

**Report to / Rapport au:**

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

**26 January 2026 / 26 janvier 2026**

**Submitted by / Soumis par:**

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**SUBJECT: HUMAN RIGHTS & EQUITY, DIVERSITY, AND INCLUSION (EDI)  
ANNUAL REPORT FOR 2025**

**OBJET: DROITS DE LA PERSONNE ET ÉQUITÉ, DIVERSITÉ ET INCLUSION -  
RAPPORT ANNUEL 2025**

**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**

This annual report to the Ottawa Police Service Board (the Board) highlights the Ottawa Police Service's (OPS) commitment to human rights and equity, diversity, and inclusion (EDI) by providing an overview of initiatives undertaken throughout the reporting period that focused on improving internal culture for members and service delivery to the communities we serve through a human rights/EDI lens.

Historically, the OPS has provided the Board with multiple annual reports to meet 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 (DRIVE<sup>2</sup>) Strategy.

This report is intended to capture and illustrate the ongoing community engagement and consultation undertaken each day by multiple teams within the Ottawa Police Service. The full scope of this work, led by the Chief, senior officers, Community Police Officers, District Policing Officers, and the Youth Unit, is far too extensive to document in its entirety. Instead, this report highlights key activities and summarizes the collective efforts in a way that aligns with established policy. It provides a comprehensive and consolidated account of the organization's significant human rights and EDI-related work, without the repetition of duplicate content in multiple reports.

## **DISCUSSION**

The OPS is governed by various pieces of legislation that support human rights and equity, including but not limited to the Canadian Charter of Rights and Freedoms, the Ontario Human Rights Code, the Community Safety and Policing Act (CSPA), the Accessibility for Ontarians with Disabilities Act, the Ontario Anti-Racism Act, and the Ontario Pay Equity Act.

Under the Human Rights Code, as both a public service organization and an employer, the OPS is committed to ensuring service delivery that respects and upholds the fundamental human rights of all individuals as well as to ensuring an equitable and inclusive workplace that recognizes the knowledge, skills, abilities, experiences, and contributions of every member of the Service.

The purpose of this report is to provide an overview of 2025 human rights and EDI-related work. This annual report provides an overview of current context and progress on legislative obligations and organizational commitments for the:

1. Board's AI-003 Equal Opportunity, Discrimination and Workplace Harassment, CR-1 Positive Workplace Policies, and the OPS Equitable Work Environment Policy;
2. Board's CR-16 Human Rights and OPS Human Rights Core and Racial Profiling Policies; and,
3. OPS 2023 – 2027 DRIVE<sup>2</sup> Strategy.

### **1. Board AI-003 Equal Opportunity, Discrimination and Workplace Harassment, CR-1 Positive Workplace Policies, and the OPS Equitable Work Environment Policy**

The Board's AI-003 Equal Opportunity, Discrimination and Workplace Harassment, and CR-1 Positive Workplace Policies underscore the Board's intent to ensure a diverse, equitable, and inclusive workplace that exemplifies the organization's vision, mission,

and values. The policies specifically state that OPS members can expect an environment that promotes and offers equal opportunity, equal and accessible treatment, values the contribution of all members, and provides a diverse and non-discriminatory work environment. Furthermore, OPSB Policy AI-003 states that the objectives of equal opportunity in the workplace and discrimination prevention are to ensure that the best qualified and motivated persons are selected for employment, promotion, preferred assignments, and career enhancement through lateral transfer. Additionally, it clarifies that this objective is to be achieved by ensuring that no discriminatory barriers exist in the workplace, that no discriminatory practices or behaviours exist in the workplace, and that the human rights of employees and potential employees are upheld and respected both in rule and in practice. OPSB CR-01 underscores the Board's commitment to ensuring OPS members experience equitable and accessible treatment within the workplace and reinforces the importance of diversity within the workplace as well as a non-discriminatory environment.

OPS's Human Rights Core Policy, along with outlining the commitments that guide the OPS's approach to respecting human rights as a public service provider, underscores the Service's obligations under the Human Rights Code as an employer. The Service's Equitable Work Environment (EWE) Policy further supports the Board's policies in this area, and 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 EWE 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 and retention.

The OPS has been working extensively to meet its obligations in this regard. The following provides an overview of key initiatives carried out in 2025 to improve equity within the OPS from an employment perspective.

