priority area to strengthen our commitment to human rights.

The DRIVE² Strategy includes four key focus areas with over thirty action items that focus on improving the internal culture for members and service delivery to the communities we serve.

At the heart of this strategy work is community partnerships for meaningful and measurable collective action to strengthen our approach to human rights by embedding EDI principles, practices and approaches in everything we do. This report provides a mid-year update by highlighting progress on key action items for each of the strategy's four focus areas: Community – Service Delivery, Members – Work Environment, Leadership and Accountability, and Connecting and Learning.

Focus Area 1: Community – Service Delivery

OPS builds relationships and develops partnerships with communities to ensure equitable policing services and build trust. Together, we address and prevent systemic issues in programs, projects, operations, and decision-making. We remain focused on reducing violence and victimization and confronting hate against marginalized and vulnerable groups.

Use of Force Community Review Panel:

Similar to the innovative community case review currently used for Intimate Partner Violence and Sexual Assault files, OPS is implementing a new Use of Force Community Review Panel. The panel will review cases and annual reports to identify systemic

issues and make recommendations to improve service delivery. Following careful program design and drafting of the terms of reference with the Community Equity Council in 2023, a call for applications and extensive community outreach for the new Use of Force Community Review Panel took place during this reporting period, along with the design of a training and orientation program and draft review procedures. The selection process is currently underway, and the new panel will be announced in the coming weeks.

10-Year Traffic Stop Race Data Collection Report:

Race and identity-based data collection is a recognized human rights tool for identifying, monitoring, and addressing systemic racism issues. OPS has been collecting race-based data for traffic stops for more than ten years, making it the longest and most comprehensive race-based data collection effort by a police service in Canada.

Last month, OPS released the 10-Year Traffic Stop Race Data Collection Program (TSRDCP) Report prepared by Dr. Lorne Foster and Dr. Les Jacobs, leaders in social research from a public policy and human rights perspective. The service will continue building on this foundational human rights work by implementing an 18-month TSRDCP Task Force and Action Plan focused on reducing the disproportionalities in traffic stops. The TSRDCP Task Force and Action Plan will focus on working with police operations and district model teams to reduce the disproportionality in traffic stops by reviewing traffic stop deployment, policy, and procedures and considering new research. In addition, this collaborative work will complement the current action items underway in the OPS DRIVE² Strategy that includes anti-racism training, reviewing our racial profiling policy, launching a Use of Force Community Review Panel, and creating an organizational race and identity-based data collection strategy to improve data collection, reporting, and action planning.

Neighbourhood Policing Review:

Prairie Research Associates completed an independent review of the Neighbourhood Policing Strategy, with a specific focus on the Neighbourhood Resource Team (NRT) Program. Feedback from the comprehensive review is being leveraged to enhance service delivery of neighbourhood-based policing in the new district model.

Partnership in Action – Community Engagement:

To align with the new district model, the Community Safety and Wellbeing Branch (CSWB) developed a strategic roadmap to advance our CSWB Framework and establish a robust community relationship management system for the police service. The Partnership in Action portal is also being promoted as a community-policing engagement and communications tool.

The Branch and its Strategic Partnerships and Engagement (SPE) and Diversity Resource and Relations (DRR) units lead the development of trauma-informed, culturally sensitive public engagement strategies that address diverse community needs. These teams also support Chief Stubbs and senior leadership in conducting public consultations and connecting with community leaders on critical community-police incidents and larger crises that could create local community tensions.

The DRR team continues to make progress in strengthening community ties and fostering understanding with diverse cultural groups. For example, the DRR Unit created a Religious and Cultural Guidebook in June 2024 to highlight various religions and cultural observations of police and community members.

The unit's work is leading to improved relationships and collaborative initiatives that impact community engagement approaches and practices. The unit has built relationships with the Black and Caribbean communities with initiatives such as the Listening Circle with the Jaku Konbit organization and Kwanzaa celebrations. Other partnership work has focused on building relationships with the Chinese community, Ottawa Main Mosque, and the Sikh community, to name just a few.

