

**Report to / Rapport au:**

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

**28 July 2025 / 28 juillet 2025**

**Submitted by / Soumis par:**

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**SUBJECT: OTTAWA POLICE SERVICE 2023 – 2027 DRIVE<sup>2</sup> STRATEGY UPDATE  
REPORT**

**OBJET: SERVICE DE POLICE D'OTTAWA 2023 - 2027 RAPPORT  
D'ACTUALISATION DE LA STRATEGIE DRIVE<sup>2</sup>**

**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 2023-2027 Diversity, Respect, Inclusion, Values, Equity, and Engagement (DRIVE<sup>2</sup>) 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.

Aligned with the Board's 2024 – 2027 Strategic Direction, the Ottawa Police Service (OPS) DRIVE<sup>2</sup> Strategy was developed in close collaboration with the Community Equity Council (CEC). Significant inputs from both community and police members,

feedback from various community engagements, and third-party reviews identified changes needed to improve both internal culture and service delivery.

OPS committed to meaningful implementation, including providing the Board with regular updates. This report provides a mid-year update by highlighting progress on key action items. A more detailed annual report for 2025 will be provided to the Board in January 2026.

The OPS DRIVE<sup>2</sup> Strategy, relevant updates, and engagement opportunities can be found online at [ottawapolice.ca/drivetwo](https://ottawapolice.ca/drivetwo).

## **DISCUSSION**

The purpose of this report is to provide:

1. A mid-year update on the DRIVE<sup>2</sup> Strategy by highlighting progress on key action items and partnership work; and,
2. An updated version of the DRIVE<sup>2</sup> Strategy.

### **1. Mid-Year Update on the OPS DRIVE<sup>2</sup> Strategy**

The OPS DRIVE<sup>2</sup> Strategy is a comprehensive human rights organizational change strategy with shared responsibility for EDI across the organization. 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 DRIVE<sup>2</sup> Strategy includes over thirty action items that focus on improving service delivery to the communities we serve and the internal culture for members.

At the heart of this strategy work is community partnerships for meaningful 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, services, projects, operations, and decision-making. We remain focused on reducing violence and victimization and confronting hate against marginalized and vulnerable groups.

### **A. Use of Force Community Review Panel – Launched:**

Similar to the innovative community case review panel currently in place for review of Intimate Partner Violence and Sexual Assault files, OPS has been working closely with the Community Equity Council to design a community case review panel and process for Use of Force incidents. As reported in last month's 2024 Annual Use of Force Report to the Board, the new Community Use of Force Review Panel was selected and launched during this reporting period.

The panel will do groundbreaking case reviews to identify systemic issues and make recommendations for improved service delivery, including community engagement, training, and procedures. During this reporting period, the panel members participated in orientation and training, developed and tested case review procedures, and reviewed the draft 2024 Use of Force Report with researchers and the CEC.

The panel has diverse skills and experiences in human rights, community engagement with at-risk and marginalized groups, youth, policy and program development, crime prevention, research and analysis, mental health, communications, and committee leadership and board governance. For the first year, the panel will be led by former CEC Co-Chair Sahada Alolo. Other current panel members include: Nyanquoi Suah, Michael Tay, Suzanne Valiquet, and Michelle Yu. The panel will be meeting in the fall to conduct case reviews and make recommendations.

### **B. Race-Based Data Collection Strategy – Addressing Disproportionalities:**

Race and identity-based data collection is a recognized human rights tool for identifying, monitoring, and addressing systemic racism issues. The 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. Race and identity-based data collection for Use of Force began in 2020 due to a legislative requirement. The 2024 Annual Use of Force report and presentation was provided to the Board last month.

The Diversity Relations and Resource Unit (DRR) provided training specific to racial profiling for all new OPS recruits. Training includes topics such as cultural competence, empathy-based practices, policy and procedures, and community and organizational impacts of racial profiling. In addition, DRR also facilitates access to policing tools and resources, such as crime-specific analysis information, workshops, and presentations.

Reducing disproportionalities is the main focus of improving service delivery by examining many areas for change, including policies, procedures, training, and deployment. As outlined to the Board last month, this collaborative work includes the related action items currently underway: anti-racism training, implementing the Traffic Stop Race Data Task Force, reviewing our racial profiling policy, continuing to operationalize the new Use of Force Community Review Panel, launching the mental health council, and creating an organizational race and identity-based data collection strategy to improve data collection, reporting, and action planning. Progress updates on this important collaborative work will be provided in the next update, as it is a central focus throughout Q3 and Q4.