The Service developed and provided EDI-related Key Performance Indicators (KPIs) to the Board, including workforce representation rates and termination rates with respect to under-represented employment equity-related designated groups. This work will continue in 2026. Workforce representation rates are also provided internally to key decision-makers in advance of Sworn transfer and promotion decisions to help inform

employee movements and ensure equitable representation among directorates and units.

The OPS also made improvements to the Service's EDI & Engagement Lens by developing an online format to facilitate further application of the Lens. A similar online lens was also developed to facilitate and support sworn employee movement processes.

Throughout the year, the Service applied human rights and employment equity principles to multiple employment related policies as well, including but not limited to the Accommodation Policy, Return to Work Policy, new draft Pre-Employment Screening Policy, Strategic Direction Policy, Strategic Project Portfolio Management Policy, and Internal Audit Policy. EDI principles were also applied to other internal practices and materials including a draft revised Dress Code Manual, revised Briefing Note procedures, and internal Service-wide communications,

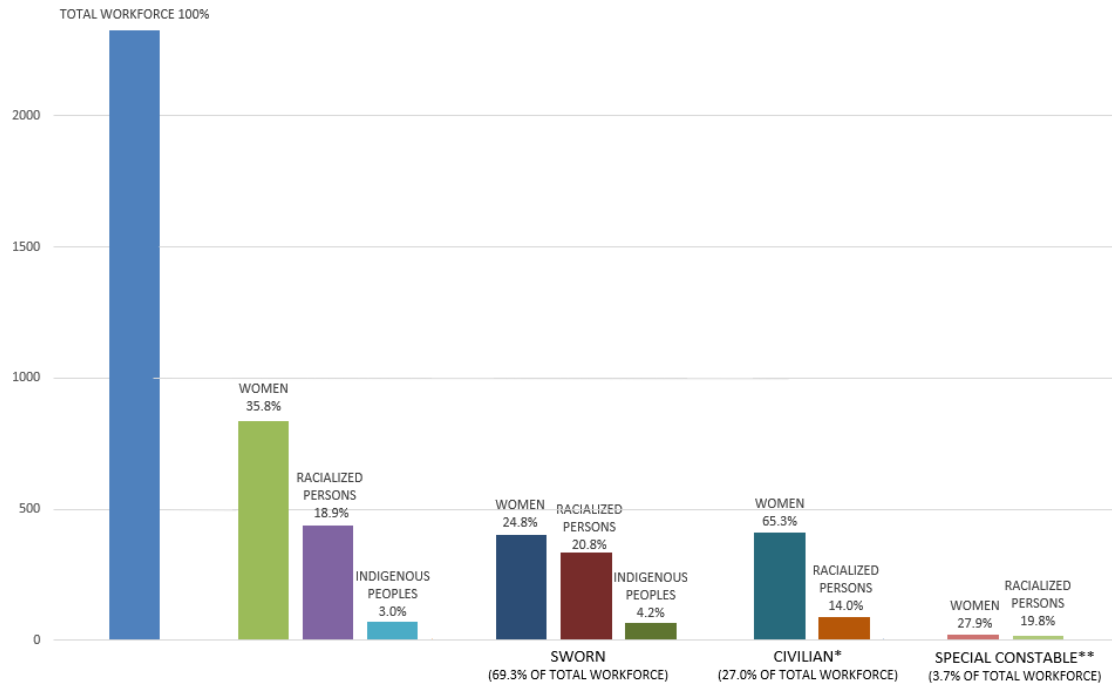
These principles were also applied to various Human Resources (HR) programs, processes and practices, including sworn recruit interview questions, sworn promotions interview and assessment materials, revised Sworn Acting Guidelines, new Mentorship and Leadership Programs, a revised Field Training Officer course, and an updated Workplace Violence, Harassment, and Discrimination course.

In 2025, the OPS also created a new Independent Observer/Hiring Panel Training course to improve equity in hiring and selection processes. The new course will be launched in 2026 and provides guidance and expectations on how to ensure greater equity in HR-related assessment processes.

High-level human rights and equitable workplace-related reporting under AI-003, CR-1, and the Service's EWE policies are provided in the table that follows (with statistics as at Sept. 30, 2025). As mentioned, the Service intends to expand and improve on EDI-related KPIs in 2026.

Other major initiatives and actions undertaken in 2025 to support the above-stated commitments are detailed below in the third section of this report.

## High-level Workforce Representation Rates:



Note: While the above table provides high-level representation rates for some typically under-represented population groups, there is no current capability to capture this data for additional groups. Improvements are expected in 2026 as the Service introduces improved workforce survey and reporting capabilities (project currently underway with expected implementation in Q1 2026).

