

Report to / Rapport au:

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

27 January 2025 / 27 janvier 2025

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 Directorate
ZackriasD@ottawapolice.ca**

**SUBJECT: HUMAN RIGHTS & EQUITY, DIVERSITY, AND INCLUSION - ANNUAL
REPORT 2024**

**OBJET: DROITS DE L'HOMME ET ÉQUITÉ, DIVERSITÉ ET INCLUSION -
RAPPORT ANNUEL 2024**

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

Historically, the Ottawa Police Service (OPS) has provided the Ottawa Police Service Board (Board) with multiple annual reports to meet a number of related year-end reporting requirements for the Board's CR-16 Human Rights and Racial Profiling Policy, the OPS' Equitable Work Environment (EWE) Policy, and the OPS 2023 – 2027 Diversity, Respect, Inclusion, Values, Equity, and Engagement (DRIVE²) Strategy. These lengthy annual reports unnecessarily strain resources for the OPS and the Board and result in duplicate information on the human rights and equity, diversity, and inclusion (EDI) work the OPS carries out in partnership with internal and external stakeholders.

Rather than provide multiple annual reports for 2024 human rights and EDI partnership work, this new streamlined report provides an all-in-one comprehensive account of the organization's significant human rights and EDI work, without the repetition of duplicate content in multiple reports that strain on limited resources and partnerships needed for continued collective action to make progress. In addition, this report aligns with the new OPS Human Rights Core Policy- an organizational framework that ensures our human rights and EDI policies and practices are embedded into employment systems and service delivery.

This annual report highlights our commitment to human rights and EDI by providing an overview of progress on over thirty partnership projects and related activities that focus on improving internal culture for members and service delivery to the communities we serve.

DISCUSSION

The purpose of this all-in-one report is to provide a 2024 human rights and EDI report for progress on key action items and partnership work that fulfills annual reporting requirements of the:

1. Board's CR-1 Positive Workplace Policy / OPS Equitable Work Environment Policy;
2. Board's CR-16 Human Rights / OPS Racial Profiling Policy; and,
3. OPS 2023 – 2027 DRIVE² Strategy.

1. Board CR-1 Positive Workplace Policy / OPS Equitable Work Environment Policy

The Board's CR-1 Positive Workplace Policy states the Board's intent to ensure a positive workplace that exemplifies the organization's vision, mission, and values. The policy specifically states that members can expect an environment that promotes and offers equal and accessible treatment, valuing the contribution of all members, and a diverse and non-discriminatory work environment.

Further to the October 2024 Safe Workplace Program (SWP) report to the Board on the CR-1 policy annual reporting requirements, this report contributes to the policy's goals. The Board's CR-1 EDI-related policy goals are supported by both OPS's recently introduced Human Rights Core Policy and revised Equitable Work Environment (EWE) Policy, both of which came into effect December 20, 2023.

The Human Rights Core Policy outlines the commitments that guide OPS's approach to respecting human rights throughout the implementation of its obligations under the Ontario Human Rights Code as both a public service provider and employer. It

encompasses the responsibilities of all OPS employees to ensure service delivery and workplace practices that model the highest regard for human rights in all aspects of business.

The OPS EWE Policy aligns with its Human Rights Core Policy, and further reaffirms the Service's commitment to provide a work environment that is equitable, inclusive, reflective of the community it serves, and free of systemic barriers that cause discrimination in the employment relationship as related to the protected grounds of the Ontario Human Rights Code (age, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex (including pregnancy), gender identity, gender expression, sexual orientation, record of offences, marital status, family status, and disability). The policy commits the OPS to ensuring equitable workplace processes and practices at all stages of the employment relationship, including but not limited to recruitment, hiring, competitions, promotions, temporary/acting assignments, job placements, and training/development opportunities. Along with supporting the Board's CR-1 Positive Workplace Policy, the Service's EWE Policy recognizes and aligns with other EDI-related employer obligations including, for example, ensuring accessibility and meeting accommodation needs.

Major initiatives and other actions undertaken in 2024 to support the above-stated commitments are detailed below in the third section of this report entitled OPS 2023 – 2027 DRIVE² Strategy Update – 2024 Progress on Key Action Items and Partnership Work. The major work undertaken in 2024 includes, but is not limited to, mandatory training for employees, a multi-phase Employment Systems Review, Wellness Program Review, Safe Workplace Program enhancements, and expansion of the Employee Resource Group program.