### **C. Indigenous Relations Journey – Indigenous Liaison Officer & Advisor**

#### **Positions:**

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. In addition to the collaborative work already covered in the last two DRIVE<sup>2</sup> Strategy update reports, this period includes continued OPS listening and learning with Indigenous communities by attending committee meetings and special events in the community, such as the Red Dress Day at Ottawa City Hall in May to honour Missing and Murdered Indigenous Women, Girls and 2SLGBTQQIA+ Peoples.

The Senior Advisor, Violence Against Indigenous Women, was hired during this period. Kathleen Lanoue will be working with all Indigenous partners across the city and will participate in the OAC's Indigenous Women's Safety Table to continue to move ahead the workplan outcomes that improve service and safety for Indigenous Women.

Recently DRR provided community support to the Odawa Native Friendship Centre (Odawa) during their recent Powwow, which was held at the Rideau Community Hub at 815 St. Laurent Blvd. Regular meetings and discussions have been held with Odawa and Isaruit Inuit Arts to create more opportunities for OPS and Indigenous members to share healthy spaces of engagement and understanding. DRR has also leveraged speakers from the Indigenous communities to aid in cultural competence training of new recruits. Last month, the DRR Indigenous Liaison Officer positions were also posted.

### **D. Violence Against Women – Several New Initiatives Launched:**

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. In addition to all the completed work

outlined in the last two reporting periods, the following partnership work took place in this reporting period:

- The Police Service partnered with the University of Western Ontario's Centre for Research and Education on Violence Against Women and Children (CREVAWC) to develop a tool to identify occurrences that would benefit from early intervention to mitigate risk and escalation. The new risk screening tool was launched in late June and is mandatory for all partner-related dispute calls for service that do not result in charges. Once the checklist is completed by the responding officer, it is reviewed by OPS risk navigators and investigators to assess risk levels and determine appropriate supports and interventions.
- In May, K9 Nelson, a specially trained two-year-old black Labrador dog, officially joined the OPS Victim Services Unit. K9 Nelson is working with his handler Roxana Manoiu, a dedicated Risk Navigator, to support victims of intimate partner violence during risk assessments.
- The Victim Choice/Virtual Reporting Initiative modernizes the reporting process by allowing victims to report and participate in interviews by phone, in-person, or virtually. This victim-centred approach enhances service accessibility, supports potential safety concerns, and improves operational efficiency by reducing in-person front-line patrol responses. This new initiative is in the early stages of a soft launch phase for testing and evaluation before a full launch of the program.
- OPS continues to collaborate with local violence against women service-providing agencies for innovative case review sessions. Spring case reviews included auditing hundreds of intimate partner violence and sexual assault cases to identify strengths and opportunities to improve training and service delivery procedures and processes.
- This month, OPS began issuing semi-annual statistics for intimate partner violence calls for service. In the first semi-annual report, there was a 9% increase in reports in the first six months of 2025 compared to the same period of 2024. The reports allow OPS and partners to identify and address trends, while continuing to bring awareness to, and support for, individuals experiencing violence against women and gender-based violence.

## **E. 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 (CRMS) for the police service. The Partnership in Action portal is also being promoted as a community-

policing engagement and communications tool. While updates on the CSWB Framework and the CRMS were provided to the Board in March and a full OPS Public Engagement Annual Report is provided to the Board in the fall, this update focuses on action items identified in the DRIVE<sup>2</sup> Strategy.

The Branch and its Strategic Partnerships and Engagement (SPE) and 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.

These teams are focused on improving relationships and collaborative initiatives using multiple community engagement approaches and strategies. DRR and SPE members have been attending community meetings and events to build connections and ultimately trust between police and communities. During Fraud Prevention month, the DRR unit facilitated a transformative partnership event with a local Burundi youth organization and the African Canadian Association of Ottawa that provided a safe space to identify victimization that was happening with some newcomers. In July, DRR members were honoured to attend the South Sudan Independence Day community events, including a flag-raising ceremony at Ottawa City Hall. Upcoming community-police engagement opportunities include working with the CEC to create listening circles.

