

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**28 September 2020 / 28 septembre 2020**

**Submitted by / Soumis par:**

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**SUBJECT: UPDATE ON EQUITY, DIVERSITY AND INCLUSION ACTION PLAN**

**OBJET: MISE À JOUR SUR LE PLAN D'ACTION SUR L'ÉQUITÉ, LA  
DIVERSITÉ ET L'INCLUSION**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

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

**BACKGROUND**

The Ottawa Police Service (OPS) continues to demonstrate courage and leadership in Canadian policing, as we address equity, diversity, and inclusion issues in today's unprecedented environment, that includes the COVID 19 pandemic, the ongoing Black Lives Matter demonstrations against systemic racism, #MeToo violence against women movements, Murdered and Missing Indigenous Women calls for action, and other demonstrations taking place against OPS and policing and around the world. There have also been a number of complaints and incidents related to systemic discrimination in the media affecting our membership and the local community.

The Equity, Diversity, and Inclusion Action Plan 2020-2022 is a major deliverable of the Ottawa Police Services Board's (Board) Strategic Plan in the priority area to: "Make meaningful progress on Equity, Diversity and Inclusion (EDI)."

The 2020 EDI Action Plan (Year 1) was tabled with the Board in January 2020 and approved at the February Board meeting. It is built on significant police and community engagement efforts and responds to various recommendations from surveys, research, complaints, and audit reports. The current version is available at [ottawapolice.ca/EDI](http://ottawapolice.ca/EDI). This has been a foundational first year of the EDI Action Plan, and we are making progress with collaborative leadership and collective action.

This report is an opportunity to provide an update on the progress to date and outline remaining 2020 priority work areas – continuing to focus on member wellness, sexual violence and harassment in the workplace, and other systemic issues such as gender based discrimination, racial profiling, anti-black racism, and anti-indigenous racism, homophobia, xenophobia, etc.

We remain focused on moving from reports and recommendations to acknowledgement and action that leads to meaningful and measurable change. It's about creating a police service our police and community members deserve. While the current environment is presenting some challenges and delays, it is important more than ever to press on and not lose momentum. While much has been accomplished already this year, we know there is more work to done.

A more detailed progress report on the 2020 EDI Action Plan is attached to this update report.

## **DISCUSSION**

The 2020-2022 EDI Action Plan is a three year organizational plan focused on creating meaningful and measureable progress and building a culture that embraces equity, diversity, and inclusion. It has:

- Focused activities and defined deliverables;
- Targeted outcomes and benchmark measures;
- Provided regular updates and progress reporting;
- Initiated culture change and engagement actions;
- Provided a multi-stakeholder approach – development, implementation, and monitoring; and
- Developed five key focus areas of work represented by a “house image”:  
Leadership & Accountability, Community & Service Delivery, Diverse Workforce – All Levels, EDI Competent Members, and Member Support & Inclusion.

The short and user-friendly action plan, and this year's priorities, were built on many different sources including the recently released reports and significant inputs from both police and community members who contributed to the many meetings, interviews, forums, and surveys over the last few years. We also worked closely with the

Community Equity Council (CEC) and its working committees to design the plan and set priorities – including 10 priority action items for 2020.

The purpose of this report is to provide an update on the 2020 EDI Action Plan including:

- Progress to Date - on the ten 2020 priority action items as well as other human rights and EDI related work that has been accomplished, or is underway, with city partners and community stakeholders; and
- Remaining 2020 Work and Key Areas of Focus.

**Progress to-date on the 2020 EDI Action Plan:**

As outlined in the attached progress report, significant work has been completed, or is underway, with city partners and key stakeholders like the CEC.

While human rights and EDI work is seen traditionally as Human Resources or Executive main functions, OPS work is being championed not only by the new Respect, Values and Inclusion Directorate (RVI), but also by superintendents and staff in directorates across the organization, including Human Resources, Wellness, Performance and Professional Development, planning and Research, and Criminal Investigative Services – to name a few.

In recent months, 10 police services have made requests for meetings and additional information on how to build the EDI Action Plan and unit, including background reports such as engagement plans and recently conducted review and audit reports.

**2020 Priority Action Items – Status Updates (see attached progress report for more details)**

1. Create EDI Office to enhance EDI efforts and coordination across the OPS.
  - 80% Complete. A new RVI Directorate was announced on May 7 – effectively launching the EDI Section. The new section is focuses on bringing the broader membership together by implementing inclusive practices as well as leading and incorporating systemic change throughout the organization.
  - The section developed the EDI Action Plan which is the guiding strategy for the section and this work across the organization. The section is currently working on priority action items: Leadership and Coaching Sessions, culture change strategy, custom EDI Lens Toolkit for the organization and other partnership initiatives in addition to ensuring the coordination and measurement of the plan. Full staffing is expected to be complete by October.
2. Provide EDI coaching and mentoring to equip our leaders with culture change and EDI Tools.

