

Report to / Rapport au:

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

31 May 2021 / 31 mai 2021

Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Isobel Granger, Superintendent; Respect, Values, and Inclusion Directorate
*GrangerI@ottawapolice.ca***

**SUBJECT: 2020-2022 EQUITY, DIVERSITY AND INCLUSION ACTION PLAN
UPDATE**

**OBJET: MISE à JOUR : PLAN D'ACTION SUR L'ÉQUITÉ, LA DIVERSITÉ ET
L'INCLUSION 2020 - 2022**

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

We are committed to a professional workplace focused on delivering service that enhances community safety and well-being, duty of care, and public trust. Equity, diversity and inclusion is a fundamental over-arching approach that will drive our decision-making and change.

The Equity, Diversity, and Inclusion (EDI) 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."

The EDI Action Plan was tabled with the Board in January 2020 and approved at the Board's February meeting. The current version, as well as regular updates, are available at ottawapolice.ca/EDI.

The EDI Action Plan is built on significant police and community engagement efforts and responds to various recommendations from surveys, research, complaints, and audit reports. Created and managed by the EDI Section, the plan coordinates EDI related work taking place across the organization in various directorates – most of it in collaboration with partners and stakeholders.

2020 was a foundational first year of the EDI Action Plan, and we are committed to continue making progress with collaborative leadership and collective action in year two of the plan by focusing on implementing programs and systems and culture change in 2021.

In the interest of providing regular updates on the EDI Action Plan, this report is an opportunity to provide a brief update on 2021 priority action work that also aligns with the Board's strategic direction and the approved 2021 Change Budget – 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.

In 2021, work is underway and on track to meet these directives. A progress report snapshot on the EDI Action Plan is attached to this report and will be made available to police and community members, internal and external stakeholders, and posted online at ottawapolice.ca/edi. A more fulsome update on key deliverables will be provided with the next progress report to Board in October.

DISCUSSION

The OPS continues to demonstrate courage and leadership in Canadian policing as we address equity, diversity, and inclusion issues in today's unprecedented environment, including: the COVID-19 pandemic, the ongoing Black Lives Matter demonstrations against systemic racism, #MeToo violence against women movements, Missing and Murdered Indigenous Women calls for action, and other demonstrations taking place against the OPS and policing 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 2020-2022 EDI Action Plan is a three-year organizational plan focused on creating meaningful and measurable progress and building a culture that embraces equity, diversity, and inclusion. The short and user-friendly action plan was 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 subject matter experts and stakeholders like the Community Equity Council (CEC) and its working committees to design the plan and set priorities.

The purpose of this report is to provide a brief update on year two of the EDI Action Plan.

2020 Progress on the EDI Action Plan:

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. The majority of OPS Superintendents are also on the CEC, and some are also co-leading CEC working groups with a community representative on topics such as anti-racism, indigenous relations, hate crimes, communications, and trending issues.

As already reported in a detailed annual report to the Board earlier this year, 2020 was an important first foundational year of the EDI Action Plan with priority action work that focused on building an EDI infrastructure with our community partners and stakeholders. In 2021, priority is focused on building on that foundation work with collaborative implementation of programs, systems, and culture change.

As outlined in more detail in the attached May 2021 update report, this year priority work is well underway and on track with no major concerns or delays at the moment.

2021 Priority Action Items – Updates (see attached report for more details)

EDI Office: Create EDI Office to enhance EDI efforts and coordination across the OPS.

- A new Respect, Values and Inclusion (RVI) Directorate was announced on May 7, 2020 – effectively launching the EDI Section. The new section is focused 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. EDI specialist, Alexandra Sheremeta, officially joined the OPS EDI Unit on November 23, 2020.
- The section is responsible for and contributing to several 2021 priority action items: EDI Leadership and Coaching Sessions, Intercultural Development Program rollout, custom EDI Lens Toolkit for the organization, anti-racism training project, human rights and racial profiling policy reviews, and other partnership initiatives in addition to ensuring the coordination and measurement

of the plan. Provide EDI coaching and mentoring to equip our leaders with culture change and EDI Tools.

- **May 2021 Update:** Ongoing enhancements this year include finalizing RVI Directorate mandates, logic model with evaluation criteria, and achieving full staffing. The RVI Draft logic model with mandates and evaluation measures is being drafted with stakeholder input. Target approval is Summer 2021.

EDI Leadership: Provide EDI coaching and mentoring to equip leaders with culture-change and EDI tools to build momentum and inclusion.