The DRR team continues to make progress in strengthening community ties and fostering understanding between diverse cultural groups and the police, which was showcased at the recent Annual Diversity Celebration last month.

#### **F. Annual Diversity Celebration – held on June 18th:**

Organized by the DRR Unit, the Annual Diversity Celebration was held on Wednesday, June 18, 2025, at Ottawa Police Headquarters. The annual signature event recognizes Multiculturalism Day and Welcoming Ottawa Week by highlighting the contributions of Ottawa's diverse communities. The event included: special guests, cultural entertainment, free food, and many interactive engagement activities for police and community members. The Chief also hosted a special Canadian citizenship ceremony with six newly sworn-in citizens who were also treated to a station tour before the event.

### **G. Hate Crime Response:**

The Ottawa Police Service continues to work closely with partners to address rising hate through multiple means and projects. The dedicated Hate and Bias Crime (HBC) Unit leads hate crime-related investigations while promoting awareness, prevention, and reporting of hate crimes and hate incidents. The DRR Unit also supports the HBC Unit by conducting outreach activities, attending events, and hosting community presentations and conversations. Expected to launch early next year, partnership work is underway to launch an innovative and multi-pronged hate prevention and reporting campaign.

### **H. 2SLGBTQQIA+ and OPS Collaboration:**

Through partnerships, events, and dedicated resources, the OPS is committed to 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.

Cst. Bernard Covic assumed the 2SLGBTQQIA+ liaison position with the DRR Unit earlier this year. He worked closely with members of the Outreach Recruitment Team and the PRIDE employee resource group to launch Pride month at the OPS in June, and they attended several community events throughout the month. They are already working together to plan Pride Week activities with partners in August.

### **I. Multi-Language Service – First Phase of Implementation Plan Launched:**

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

Following a competition process with the City of Ottawa Procurement team late last year, Languages in Motion was selected as the successful vendor earlier this year. Through an application on their smartphones, OPS members will be able to access an interpreter in over 200 languages in under a minute. A multi-phased training and implementation plan is underway, and the new application has been rolled out on all OPS smartphones (service can also be accessed via the web platform or 1-800 phone number). Training and implementation for the first phase, with a cross-section of OPS users to test the system and procedures, was launched last month. This soft launch will be reviewed before full rollout across the OPS this fall.

This project need was identified from multiple internal and external interest holders 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 the frontline to the dedicated investigation units, such as Intimate Partner Violence and the Sexual Assault and Child Abuse units.

#### **J. Mental Health Crisis Response – Multiple Initiatives Underway:**

The OPS continues to be active in supporting the Ottawa Guiding Council for Mental Health and Addictions (Guiding Council) and the Alternative Neighbourhood Response program known as ANCHOR that was launched last August.

The Police Service is also committed to continuing to work with partners to improve police responses to mental health crisis-related calls for service. The Mental Health Unit is doing some important partnership work to create a mobile response team and recently facilitated training sessions for crisis intervention for a group of officers and suicide intervention for auxiliary members. As already reported to the Board in April, the Mental Health Change Initiative project team has been created to focus on the jury recommendations for an OPS mental health council and strategy that came out of the Coroner's Inquest into the death of Mr. Abdi.

#### **K. Annual Human Rights Learning Forum – Planning Underway for December 4th:**

Planning is underway for the 10th Annual Human Rights Learning Forum, which will take place on December 4th, 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 2025 theme, along with last year's summary report and video links, will be released in September.

### **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 knowledge, 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.

#### **A. Safe Workplace Program:**

The continual development of the Safe Workplace Program (SWP) demonstrates the commitment to preventing and addressing all forms of violence, discrimination, and harassment in the workplace, including sexual harassment. 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. The Board received an update on this program's progress in March, and the Board also receives a detailed annual report in the fall.

Some highlights from this reporting period include:

- Continued workplace complaint intake and triage, with clear reporting processes outlined to reflect the legislative responsibilities regarding reporting member conduct under the CSPA.
- An independent program review and evaluation is in process and will be completed later this year in collaboration with the police associations.
- 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.
- The Workplace Conflict Resolution Unit (WCRU) continues to deliver Active Bystandership for Law Enforcement (ABLE) Training to OPS members. In addition, the WCRU created a business case to create a new updated version of the ABLE training.
- Sexual Violence and Harassment Training is in development with the assistance of the Champions of Professional Practice.
- New Community Safety and Policing Act (CSPA) Code of Conduct training for sworn members and special constables was carried out earlier this year to augment the Code of Professional Ethics that was launched in 2024.
- In April, as part of the Speaker Series, Dr. Adam Shoalts presented to members on Mindset, Resiliency and Overcoming Adversity. WCRU partnered with the Ottawa Police Association to offer multiple sessions to members and their families.
- A Conflict Conversations course has been created and is currently being reviewed.