- 80% Complete. EDI Leadership Session featuring global human equity strategist and author Mr. Peter Trevor Wilson of The Human Equity Advantage scheduled for September 22 with all senior staff. Senior staff also attended a session with CEC Community Leader Mr. Gerard Etienne on understanding EDI and systemic discrimination, on September 8. Planning is already underway for Intercultural Developmental Inventory assessments (IDI) and additional leadership sessions.
3. Develop an EDI Lens Toolkit to improve our decision-making and Internal and External systems – including updates to the Transfer, Promotions, and Developmental Rotation processes.
    - 40% Complete. A customized EDI Lens Toolkit is being developed in partnership with the Centre for Intercultural Learning, Global Affairs Canada.
  4. Reintroduce Hate Crime Unit to Improve Response and Support to Impacted Communities.
    - 85% Complete. The Hate Crime Section was reintroduced on January 23, 2020 and has completed major activities including section realignment and staffing as well as major partnership work with United for All that includes the Hate Crime detective on the rapid response team.
  5. Update Outreach Recruitment and Background Check Processes to Remove Unintended Barriers and Increase Competitive Applications.
    - 80-90% Complete. The Outreach and Recruitment Team has made significant progress to remove barriers and improve recruiting process, including changes to the background process and training, fitness testing, interview process. Overview of improved processes and early success indicators – presented to the Board in March 2020 include:
      - Replacing the ATS testing with a local more inexpensive approach that is also later in the process has created a much larger diverse pool of candidates because we removed barriers to applying like cost, accessibility and time.
      - Background investigators are provided with human rights and unconscious bias training. The background stage is not the last and final stage of the process any more, but it is a report considered and reviewed by a team as part of the decision-making process.
      - A mentorship program was created to match potential new recruits with officers.
      - Historically we have 650 applicants a year. Between January and September 2020, we have 2180 applicants. Based on self-identification

(not everyone self-identified) of the 2180: 18.25% women (vs 12% previously), 36.43% racialized (vs. 13% previously), and 4% Indigenous.

6. Initiating community dialogue and working with stakeholders for more effective mental health response (including training) with interagency and intersectional approach that addresses gaps, improves service delivery, builds collective action, and contributes to community safety and well-being.
  - 40-50% Complete. Review of the OPS' mental health strategy and response is underway. Work is also taking place at the national level with the Canadian Association of Chiefs of Police.
  - The priority action item is related to several ongoing projects including the development of the Community Safety and Well Being Plan.
7. Enhance member wellness supports and inclusion efforts – Accommodations, Early Intervention, and formalizing Employee Resource Groups (ERGs).
  - 50% Complete. Planned improvements to service and programs for members, families and retirees is underway; however, the Wellness Team is also contributing supports, resources, and expertise in response to pressing OPS-specific needs related to COVID19.
  - Employee Resource Groups (ERGs) are being formalized this year with support from the RVI Directorate, and leadership from officers leading each ERG.
8. Improve complaint resolution process for members and supervisors – including the joint OPS/Board workplace sexual violence and harassment project.
  - 65% Complete. Significant foundational work is underway since the launch of the Respect, Ethics and Values (REV) Section on May 7, 2020.
  - As presented to the Board on July 27, 2020, partnership work is also underway for the special project focused on addressing sexual violence and harassment in the workplace.
9. Enhance community policing, including the expansion of Neighbourhood Resource Teams (NRTs).
  - 85% Complete. Planned expansion of NRTs with three additional units in 2020 is well underway with an evaluation being carried out by Dr. Linda Duxbury. Additional activities include a review of the School Resource Officer program and continued work with the City of Ottawa and stakeholders on the Community Safety and Wellbeing Plan.
10. Continue anti-racial profiling efforts on addressing over- and under-policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.

- 50% Complete. The OPS continues collaborative leadership work to address racial profiling concerns with a number of partnership projects and activities taking place throughout 2020 that are outlined in the attached progress report. Review of the racial profiling policy will begin in October.

### **Additional 2020 EDI Work & Key Focus Areas**

- Community Equity Council (CEC): The OPS continues to support, resource and co-lead the [Community Equity Council](#) under the leadership of co-chairs Deputy Chief Bell and Ms. Sahada Alolo. The CEC and committees advise on the priority action items, and they assist in identifying with target outcomes and success indicators, conduct important relationship-building activities including listening circles in the community. The CEC committees including Anti-Racism, Indigenous Relations, Trending Issues, Communication, EDI Action Plan are co-lead by a community and police member of the CEC.
- Youth Advisory Committee (YAC): Statement and video chat on systemic racism and policing (March and August). YAC is planning to host a virtual YAC Chat on systemic racism.
- Committee representation and partnership work with the [Aboriginal Working Committee](#) and [City Reconciliation Plan](#), new City of Ottawa Anti-Racism Secretariat, [United for All Coalition](#), and [Equity Ottawa](#).
- Ongoing work with the Ottawa Coalition to End Violence Against Women (OCTEVAW) stakeholders to address violence against women and improve service delivery, led by CID.
- Provincial partnership and committee work with Ontario Association of Chiefs of Police – Diversity Committee.
- Pride Week 2020: Virtual celebrations in the city complete with OPS planned activities (rainbow pin sharing, Pride Flag raising at all police buildings, focus on education and awareness of Pride internally and externally with social media, internal messages and posters).
- Review of LGBTQ2 Police Liaison Committee. Next steps include reviewing recommendations with stakeholders.
- Ongoing development of ERGs and collaboration for investigations/complaints, international events, and policy/procedures reviews.
- International Day: Member recognition events and social media activities (examples):
  - Black History Month speakers' panel and recognition event (February)