## 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 fundamental rights of all individuals contained in the Canadian Charter of Rights and Freedoms and protected under the Ontario Human Rights Code. The policy requires the OPS to have policies and procedures in place 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.

Similar to the Board, 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 equitable 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 Human Rights Core Policy, Accessibility Policy\*, Hate Bias Crime – Hate Propaganda Policy\*, Racial Profiling Policy, Regulated Interactions Policy\*, Traffic Stops and Vehicle Searches Policy\*, and Use of Force Policy\* (note that policies marked with an asterisk (“\*”) are reported to the Board through separate annual reports). Furthermore, the Service's Racial Profiling Policy includes the definition of racial profiling as specified within the Board's policy CR-16 (“Racial profiling in policing occurs when race, ethnicity, colour, place of origin or religion, or stereotypes about offending or dangerousness associated with any of these characteristics is used, consciously or unconsciously, to any degree in suspect selection or suspect treatment except when looking for a particular suspect who has committed an offence and who is identified, in part, by their race.”), as well as a provision that prohibits members of the Police Service from engaging in racial profiling in any of their activities.

To further support these policies, the OPS has multiple provisions in place that reinforce and encourage positive and professional practices, including but not limited to a Code of Professional Conduct, various professional development opportunities, and training content focused on human rights issues. These efforts are supported by the CSPA's Code of Conduct for Police Officers. Additionally, information on how to file a public complaint about a human rights or racial profiling violation is available on the OPS website's Contact Us page, which explains the various complaint channels available to members of the public.

Various initiatives and work done in 2025 impact human rights and equitable treatment from a service delivery perspective, including but not limited to the following:

Development of the Service's next multi-year Accessibility Plan 2026-2030. The initial draft has been uploaded to the OPS's website and has been shared both internally and externally with community and key interest holders for input and feedback. The required compliance report to the Ministry for Seniors and Accessibility was also submitted to the Board for online filing. Updates to the Service's Accessibility Policy are also underway and will be completed in 2026. The OPS continues to respond to public inquiries, as well, and adjusts practices to better improve overall service delivery. As an example, in response to public concern raised this year with respect to Collision Reporting Centres located in OPS facilities (but operated by a third party, Accident Support Services International Ltd.), the Service has been working with the company to improve accessibility of the self-serve kiosks.

Additionally, in respect of human rights and improved inclusivity, an EDI lens was applied to multiple service delivery-oriented policies, including but not limited to the Use

of Force policies, Special Investigations Unit Policy, Missing Persons Investigation Policy, Hate Bias Motivated Crime Policy, and Regulated Interactions Policy. EDI-related principles and considerations were also applied to other external messaging, documents, and surveys, including but not limited to commemorative day messaging, annual and OPSB reports, and surveys related to mental health as well as victim choice reporting.

The OPS is also engaged in a number of major initiatives and other actions to support the above-stated commitments. These are detailed below in the third section of this report that provides a 2025 update on the OPS 2023 – 2027 DRIVE<sup>2</sup> Strategy.

This work encompasses critical initiatives to address violence against women and gender-based violence, alternative mental health responses, the collection of race and identity-based data, and advancing anti-racism partnership work.

### **3. OPS 2023 – 2027 DRIVE<sup>2</sup> Strategy Update – 2025 Progress on Key Action Items and Partnership Work**

The OPS DRIVE<sup>2</sup> 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 interest holder 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 DRIVE<sup>2</sup> 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 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 noted, this 2025 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**

The OPS builds relationships and develops partnerships with communities to ensure delivery of equitable policing services and build trust. Together, we continue to focus on addressing and preventing systemic issues in programs, projects, operations, and decision-making. The OPS remains focused on reducing violence and victimization and confronting hate against marginalized and vulnerable population groups.

This focus area refers to 2025 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 on the extensive community engagement activities is included in the annual report to the Board for the CR-6 Public Consultation Policy.

### **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, the 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 the 2024 Annual Use of Force Report to the Board, the new Community Use of Force Review Panel was selected and launched in 2025.

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 Community Equity Council (CEC). The panel is conducting groundbreaking case reviews to identify systemic issues and make recommendations for improved service delivery, including community engagement, training, and procedures.

The panel members have diverse skills and experience 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. The panel will convene early in 2026 to review cases and contribute to the 2025 Use of Force Annual Report and its recommendations. Panel members will also be consulted on Use of Force training, policies, and procedures.