Hate Crime Response:

In addition to the last reporting period update that included additional resources for the Hate and Bias Crime (HBC) Unit and ongoing collaborations to promote awareness, prevention, and reporting of hate crimes and hate incidents, OPS continues to work closely with internal and external partners to address hate in the city. The DRR Unit also supports the HBC Unit by conducting additional outreach and community presentations. Work is also currently underway to launch a hate prevention and reporting campaign.

Call Referral Model:

The OPS remains active in supporting the Ottawa Guiding Council for Mental Health and Addictions (Guiding Council) and will continue partnership work to launch the Safer Alternative Response Prototype this year. As part of the Transforming Health and Substance Use Crisis Response Strategy, a 24/7/365 non-police, non-uniformed mental health response system was identified. The Safer Alternative Response Prototype is a community-based solution with a non-911 phone number that people can call for mental health response. A team consisting of a peer support worker and mental health professionals can be dispatched to attend these calls and provide or connect the person to wrap-around support services.

The OPS is also following up on research from the Guiding Council and collaborating with the Carleton University Police Research Lab to support the creation of crisis intervention and de-escalation training for call-takers at OPS and the Safer Alternative Response Prototype. The training is being co-developed with community partners and

persons with lived experience to ensure that it is culturally safe, trauma-informed, and anti-racist.

Indigenous Relations Journey:

The OPS is continuing to collaborate with the Ottawa Aboriginal Coalition (OAC) and the Indigenous Women's Safety Table to improve service delivery to Indigenous communities. One of the steps includes continuing to deliver joint learning events focused on Indigenous community safety, particularly for women and girls, that feature storytelling sessions between OAC members and various OPS units and teams. The collaborative work has also focused on creating job descriptions for a full-time Indigenous women's safety advisor and liaison officer positions.

Violence Against Women:

By working on a number of collaborative initiatives, OPS continues to strengthen efforts to address intimate partner violence and support organizations working to end violence against women and gender-based violence:

- The Police Service partnered with the University of Western Ontario's Centre for Research and Education on Violence Against Women and Children to develop a tool to identify occurrences that would benefit from early intervention to mitigate risk. The tool will be ready for field testing in early 2025.
- Two civilian Risk Navigators have been hired to work in partnership with frontline patrol and the Intimate Partner Violence Unit to identify risk factors and connect with victims.
- A Sexual Assault Survivor Guide was also created to help victims understand the legal processes and wide range of resources. A guide for those experiencing intimate partner violence is also being developed.
- OPS continues to collaborate with local violence against women service-providing agencies to audit hundreds of intimate partner violence and sexual assault cases to improve procedures and processes.
- As already described above, the OAC also assisted in the development of a full-time job description for the Indigenous women's safety advisor position.

2SLGBTQQA+ and OPS Collaboration:

OPS is working with 2SLGBTQQA+ leaders and service providers to identify safety needs and improve service responses to the needs and victimization of 2SLGBTQQA+ communities affected by continuing hate and intolerance. The Community Equity Council is conducting outreach to create a new 2SLGBTQQA+ Committee, and OPS has created a job description for a dedicated position in the Diversity Resource and Relations Unit that is dedicated to enhancing relationships for improved service delivery.

Multi-Language Translation Services:

To enhance communications and improve service delivery with the diverse communities we serve, the new multi-language translation services application will provide OPS members with immediate access to translation services on their phones or desktop computers. The request for proposal with detailed requirements has been drafted and approved; however, it is delayed due to staffing and capacity issues. Once the City of Ottawa releases the request for proposal to receive proposals, the work plan for this initiative will be realigned to determine a realistic training and implementation plan.

Annual Diversity Celebration:

The Ottawa Police held the Annual Diversity Celebration on Thursday, June 27, 2024, at Ottawa Police Headquarters, located at 474 Elgin Street. Organized by DRR, the signature event recognizes Multi-Culturalism Day and Welcoming Ottawa Week by highlighting the contributions of the diverse communities of Ottawa with special guests, cultural entertainment, and food sharing.