- International Women Day remarks and gathering (March)
- International Day Against Homophobia and Transphobia awareness posters (May 2020)
- Monthly Dates of Significance and implementation of multi-cultural calendar for all police members (new software implementation of MS Office calendar system).
- Performance Management Program: Mandatory refresher training for all supervisors was delivered by the Talent Development and Performance Management team in Q3. The team will also undertake a review of the core competencies with stakeholders in Q4 2020.
- OPS Member Engagement Survey is currently underway with all members.

### **Related 2020 Board Reports and Discussions**

There have been regular updates to the Board this year on our collective human rights and EDI efforts. There have already been a number of related update reports and presentations to the Board this year in many of the key areas. These more detailed reports include:

- January 27, 2020:
  - Draft 2020 - 2022 EDI Action Plan & presentation
  - Accelerated Police Officer Hiring Plan & presentation
  - Accessibility for Ontarians with Disabilities Action – status report
  - Collection of Identifying Information (Street Checks) – Annual Report
- February 24, 2020:
  - Approval of EDI Action Plan
  - Positive Workplace: 2019 Annual Report
  - Outreach and Recruitment update
- April 27, 2020:
  - Complaints Report, Part V, Police Services Act, first quarter 2020
  - Workplace injuries, illnesses and incidents: 2019 Annual Report
- May 25, 2020:
  - Human Rights and Racial Profiling Policy Annual Report
  - Equitable Work Environment Annual Report
- June 22, 2020:
  - Motion: Recommendations for addressing systemic racism, discrimination, and bias, and creating a more equitable and inclusive Ottawa Police Service (PSB Member D. Nirman)
- July 27, 2020:
  - Sexual Violence and Harassment project update presentation

In addition to these 2020 Board reports, there have been number of related presentations, delegations and difficult but important discussions this year – keeping the pressure and the focus on making meaningful progress on EDI at the OPS. Topics have included defunding, de-escalation and mental health training, body-worn cameras, anti-discrimination efforts, gender-based discrimination including sexual violence and harassment project updates, as well as outreach and recruitment.

### **Incorporating Board Member Nirman’s Motion**

Board Member Daljit Nirman demonstrated leadership and support for the EDI Action Plan, priority action items, and the overall key objectives when he made the important motion at the June Board meeting: “Addressing systemic racism, discrimination, and bias, and creating a more equitable and inclusive Ottawa Police Service.”

The OPS has met with Mr. Nirman and is committed to including him in the EDI management and steering committees to advise and oversee the ongoing development, implementation and monitoring of the plan and key deliverables. In addition to participating on the Sexual Harassment and Violence in the Workplace project, he will be invited to participate and provide advice on remaining major 2020 EDI initiatives that we are working with key partners and stakeholders on – our continuing work with the CEC in developing, implementing, and monitoring the plan, including the need to develop measurement and success indicators, and continuing work on addressing racial profiling, including the racial profiling policy review scheduled to begin in October.

### **Remaining 2020 Work and Key Areas of Focus**

- Continue to work with the CEC and their committees on EDI, trending issues, communications, Indigenous relations, anti-racism, training, and Outreach Recruiting.
- Complete 2020 EDI Action Items with community partners and stakeholders.
- Developing measurement indicators in collaboration with partners.
- Continue to focus on key focus areas with CEC and other partners on remaining 2020 priority work areas – member wellness, sexual harassment and violence in the workplace, and other systemic issues such as gender-based discrimination, racial profiling, anti-black racism, and anti-indigenous racism.
- Work closely with key city stakeholders and community partners like the CEC to report on the 2020 EDI Action Plan and prepare the 2021 EDI Action Plan.



**CONSULTATION**

Human rights and EDI work to-date is built on significant consultation with internal and external stakeholders, and that will continue with ongoing development, implementation, and monitoring of the multi-year EDI Action Plan.

The OPS will work closely with key city stakeholders and community partners like the CEC to report on the 2020 EDI Action Plan and prepare the 2021 EDI Action Plan.

**SUPPORTING DOCUMENTATION**

Document 1: 2020 EDI Action Plan – Progress Report

**CONCLUSION**

The OPS will continue to work with stakeholders, including the Board, the CEC, and committees, to ensure that the 2020 EDI Action Plan Report and the Draft 2021 Action Plan are tabled with the Board in December 2020.

Together we will move from reports and recommendations to greater action – making more meaningful and measurable progress on EDI by focusing on culture change, removing barriers, and improving systems. This is about ensuring meaningful progress on EDI – creating a police service our police and community members deserve.