2. Board CR-16 Human Rights and Racial Profiling Policy / OPS Racial Profiling Policy

The Board's CR-16 Human Rights and Racial Profiling Policy specifically states the Board's commitment to, and expectations for, the delivery of police services that respect and adhere to the rights contained in the Canadian Charter of Rights and Freedoms and protected under the Ontario Human Rights Code. The Board's CR-16 Human Rights and Racial Profiling Policy provides guidance for OPS policies and procedures that support the principle of equal treatment in police services, without discrimination or harassment. There is also a specific emphasis on acknowledging and preventing racial profiling in policing.

In alignment with the Board's CR-16 Human Rights and Racial Profiling Policy, the OPS is committed to ensuring human rights are respected in all aspects of service delivery to the diverse communities it serves. The Police Service is committed to preventing and eliminating all forms of racial profiling from its day-to-day operations, whether it is conscious, unconscious, or systemic in nature.

Similar to the Board, and in respect of both the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code, the OPS is committed to the principle that every person has a right to the provision of police services in a fair and equitable manner that both respects the inherent worth and dignity of all persons and provides equal treatment to persons without discrimination or harassment. The OPS maintains and adheres to several internal policies to guide actions and obligations in this regard, including but not limited to the Service's new Human Rights Core Policy, as well as its existing Racial Profiling Policy and Regulated Interactions Policy.

Some OPS policies, including those mentioned above, are under review due to a number of factors, including the need to ensure alignment with the new Community Safety and Policing Act, other legislative changes, and decisions and recommendations from recent rulings and inquests. Regular reviews and annual reports help ensure the policies are implemented to meet the intended goals and impacts in guiding the OPS. For example, the OPS Racial Profiling Policy will be reviewed this year with community partners and other stakeholders to update key areas such as definitions, training, and race-based data collection.

Many major initiatives and other actions were undertaken in 2024 to support the above-stated commitments and are detailed below in the third section of this report entitled: OPS 2023 – 2027 DRIVE² Strategy Update – 2024 Progress on Key Action Items and Partnership Work. This work is highlighted in this report's Community – Service Delivery focus area and includes important work to address violence against women and gender-based violence, mental health alternative response, race and identity-based data collection and other anti-racism partnership work.

3. OPS 2023 – 2027 DRIVE² Strategy Update – 2024 Progress on Key Action Items and Partnership Work

The OPS DRIVE² Strategy is a comprehensive human rights organizational change strategy with shared responsibility for EDI across the organization. It was developed in close collaboration with the Community Equity Council (CEC) and is based on inputs from both community and police members, feedback from multiple stakeholder engagements, and third-party reviews that identified changes needed to improve both internal culture and service delivery. 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 year-end update by highlighting significant progress and accomplishments on key action items for each of the strategy's four focus areas: (1) Community – Service Delivery, (2) Members – Work Environment, (3) Leadership and Accountability, and (4) Connecting and Learning.

As indicated above, this 2024 work also fulfills the annual reporting requirements of the Board's CR-16 Human Rights and Racial Profiling Policy, CR-1 Positive Workplace Policy as well as several related OPS policies, including the annual report to the Board on the Service's Equitable Work Environment and Racial Profiling policies.

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.

This focus area refers to 2024 progress on the defined DRIVE² action items; however, it does not include the numerous community-policing operational activities that occur every week at the Ottawa Police Service. A full report of the extensive community engagement activities is included in the annual report to the Board for the CR-6 Public Consultation Policy.

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. With support from the EDI and Professional Development Centre, 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 community-police selection process led by CEC was completed in December 2024, and the new panel will be announced in January 2025. Over the next two months, panel members will complete interactive training on Use of Force policy and procedures, race-based data collection, and human rights and EDI, including a focus on anti-racism and mental health. The Use of Force Community Review Panel will meet twice in 2025 to review files involving Use of Force. The panel will also contribute to the development of race and identity-based reports, strategies, and recommendations/action planning.

Traffic Stop Race and Identity-Based Data Collection:

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.

This past summer, 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 working with CEC to implement an 18-month TSRDCP Task Force and Action Plan focused on reducing the disproportionalities in traffic stops.