## **B. Wellness Program:**

The Health, Safety and Wellness Unit continues to make strides in supporting OPS members' evolving wellness needs by enhancing internal collaborations and external partnerships, expanding digital resources, and focusing on trauma-informed care with a combination of programs and special initiatives outlined in the OPS Annual Report provided to the Board last month.

Following a thorough third-party evaluation of the Wellness Program late last year, a Health and Wellness Steering Committee is currently reviewing the findings to identify potential improvements and future developments, including: the possible need for a mental health clinician, defining key performance indicators, and enhancing wellness programs and services.

### **C. Interfaith Prayer Rooms – Launched:**

Following the launch of the first Interfaith Prayer Room for members in June 2023, construction was completed, and the two additional planned prayer rooms for our Elgin and Tenth Line locations were launched in Q1. A fourth prayer room is part of the construction plans for the new south facility. 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 internal resource web page to support this code-protected ground has been established. Policy and program evaluation work is part of the next steps.

### **D. Employee Resource Groups:**

The OPS continues to support the Employee Resource Group (ERG) Program with improved communications and access to resources and training initiatives. A full training day for all ERG leadership teams was held in June to enhance their ability to provide meaningful resources and support to OPS members. Program evaluation will be carried out with ERGs in Q3 and Q4.

Each ERG is carrying out its 2025 work plan, which includes many action items including: acknowledging international dates of significance, attending or providing workshops, hosting awareness-raising events, leading special initiatives, providing input and feedback on OPS processes and policies, and/or participating in training. A detailed report of activities and accomplishments is provided by each ERG in the DRIVE<sup>2</sup> annual report to the Board.

### **E. Employment Systems Review:**

The Employment Systems Review (ESR) is a large multi-year project to ensure equity in employment opportunities and benefits 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 of the ESR is on the first phase of the initiative, with work concentrated on identifying and addressing any potential systemic barriers to equity

within the organization's civilian and sworn recruitment, selection, hiring, transfer opportunities and placements, and promotional practices. During this reporting period, baseline metrics were established to guide the review and identify potential areas for an in-depth examination of systemic issues.

Significant assessment work continues on the sworn hiring, promotions, and transfer programs to identify and remove barriers to ensure equitable and inclusive processes. Improvements were made to the customized EDI Lens, which continues to be applied to sworn promotional and transfer processes. The new online Lens facilitates usage and allows for improved reporting capabilities. Along with the application of the Lens, EDI principles are being integrated into employment procedures, processes, and practices, including but not limited to employment-related policies, promotions and placement processes, interview processes, interview panel and independent observer training, and employee development programs.

Efforts also included ensuring equity within access to employment opportunities, inclusive and informed material, and bias-mitigated assessment processes. As we continue to apply employment equity best practices to internal processes and decision-making, the Service is seeing improvements in representation rates of the two designated groups, which have historically been under-represented at OPS: women and racialized persons. Overall, the representation of women continues to increase slowly, now at 24.3% for sworn members, while the representation of racialized persons in sworn positions is improving at a slightly better pace, now at 20.4%. This latter statistic represents a marked increase in recent years. As the ESR continues to roll out, the various HR systems that are the focus of the review will be examined to ensure equitable practices and processes are in place for all members.

#### **F. Self-Identification Data Collection:**

The Service has been working with City of Ottawa colleagues to implement a Self-Identification Data Collection platform tailored to meet OPS needs, which will provide detailed reporting functionality and allow for both regular and ad hoc up-to-date workforce employment equity related statistics. The EDI unit will lead this work at OPS and has been instrumental in informing OPS needs in this regard. The new platform and functionality will allow for overall statistics as well as a more detailed look by National Occupational Classification code to support the identification of potential systemic inequities. Within the reporting period, reporting requirements were identified. User acceptance testing is expected in the next half of 2025, with implementation in Q1-Q2 2026.