Annual Human Rights Learning Forum:

Planning is underway for the 2024 Human Rights Learning Forum, which will take place on Thursday, December 5th, at the St. Elias Centre. This annual event brings police and the community together for a full-day session to learn about human rights and EDI issues, themes, and opportunities for collective action. The 2024 Save the Date announcement, along with the 2023 summary report and video links, will be released in the coming weeks.

Focus Area 2: Members – Work Environment

The OPS remains committed to providing an equitable, inclusive, and safe workplace where all members are valued for their unique skills, abilities, and experiences. By continuing to remove barriers and improve employment opportunities and programs, OPS remains committed to fostering a culture that promotes respect, inclusion, safety, and wellness for all members.

Safe Workplace Program:

The continual development of the Safe Workplace Program (SWP) demonstrates the commitment to preventing and addressing all forms of discrimination and harassment in the workplace, including sexual harassment and violence. Using a five-pillar approach (Understand, Prevent, Support, Respond, and Restore), the program takes a holistic approach to improving workplace culture by pursuing the tools and resources needed to ensure a safe, supportive, and inclusive work environment for all members.

Most deliverables originally identified in this action item are completed or on track to be completed. Progress for this reporting period includes the following highlights:

- A year-long employee education and awareness campaign was launched to support program understanding, continual dialogue, and feedback. Additional tools include a dedicated resource web page for members and a newsletter have also been created.
- A Code of Professional Ethics was also released to guide behavioural expectations and support individual and organizational growth that advances workplace culture.
- In April, a speaker series, Emotional Survival in Law Enforcement, was also offered to members and their families.
- Members of the Champions of Professional Practice Program continued to act as ambassadors and force multipliers for dialogue and change related to addressing and preventing sexual violence and harassment in the workplace. They met several times and worked on an internal poster campaign to support a respectful and inclusive work environment for everyone.
- New resources have been added to the program, including a program manager to oversee the program who is responsible for intake, screening, triage, and resolution of complaints. A trained mediator has also been assigned to the Workplace Conflict and Resolution Unit (WCRU) to support the full range of alternative dispute resolution options. Where it is determined that an investigation is required, a third-party resource has been retained to conduct independent investigations into allegations of harassment, violence, and/or discrimination.
- A scope of work and schedule for an independent program evaluation will be developed later this year.

Wellness Program:

The Health, Safety, and Wellness (HSW) Unit reports to a director and includes a six-member Abilities Management Team, a senior health and safety advisor, and a Wellness Team comprised of three sergeants, a constable, and two civilian members. The HSW Unit's focus on health, safety, and well-being starts with new hires, extends to their families, and continues through to retirement. In addition to the Peer Support and Early Intervention programs, the Unit has been introducing additional programs and resources, including the Reintegration and Support Program, Life Speak initiative, and presentations, newsletters, and training focused on mental health and stigma reduction. Program reviews and best practices research are regularly conducted as part of continuous program improvement. The HSW Unit is collaborating with the WCRU on a six-month wellness and early intervention pilot project. The Unit also plans to relaunch the Chaplain Program to support members' religious and spiritual needs.

Interfaith Prayer Rooms:

Following the launch of the first Interfaith Prayer Room for members in June 2023, contract work is underway for the construction of the next prayer room at our Elgin Street and Tenth Line locations, which is expected to be launched in the coming months. These rooms are part of the organization's commitment to supporting employees' religious and spiritual needs based on Creed, a protected ground under the Ontario Human Rights Code. A dedicated resource web page to support this code-protected ground has been established, and an update to the accommodation policy is expected later this year.

Employee Resource Groups:

The OPS continues to support the Employee Resource Group (ERG) Program with improved communications, procedures and templates to support individual ERG coordination and work planning related to international dates of significance, workshops, awareness-raising events, special initiatives, and training. The ERGs actively supported equity, diversity, and inclusion for members by conducting a number of activities in this reporting period.