In 2025, 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 related 2025 action item work underway in the OPS DRIVE² Strategy that includes evaluating anti-racism training, reviewing the OPS racial profiling policy, launching the 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. While body worn cameras are an important part of this strategy, implementation has been delayed to 2026 due to budget restraints.

Neighbourhood Policing Review:

As mentioned in the last update report, 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 was leveraged as one of the many inputs to enhance service delivery of neighbourhood-based policing in the first phase of the new district policing model that was launched in 2024. Work will continue in 2025 to launch the full district model in January 2026. The district model, with four districts along with a federal district, will focus on the specific neighbourhood needs of these large areas.

Partnership in Action – Community Engagement:

To align with the new district model, the Community Safety and Well-Being (CSWB) Branch developed a strategic roadmap to advance our CSWB Framework and establish a robust community relationship management system for the police service. The system promotes more efficient connections with the numerous community stakeholders and leaders. 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. It also provides highly interactive and impactful one-day training with all new recruits through experiential workshops, scenarios, and presentations that includes community participants with lived experiences on topics such as cultural awareness, community resources, bias and racial profiling, and community relations.

The unit's work is leading to improved relationships and collaborative initiatives that impact community engagement approaches and practices. The unit worked on building 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 through meetings and events with Indigenous communities, Asian communities, 2SLGBTQQIA+ communities, the Ottawa Main Mosque, and the Sikh community, to name just a few. A full report of these extensive community engagement activities is included in the 2024 CR-6 Public Consultation Policy annual report to the Board.

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 – Launch of ANCHOR:

The OPS remains active in supporting the Ottawa Guiding Council for Mental Health and Addictions (Guiding Council) and continued this important partnership work to create a safer alternative response prototype that led to the launch of the Alternative Neighbourhood Response program known as ANCHOR on August 15th, 2024.

Delivered by the Centretown Community Health Centre and the Somerset West Community Health Centre with 211 services provided by the Community Navigation of Eastern Ontario, ANCHOR is a 24/7/365 mobile crisis service that responds to individuals experiencing a variety of mental health and substance use crises from a trauma-informed and culturally relevant care perspective. ANCHOR is a trial program that will help evaluate non-police crisis intervention services for future expansion and funding opportunities.

A dynamic partnership update presentation on the ANCHOR program was provided at the 9th Annual OPS Human Rights Learning Forum focused on partnerships for collective action (described further below).

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. In addition, an Indigenous Liaison officer position is also being pursued in 2025.

Violence Against Women and Gender-Based Violence:

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 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 to offer support and resources.
- 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.
- OPS adopted and began using the term Femicide in August, a first in Canadian policing. In a statement to recognize the International Day for the Elimination of Violence Against Women that also begins the "16 Days of Activism Against Gender-Based Violence," OPS reiterated its commitment to continue working with community partners to strengthen efforts to address intimate partner violence and support local organizations working to end violence against women and all gender-based violence.

2SLGBTQQIA+ and OPS Collaboration:

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

improved service delivery. This position was critical important for relationship building and problem solving, especially during this year's PRIDE week related activities.

Multi-Language Translation Services:

To enhance communications and improve service delivery with the diverse communities we serve, the new multi-language translation program will provide OPS members with immediate access to translation and interpretation services on their phones or computers.

The request for proposal with detailed requirements were released by the City of Ottawa Procurement team to ensure a fair and competitive process in the search for a vendor. The selection process was carried out in November and December, and the successful vendor will be announced in January or February. The next steps for this project, includes confirming the training and implementation plan before launching multi-phased implementation throughout OPS. The project also includes a communications and evaluation plan.

This project need was identified from multiple internal and external stakeholders through a number of sources/recommendations, including the Board, Community Case Review Team recommendations, and violence against women service providers. There is also a strong demand for this service from frontline to specialty areas such as Intimate Partner Violence and the Sexual Assault and Child Abuse units.

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 Multiculturalism 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:

In recognition of International Human Rights Day, OPS hosted the 9th Annual Human Rights Learning Forum on Thursday, December 5th, at the St. Elias Centre. The event was organized by the EDI Unit in partnership with the Community Equity Council to bring police and the community together for a full-day forum about human rights and EDI issues, trends, and opportunities for collective action. Over 200 people came together at this year's forum to focus on the theme, "Collective Action for Human Rights," and engage in meaningful dialogue on several partnerships from:

- Ottawa Guiding Council for Mental Health and Addictions with a focus on the ANCHOR project;
- Intimate Partner Violence updates with interactive presentations on the Community Case Review and the Indigenous Women's Safety Table; and
- Ottawa Police human rights approach to major events planning with a case study and community presenters.