### **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 in June 2025. Race and identity-based data were also added to the Board's KPI reporting requirements for the 2024 – 2027 Strategic Direction.

The Diversity Relations and Resource Unit (DRR) provided training specific to racial profiling for all new OPS recruits. Training included 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. This collaborative work includes several related action items in 2025 and 2026: anti-racism training, implementing the Traffic Stop Race Data Task Force, reviewing our racial profiling policy, operationalizing the new Use of Force Community Review Panel, launching the mental health advisory council, and creating an organizational race and identity-based data collection strategy to improve data collection, reporting, and action planning.

### **C. Indigenous Relations Journey – Indigenous Liaison Officer & Advisor Positions to Strengthen Partnership Work:**

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 several 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 throughout the year, such as the Red Dress Day at Ottawa City Hall in May to honour Missing and Murdered Indigenous Women, Girls and 2SLGBTQIA+ peoples.

The Senior Advisor Violence Against Indigenous Women, Kathleen Lanoue, was hired in 2025 to work with Indigenous partners across the city and participate in the OAC's Indigenous Women's Safety Table to work on outcomes that improve service and safety for Indigenous Women.

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 Indigenous communities to aid in cultural competence training of new recruits. Last month, the DRR Indigenous Liaison Officer positions were also posted.

To honour Missing and Murdered Indigenous Women, Girls, and 2SLGBTQQIA+ peoples, police and community members took part in a Tree of Hope project organized by the OAC. The November 17<sup>th</sup> event symbolized solidarity and remembrance with three trees lit along the walking path along Elgin Street between OPS Headquarters, Ottawa City Hall, and Parliament Hill. The event included the presentation of a Jingle Dress to the OPS, reminding us of the healing power and strength of Indigenous women, girls, and 2SLGBTQQIA+ peoples.

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

By working on a number of collaborative initiatives, the 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 previous reporting periods, the partnership work noted below took place in 2025.

The 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 2025, K9 Nelson, a specially trained 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. Police and community members are already following his progress on social media.

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-centered approach enhances service accessibility, supports potential safety concerns, and improves operational efficiency by reducing in-person front-line patrol

responses. A soft launch was implemented for this new initiative to allow for proper testing and evaluation before a full launch of the program.

The OPS continues to collaborate with local violence against women service-providing agencies for innovative case review sessions. 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.

In July, the 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 the 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 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 also provided to the Board, 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 OPS 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 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 provided a safe space to identify and address victimization that was happening with some newcomers. In July, DRR members were honoured to attend South Sudan Independence Day community events,

including a flag-raising ceremony at Ottawa City Hall. Many other community-police engagement opportunities took place throughout the year including working with the CEC to create listening circles with various communities.

In early 2026, multiple community sessions will be held to raise awareness and garner feedback on community policing, the community safety well-being plan, and the new district policing model. Last Fall, several community policing partners provided feedback on the draft presentation, video, and engagement activities, including: the Community Equity Council, Community Use of Force Review Panel, and the Mental Health Advisory Committee. The schedule of dates for community sessions will be available soon.

#### **F. Annual Diversity Celebration:**

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.

The Annual Diversity Celebration was held on Wednesday, June 18, 2025, at Ottawa Police Headquarters on Elgin Street, to recognize National Multiculturalism Day and Welcoming Ottawa Week. The event highlights the contributions of Ottawa's diverse communities and featured special guests, cultural entertainment, culinary delights, 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.

This year's Annual Human Rights Learning Forum included an interactive session on hate that featured the HBC Unit and community partnership projects. Attendees also participated in a community training session on how to be an active bystander.

In 2025, preliminary partnership efforts began to develop an innovative, multi-pronged hate prevention and reporting platform, accompanied by a comprehensive awareness campaign. Pending approval of the terms of reference, this initiative is expected to be one of the main partnership projects in 2026.

## **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 in early 2025. 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. This partnership work continued for Pride week celebrations in August, including the annual pre-parade brunch event.

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

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

Following a competition process with the City of Ottawa Procurement team late last year, Languages in Motion was selected as the successful vendor. Through a smartphone application, OPS members will soon be able to access an interpreter in over 200 languages and in under a minute. Phase 1 of implementation has involved a select group of members within the OPS conducting a trial of the service. The remainder of the roll-out will take place in the coming months and will include providing service access to all other members. 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 was carried out in 2025. A full program rollout across the OPS is now expected in early 2026 at which point all OPS members will be able to use the service.