### **Focus Area 3: Leadership and Accountability**

The DRIVE<sup>2</sup> 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 CEC EDI Committee also supported the development of a detailed Measurement Framework and Baseline Overview for the DRIVE<sup>2</sup> Strategy to ensure meaningful and measurable progress.

### **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, meaningful engagement, regular communications, ongoing learning, and measuring progress.

The internal and external communications plan to support awareness and engagement for the DRIVE<sup>2</sup> Strategy continued for this period. In addition to ongoing presentations, events, social media and other updates, a new internal website was created for OPS members.

To assess and improve training, OPS is currently reviewing the human rights and EDI-related training that has been delivered in recent years, including Active Bystandership for Law Enforcement training, Indigenous cultural awareness workshops, and Anti-Black racism learning sessions. The Service has also obtained the new CSPA-led human rights thematic package of training modules and is preparing the appropriate implementation plan for organizational rollout.

The Respect, Values, and Inclusion Directorate and its EDI Unit worked closely with the CEC EDI Committee to ensure ongoing monitoring and evaluation of the implementation of the OPS DRIVE<sup>2</sup> Strategy. Further to the section entitled “Setting Goals and Measuring Impact” on page six of the DRIVE<sup>2</sup> Strategy, a detailed Measurement Framework and Baseline Overview was drafted and presented to the Board in July 2024.

Built on a continuous improvement model like the DRIVE<sup>2</sup> Strategy, the focus for 2025 includes implementing the measurement framework activities to ensure meaningful and measurable progress toward our 2027 goals and objectives. 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. This includes working with CEC to conduct a mid-strategy assessment with partners this fall.

OPS is committed to measuring and tracking our progress against available benchmarks and metrics to determine if we are reaching the short- and long-term target outcomes. A detailed status update on the implementation of the DRIVE<sup>2</sup> Strategy Measurement Framework will be provided in the next update report to the Board.

## **2. Updated DRIVE<sup>2</sup> Strategy**

An updated version of the OPS DRIVE<sup>2</sup> Strategy is being issued with this update report to the Board and is attached as Document 1. The main reason for this updated version is to reflect new action items, including the development of the Service's next Accessibility Plan (2026-2030) and the Mental Health Change Initiative project. The newest version of the OPS DRIVE<sup>2</sup> Strategy, along with this update report and opportunities for continued engagement, will be posted online at [ottawapolice.ca/drivetwo](https://ottawapolice.ca/drivetwo).

## **CONSULTATION**

The OPS DRIVE<sup>2</sup> 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 community 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 ongoing implementation, monitoring, and measurement of the DRIVE<sup>2</sup> Strategy.

Community members can get involved by visiting the Community Equity Council at [opscommunityequitycouncil.com](https://opscommunityequitycouncil.com) or contacting the Equity, Diversity, and Inclusion Unit at [EDI@ottawapolice.ca](mailto:EDI@ottawapolice.ca).

## **FINANCIAL IMPLICATIONS**

The majority of the DRIVE<sup>2</sup> Strategy work and projects are included within operational budgets of the various units leading this important change work. An assessment of new budget needs for 2026 will be conducted during the annual OPS budget planning process.

## **SUPPORTING DOCUMENTATION**

Document 1: Ottawa Police Service DRIVE<sup>2</sup> Strategy 2027 (Version 3)

### **CONCLUSION**

The DRIVE<sup>2</sup> Strategy encompasses four key focus areas, comprising over thirty action items that aim to enhance the internal culture for members and improve service delivery to the communities we serve. This report provides the mid-year update by highlighting progress on key action items.

Significant progress has been achieved during this reporting period, with several project launches, and a strong focus on qualitative and quantitative evaluation to measure progress against key performance indicators.

The Community Equity Council continues to be instrumental in providing guidance and input into the ongoing design, implementation, monitoring, and measurement of the OPS DRIVE<sup>2</sup> Strategy. The Ottawa Police Service is grateful to the Community Equity Council and various community partners for their important contributions to this ongoing DRIVE<sup>2</sup> Strategy work and our continued journey towards greater equity within both service delivery and our work environment.

Scheduled for presentation to the Board in January 2026, the 2025 year-end report and presentation will provide a detailed annual report of all action items and measurement work for the year. This will also include an important mid-strategy assessment.