The 2024 video and summary report of the event will be released soon, along with a save the date announcement for this year's special 10th Annual Human Rights Learning Forum.

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 equitable opportunity, respect, inclusion, safety, and wellness for all members.

Employment Systems Review:

The Employment Systems Review (ESR) is a large multi-year undertaking that began in 2023. To ensure equity in employment opportunities and benefits for all employees, 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 of the ESR is on the first phase of the initiative, with significant work concentrated on identifying and addressing any potential systemic barriers to equity within the organization's recruitment, selection, hiring, transfer opportunities and placements, and promotional practices.

Throughout this past year, EDI principles and best practices were applied to various recruitment, selection, and hiring processes as well as to internal employee transfer and promotional processes at both the Sergeant and Staff Sergeant ranks. Efforts included ensuring equity within access to employment opportunities, inclusive and informed material, and bias-mitigated assessment processes. Following the recent transfer and promotional processes, the organization saw improvements to previously existing significant under-representation of both women and racialized persons at the confirmed

Sergeant and Staff Sergeant ranks in that the under-representation of both population groups, while still existent, is no longer considered significant under employment equity standards.

An additional resource will be added in 2025 to support continued human rights and EDI work, including a greater focus on implementing the ESR.

Self-Identification Data Collection

In tandem with the above-mentioned ESR related efforts, there remained continued focus on improving data capture of voluntary self-identification information and reporting, which will help to identify systemic inequities and better inform future initiatives. This work is ongoing in partnership with the City of Ottawa, with expected implementation in 2025.

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 quarterly newsletter.
- 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 trained mediator who is assigned to the Workplace Conflict 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.
- The Safe Workplace Program Annual Report and presentation was provided to the Board on October 28, 2024. It provided a detailed account of the program's roadmap since its creation with a focus on the annual work completed under the program's Understand, Prevent, and Restore pillars as well as an overview of the statistics for the files to date.
- In 2025, a third-party program evaluation will help inform future program investments and refinements.

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. program focus starts with new hires, extends to their families, and continues through to retirement. In addition to the Peer Support and Early Intervention programs, additional programs and resources have been introduced, 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. A six-month wellness and early intervention pilot project was launched in 2024, and a relaunch of the Chaplain Program is planned to support members' religious and spiritual needs.

In August 2024, the third-party evaluation of the OPS Wellness Program commenced with coordinated support from the OPS, Ottawa Police Association, and Senior Officers' Association. The program evaluation includes feedback from hundreds of members through surveys, focus groups, and interviews. A Member Health and Wellness Steering Committee will use the evaluation report findings to inform a revised member wellness program in 2025.

Interfaith Prayer Rooms:

Following the launch of the first Interfaith Prayer Room for members in June 2023, contract work was identified in 2024 for some construction/renovation work needed for

the two identified additional prayer rooms at our Elgin Street and Tenth Line Street locations. While this work is behind schedule due to a number of delays, the rooms are 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 organization's Accommodation Policy will also be completed 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 2024:

- 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. In partnership with Human Resources and the OPA, WINS conducted a member survey related to parental needs and issues that led to a number of important improvements for members including a dedicated space for OPS members and their children when required to appear for court proceedings and improved parental benefits in the new Ottawa Police Association collective agreement that was ratified in December 2024.
- The Ethno-cultural and Religious Diversity (ERD) ERG has regularly met 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 2SLGBTQQIA+ 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 ERG also hosted a Pride Week brunch for members and other emergency services partners.

- 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, Mr. Robert Yip. Following some AA ERG members' attendance at an international Asian policing conference, the ERG shared the learning experience by providing a presentation to the Executive and other units and holding an Asian leadership workshop at the Nepean Sportsplex that was open to all members.
- Recognizing the importance of intersectionality and the power of working together, ERGs also collaborated on several initiatives this year, including purchasing OPS gala tickets to provide a number of nominated and deserving members with an opportunity to attend the annual OPS Gala, sharing funding for learning and conference opportunities, and hosting an OPS cultural potluck luncheon for all members. ERGs also participated in policy, project, and evaluation/reviews, including the wellness program review.

Program expansion will continue into 2025, with the proposed creation of an OPS ERG policy, increased program awareness and training initiatives, and program evaluation.