This project need was identified from multiple internal and external interest holders 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 Launched:**

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 (ANCHOR) that was launched 2024.

The 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 did some important partnership work to create a mobile response team and facilitated training sessions for crisis intervention for a group of officers and suicide intervention for auxiliary members.

As already reported to the Board in 2025, the Mental Health Change Initiative project team was created to focus on responding to the jury recommendations for an OPS mental health advisory council and strategy that came out of the Coroner's Inquest into the death of Mr. Abdi. The Mental Health Advisory Committee was created and began meeting in the Fall of 2025.

Following the successful launch of our Crisis Intervention Team (CIT) program earlier this year, the OPS launched the first Mobile Crisis Response Team (MCRT), another important milestone in our commitment to improving mental health response. The MCRT pairs a CIT-trained officer from our Mental Health Unit with a mental health professional from The Ottawa Hospital's Mobile Crisis Team. Together, they respond to calls involving individuals in mental health or substance use crises, providing both policing expertise and clinical care.

CIT-trained officers are also now embedded on each frontline platoon, bringing specialized training in mental health and substance use crisis response, de-escalation techniques, and culturally sensitive, trauma-informed approaches. They respond to calls in their areas while supporting colleagues and improving outcomes for individuals experiencing crisis.

The OPS also began the deployment of 30 Axon Body Worn Cameras in November. These cameras were issued to a select group of officers including members of the Crisis Intervention Team as well as designated Frontline sergeants.

As presented at this year's annual OPS Human Rights Learning Forum in December, the Mental Health Unit and the Mental Health Change Initiative project team provided a detailed update on progress with partners and are focused on continuing meaningful change in 2026.

**K. Annual Human Rights Learning Forum:**

Proclaimed by Mayor Sutcliffe as Human Rights Learning Forum Day, the OPS hosted its 10<sup>th</sup> Annual Human Rights Learning Forum on December 4, 2025. The Forum brought together almost 300 partners, police members, and residents to engage in interactive learning, meaningful dialogue, and collective action under the theme of “Advancing Human Rights and Policing – Collaboration for Safer, More Inclusive Communities.”

The Forum was an opportunity to celebrate ten years of collective impact on human rights topics by focusing on human rights and the Community Safety and Policing Act, along with some current community-policing partnerships that strengthen our human rights approaches: mental health crisis response, hate crimes and active bystandership.

Acting Sergeant Judith Drover-Janes successfully led an event planning team of members from the EDI Unit, Strategic Partnerships and Engagement Unit, and the Community Equity Council to create a memorable tenth anniversary event. A report and video will be released by the end of Q1 2026.

**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, the OPS remains committed to fostering a culture that promotes respect, inclusion, safety, and wellness for all members.

In addition to the efforts undertaken in 2025 in this regard, covered in section 1 of this report (1. Board AI-003 Equal Opportunity, Discrimination and Workplace Harassment, CR-1 Positive Workplace Policies, and the OPS Equitable Work Environment Policy), the following are several key initiatives aimed at promoting and ensuring an equitable and inclusive work environment for all OPS 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 2025, and the Board also receives a detailed annual report.

Some 2025 highlights 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 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 in 2025 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.

The SWP will be reviewed, evaluated, and enhanced in 2026 to ensure that it continues to adequately meet the needs of OPS members moving forward.

## **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 in June.

Following a thorough third-party evaluation of the Wellness Program in late 2024, an OPS, OPA and SOA joint-Health and Wellness Steering Committee was created in 2025 to review the findings and 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 2025. 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 for this new program through 2026.

### **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. Each ERG carried out their 2025 work plans, which included: 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.

### **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.

At the time of this report, Phase 1 of the Service's Employment Systems Review (focused on Recruitment, Selection, Hiring, and Promotions employment systems) is close to completion, with some continued analysis and implementation continuing into 2026 (final steps in analysis process, assignment, and implementation of corrective actions). Phase 2 will focus on Retention, Training, and Development.

The first phase of the ESR used baseline workforce representation data by Directorate to identify areas with potential systemic gaps. The employment systems included in this phase were assessed as well, to identify areas of opportunity for systemic change. Key

interest holders will be engaged to address noted systemic issues which may pose barriers to full equity within employment processes, including but not limited to outdated or not documented practices, areas where subjectivity may enter the process, and/or areas in need of specific mentorship opportunities.