- The Women's Internal Network and Support Network (WINS) has completed several initiatives and events, including an International Women's Day event featuring author and inspirational speaker Detective Sergeant Tiffany Castell from the Toronto Police Service. Thanks to a collaboration between WINS and the Facilities Team, OPS now provides free menstrual products in OPS washrooms and locker rooms to support gender equity and access to essential hygiene products without barriers.
- The Ethno-cultural and Religious Diversity (ERD) ERG has been meeting regularly to discuss members' ethnocultural and religious diversity needs. To recognize the International Day for the Elimination of Racial Discrimination, the ERD organized a special event with Canada's Special Representative on Combatting Islamophobia, Amira Alghawaby, who led a conversation on enhancing our collective efforts against Islamophobia, systemic racism, racial discrimination, and religious intolerance.
- The 2SLGBTQIIA+ ERG known as PRIDE, created a work plan to focus on supporting members, celebrating 2024 Pride events, and identifying training and policy improvement needs. PRIDE organized a field trip to EGALE Canada to explore training workshop options and partnership opportunities.
- The new Asian Association (AA) ERG officially launched its ERG with a special lunch gathering to recognize the Lunar New Year. They also hosted a second event for Asian Heritage Month with a community speaker. The AA ERG is

planning a field trip to support new learning and partnership opportunities later this summer.

Program development and expansion are expected to continue into 2024, with the creation of an OPS ERG policy, program awareness and training initiatives, and program evaluation planning.

Employment Systems Review:

The Employment Systems Review (ESR) is a large multi-year undertaking that began in 2023. To ensure equity in employment opportunities for all members, an ESR examines human resources systems from an employment equity perspective by assessing current processes and practices across nine employment systems: recruitment, selection, hiring, promotion, retention, training, development, termination, and accommodation.

The current focus is on the first phase of assessment work for the recruitment, selection, and hiring practices. Significant assessment work has been conducted on the sworn hiring, promotions, and transfer programs to identify and remove barriers to ensure equitable and inclusive processes. A customized EDI Lens has been applied to these processes, including the recent sworn promotional processes for inspectors, staff sergeants, and sergeants. EDI principles are being integrated into employment procedures and practices, including but not limited to job descriptions, interview panel and observer training, job applications and interview processes.

Focus Area 3: Leadership and Accountability

The DRIVE² Strategy builds on the strong governance, collaboration, and accountability framework established during its development and design. With the Chief of Police as the Executive Sponsor for the Strategy, regular quarterly meetings have been scheduled for updates ahead of the mid-year and end-of-year updates to the Board. The Senior Leadership Team and the CEC receive regular updates and feedback opportunities. In addition, the mandate of the CEC EDI Committee is to ensure the ongoing monitoring of the implementation and evaluation of the Strategy and ensure it is a standing item on the agenda for meetings.

The CEC EDI Committee also supported the development of a detailed Measurement Framework and Baseline Overview for the DRIVE² Strategy to ensure meaningful and measurable progress. This is described and attached later in this report.

Directorates and action item leads are being engaged for more regular updates and evaluation needs.

Focus Area 4: Connecting and Learning

The Ottawa Police Service remains committed to EDI as a journey rather than a destination that requires continuous action, learning, and course corrections along the

way. The journey requires meaningful engagement, transparent internal and external communications, professional development, training opportunities, and measuring progress.

The internal and external communications plan to support awareness and engagement for the DRIVE² Strategy continued for this period. In addition to ongoing presentations using the new DRIVE2 video, infographics, and promotional items, a number of new communications activities included creating EDI social media accounts and updating web pages.

Additionally, continued implementation of training across OPS included: Active Bystandership training, Indigenous cultural awareness workshops, and Anti-Black racism sessions. Approved by the Ministry of the Solicitor General, new three-hour interactive training for public-police interactions to replace the Use of Force Model was rolled out for all police members who may be in a position to use force.

2. Measurement Framework for DRIVE²

The Respect, Values, and Inclusion Directorate and its EDI Unit have been working closely with the Community Equity Council's EDI Committee to ensure ongoing monitoring and evaluation of the implementation of the OPS DRIVE² Strategy. Further to the section entitled "Setting Goals and Measuring Impact" in the DRIVE² Strategy on page six, a detailed Measurement Framework and Baseline Overview has been drafted and is attached as Document 1.