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.

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 Respect, Values, and Inclusion Directorate and its EDI Unit worked closely with the 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 was drafted and presented to the Board in July 2024.

The internationally recognized Global Diversity, Equity, and Inclusion Benchmarks form the foundation for the key performance indicators (KPIs) and measurement framework that will help track progress against our broader vision for EDI at OPS. The

measurement framework includes first and second-level KPIs for the DRIVE² Strategy areas of focus (Community—Service Delivery, Members—Work Environment, Leadership and Accountability, and Connecting and Learning). There are also DRIVE² Strategy project-level metrics for action items. The majority of these include baselines to which we can compare pre- and post-project outcomes and overall strategy performance.

Built on a continuous improvement model like the DRIVE² Strategy, the focus for 2025 will include phased implementation of the measurement framework activities to ensure meaningful and measurable progress toward our 2027 goals and objectives.

The Ottawa Police Service is also being recognized as a leader in Canadian policing for human rights and EDI work with regular requests for presentations and participation in related projects and events. Some recent leadership examples include:

- For their EDI and community policing leadership work, Deputy Chief Steve Bell and Sergeant Maria Keen were invested into the Governor General's Order of Merit of the Police Forces. The Member of the Order of Merit (M.O.M) is awarded to police service members for exceptional service and performance of duty throughout an extended period.
- Deputy Chief Patricia Ferguson, M.O.M, is a guest speaker on a women in policing leadership panel at the upcoming Canadian Association of Chiefs of Police (CACP) – Women in Policing Conference in Vancouver this March. The conference is focused on creating a more inclusive, supportive, and empowering environment for all women in law enforcement.
- For his leadership work in human rights and EDI, Supt. Dave Zackrias was appointed to the Human and Civil Rights Committee of the International Association of Chiefs of Police (IACP) for three years. He is also providing subject matter expertise to several Canadian police services to develop a human rights framework for policing that will be presented early this year.
- A group of OPS members are contributing subject matter expertise to a special purpose committee with the CACP and Statistics Canada to develop a user guide for police services to begin collecting Indigenous and racialized data in their local communities through the national Uniform Crime Reporting (UCR) Survey.

Focus Area 4: Connecting and Learning

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

meaningful engagement and partnerships, transparent internal and external communications, continued professional development, ongoing 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 that was completed in 2024 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 also rolled out for all police members in a position to use force.

As identified in the first focus area of the DRIVE² Strategy update above, there are several community-policing events and meetings that are also focused on collective learning and action, including the Annual Human Rights Learning Forum.

Next Steps – 2025

An updated version of the OPS DRIVE² Strategy was also released with the July mid-year update report to the Board, as minor updates were needed to reflect recent changes in the environment to ensure alignment with the Community Safety and Policing Act and organizational movements such as unit name changes. It was also necessary to change the timeline of the DRIVE² Strategy, which was set to expire in 2025, to match the Board's Strategic Direction, which is focused on 2027.

The next updated version of the OPS DRIVE² Strategy will be provided with the 2025 mid-year update in July to reflect additions that result from new projects, audits, reviews, and recent jury recommendations from the inquest into the death of Mr. Abdi, including the creation of a new OPS mental health advisory council and mental health strategy.

Implementing the measurement framework will be a key priority in addition to continuing to implement action items in 2025.

The latest version of the OPS 2023 – 2027 DRIVE² Strategy, along with updates and opportunities for continued engagement, are 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.

Member and community engagement and partnerships continue to be critically important for implementing, monitoring, and measuring this collaborative work to ensure maximum impact and desired outcomes.

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.

CONCLUSION

The Ottawa Police Service is committed to strengthening our approach to human rights by embedding EDI principles and approaches in everything we do.

As demonstrated throughout this report, human rights and EDI work is a shared responsibility for meaningful collective action. The report provides an overview of progress on over thirty action items and related activities that focus on improving internal culture for members and service delivery to the communities we serve.

Together, we are making progress and preparing to launch several new programs, projects, and policy enhancements this year. While listening and learning from community partners to build trust and ensure continuous improvement, we will focus on continuing to implement and measure the OPS 2023 – 2027 DRIVE² Strategy.

OPS is grateful to the Community Equity Council and the various community partners and networks for their important contributions to this work on our continued journey toward equitable and professional policing.