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

In-house ability and expertise (albeit manual) to collect employment equity related workforce data on the two under-represented designated groups at the OPS has allowed the Service to better understand the current landscape and has provided the advantage of better informing action plans (for example, specific HR initiatives in areas where significant under-representation exists).

In tandem with data collection efforts, the OPS has been working to implement improved workforce self-identification survey capabilities, including independent and in-depth reporting functionality. It is expected that this reporting will be similar to federal requirements, allowing for workforce analysis by National Occupational Classification Code, for improved analysis and comparison with Census of Canada data at the occupational level.

As part of ongoing and interim efforts, the Service continued to improve existing functionality (current survey to sworn members) and responded to member inquiries related to the survey.

#### **G. Multi-Year Accessibility Plan:**

The OPS is committed to ensuring accessible environments and meeting the accessibility requirements of persons with disabilities in a timely, respectful, and proactive manner. As part of this commitment, last month the OPS invited community feedback on the draft 2026-2030 Ottawa Police Service Multi-Year Accessibility Plan. The first draft of the document outlines our plan to identify, remove, and prevent barriers to accessibility across our programs, services, communications, information, facilities, and employment opportunities. An update report to the Board on this work is expected this month.

#### **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, quarterly update meetings are scheduled 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 and approaches it in a way that requires continuous action, meaningful engagement, regular communications, ongoing learning, and measurement of progress.

In 2025, as part of its Leadership Program, the OPS launched the International Association of Chiefs of Police (IACP) First-Line Leadership (FLL) course. The FLL training program is a three-day in-person training designed to meet the needs of current and aspiring leaders. The course focuses on multiple areas including effective leadership, emotional intelligence, organizational culture and ethics, and transactional versus transformational leadership.

Additionally, the internal and external communications plan to support awareness and engagement for the DRIVE<sup>2</sup> Strategy continued this year. In addition to ongoing presentations, events, social media and other updates, a new internal website was created for OPS members. The EDI Unit's second year on Instagram also continued to improve awareness and engagement with a 34.4% increase in followers, 73 posts, and total of over 65,000 views. The top five posts viewed were: Employee Resource Group Day with 6,616 views, 10<sup>th</sup> Annual Human Rights Learning Forum with 3,667 views, Supt. Zackrias' Top 25 Canadian Immigrant Award with 3,354 views, Tree of Hope with 3,322 views, and Red Dress Day with 3,192 views.

To assess and improve training, the 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 EDI Unit also reviewed other training materials throughout 2025, providing an EDI and human rights lens to the content. The Service has also obtained the new CSPA-led human rights thematic package of training modules and began the organizational rollout.

The 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 2026 includes continuing to implement 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 and measurement framework that will help track progress against our broader vision for EDI at OPS. Last year, a member of the EDI Unit was accepted into the inaugural certification program for the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB). This quarter, the EDI Unit will work closely with the CEC EDI Committee, Senior Leadership Team, ERGs, and other interest holders to complete a review and assessment of the current strategy work by using this international assessment tool.

### **Next Steps**

The next updated version of the OPS DRIVE<sup>2</sup> Strategy will be provided with the 2026 mid-year update in July, reflecting progress made as a result of new projects, audits, and reviews. Continuing to implement the measurement framework and reporting on KPIs will be a priority in addition to continuing to implement action items in 2026.

The latest version of the OPS 2023 – 2027 DRIVE<sup>2</sup> Strategy, along with updates and opportunities for continued engagement, are posted online at [ottawapolice.ca/drivetwo](https://ottawapolice.ca/drivetwo).

### **CONSULTATION**

Significant feedback from both community and police members, multiple interest holder engagements, and third-party reviews identified changes needed to improve both internal culture and service delivery. 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.

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

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**

All activities performed during the 2025 reporting period were conducted utilizing funding allocated in the 2025 Budget. Activities referenced and being conducted in 2026 will be fully funded utilizing funding allocated in the 2026 Budget.

## **CONCLUSION**

The 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 professional policing.

As outlined in this annual report, human rights and EDI work is a shared responsibility needed for meaningful collective action. This report provides an overview of progress on activities that focus on improving internal culture for members and service delivery to the communities we serve.

Together, we are focused on making progress by launching several new programs, creating innovative projects, and improving processes and policies. While listening and learning from community partners to build trust and ensure continuous improvement, we will continue to implement and measure the outcomes of the OPS 2023 – 2027 DRIVE<sup>2</sup> Strategy.

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