The OPS is committed to measuring and tracking its progress against available benchmarks and metrics to determine if it is reaching its short- and long-term target outcomes.

The internationally recognized Global Diversity, Equity, and Inclusion Benchmarks form the basis of the KPIs and measurement framework that will help track progress against our broader vision for EDI at OPS.

The attached document includes first and second level KPIs and DRIVE² project-level metrics. The majority of these include baselines to which we can compare pre- and post-project outcomes and overall strategy performance.

The baselines represent the best available data at the time of publication. The report draws largely from the 2020 Member Engagement Survey and the 2018 Public Research Survey. Other key sources are also highlighted in the Document.

KPIs are included and presented by DRIVE² areas of focus (Community—Service Delivery, Members—Work Environment, Leadership and Accountability, and Connecting

and Learning). Second-level KPIs are captured along with more tactical project metrics and their baselines.

Built on a continuous improvement model like the DRIVE² Strategy, the current version of the detailed Measurement Framework and Baseline Overview is attached as Document 1 for ongoing review and feedback as the directorate focuses on implementing the measurement framework to ensure meaningful and measurable progress.

3. Updated DRIVE² Strategy

An updated version of the OPS DRIVE² Strategy is being released with this update report to the Board and is attached as Document 2. Minor updates were needed to reflect recent changes in the environment to ensure alignment with the Board's Strategic Direction 2024 - 2027, the Community Safety and Policing Act, and organizational movements/changes that are largely administrative in nature. It was also necessary to change the timeline of the DRIVE² Strategy, which was set to expire in 2025, with the Board's Strategic Direction that is focused on 2027.

The newest version of the OPS DRIVE² Strategy, along with this update report and opportunities for continued engagement, will be posted online at ottawapolice.ca/drivetwo.

CONSULTATION

The OPS DRIVE² Strategy was developed in close collaboration with the Community Equity Council and is directly aligned with the Board's 2024 - 2027 Strategic Direction. Significant inputs from both community and police members, feedback from multiple stakeholder engagements, and third-party reviews identified changes needed to improve both internal culture and service delivery.

As demonstrated throughout this report, EDI work is a shared responsibility for meaningful collective action. Community engagement and partnerships continue to be critically important for the implementation, monitoring, and measurement of the DRIVE² Strategy.

Community members can get involved by visiting the Community Equity Council at opscommunityequitycouncil.com or contacting the Equity, Diversity, and Inclusion Unit at EDI@ottawapolice.ca.

FINANCIAL IMPLICATIONS

Not applicable.

SUPPORTING DOCUMENTATION

Document 1: DRIVE² Measurement Framework and Baseline Overview (Version 1: July 2024)

Document 2: Ottawa Police Service - DRIVE² Strategy 2027 (Version 2)

CONCLUSION

The OPS DRIVE² Strategy is a comprehensive human rights organizational change strategy with shared responsibility for EDI across the organization. Approved by the Board in April 2023, the strategy fully supports and aligns with the Board's Strategic Direction 2024 - 2027 and the EDI priority area to strengthen our commitment to human rights.

The DRIVE² Strategy includes four key focus areas with over thirty action items that focus on improving the internal culture for members and service delivery to the communities we serve. This report provides the mid-year update by highlighting progress on key action items. While there have been some delays due to ongoing OPS staffing issues and contract procurement processes at the City of Ottawa, significant progress has been achieved or is well underway. The 2023 year-end report will provide a more detailed annual report of all action items for the year.

At the heart of this strategy work is community partnerships for meaningful and measurable collective action to strengthen our approach to human rights by embedding EDI principles and approaches in everything we do.

The Community Equity Council continues to be instrumental in providing guidance and input into the ongoing design, implementation, monitoring, and measurement of the OPS DRIVE² Strategy.

The Ottawa Police Service is grateful to the Community Equity Council and various community partners for their important contributions to this ongoing DRIVE² Strategy work and our continued journey towards equitable and professional policing.