- Senior Leadership IDI Assessments and Group Session
- OPS licensing for IDI; development of wider roll out plan
- Co-Develop and Implement Culture Change Strategy
- **May 2021 Update:** Senior Leadership Team IDI assessments and a group session focused on intercultural development was conducted with the Canadian Centre for Diversity and Inclusion in April 2021. Group results focused on the “minimization area” of the Intercultural Development Continuum which is typical and consistent with other organizational results that use this international tool for measuring intercultural development along a spectrum. Individual IDI development plans and coaching, will continue through 2021.
- EDI staff obtained IDI licensing in Q1 and are drafting a practical approach for wider IDI rollout at OPS.
- Culture change strategy is a key focus for 2021. A significant number of internal dialogue sessions are underway to build understanding and momentum for change at all levels. A temporary senior change advisor is also being hired.

EDI Lens Toolkit: Develop an EDI Lens Toolkit to improve decision-making across functions and internal and external systems – including updates to the transfer, promotions, and developmental rotation processes.

- A customized EDI Lens Toolkit is being developed in partnership with the Centre for Intercultural Learning, Global Affairs Canada. Best Practices research and workshops and design workshops have been conducted; 2021 work is currently underway and includes:
 - a. Complete and test toolkit
 - b. Develop evaluation plan
 - c. Training and integration of toolkit into OPS policies, processes, and committees

Community Policing: Enhance community policing, including the expansion of Neighbourhood Resource Teams (NRTs).

- Planned expansion of NRTs with three additional units was completed in 2020. A program evaluation is being carried out by Dr. Linda Duxbury.
- Ongoing enhancements in 2021, including continued expansion, evaluation, training, community & stakeholder mapping, and independent review by Dr. Linda Duxbury - Spratt School of Business Professor with research in the police sector (Canada and international).
- Additional 2021 work includes: Continued work with City of Ottawa and partners on Community Safety and Well-being Plan; and, New Director of Community Safety and Well-Being position (competition currently underway).

Systemic Racism: Continue anti-racial profiling efforts on addressing over- and under-policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.

- The OPS continues collaborative leadership work to address racial profiling concerns with a number of partnership projects and activities taking place throughout 2021 that are outlined in the attached progress report. 2021 work includes:
- Racial Profiling Policy Review began in October 2020 and an update was provided to the Board in March 2021 with the Annual Report on the Human Rights and Racial Profiling Policy. The results of the review will be provided to the Board later this summer.
- Development of anti-racism training approach/model that includes anti-Black racism & anti-Indigenous racism. Project Initiation with stakeholders to begin in June following stakeholder mapping and research & best practices.
- Continued participation in the City Aboriginal Working Committee towards implementation of the Reconciliation Action Plan.
- Development of policy & operational approach for collection and reporting of race-based data in service delivery.

Mental Health Strategy: Initiate community dialogue and work 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.

- The priority action item is related to several ongoing projects including the

development of the Community Safety and Well-being Plan.

- As per the 2021 change budget and presentation, OPS is focused on working with stakeholders to ensure a community-led mental health strategy is developed in 2021.

Member Wellness & Inclusion: Enhance member wellness supports and inclusion efforts – Accommodations, Early Intervention, and formalizing Employee Resource Groups (ERGs).

- With additional staffing, the Wellness Team is leading planned improvements to service and programs for members, families and retirees is underway. The Wellness Team also provided critical supports, resources, and expertise in response to pressing OPS-specific needs related to COVID-19.
- In December 2020, the Wellness Team introduced a new digital wellness platform for members, retirees, families and veterans.
- Employee Resource Groups (ERGs) are being formalized this year with support from the RVI Directorate, and leadership from officers leading each ERG.

Complaint Resolution/Sexual Violence and Harassment in the Workplace: Improve complaint resolution process for members and supervisors – including the joint OPS/Board workplace sexual violence and harassment project.

- 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 began for the special project focused on addressing sexual violence and harassment in the workplace.
- In October 2020, a third party was engaged to develop and implement third-party intake, investigation and reporting of complaints that was launched in December 2020 for a six-month period.
- 2021 work is focused on:
 - Third-party reporting pilot through June 2021
 - Results and recommendations of pilot
 - Improvements to complaint process
 - Focus on internal training and capacity building to champion change.

Additional 2021 EDI Work Currently Underway:

In addition to the 2021 EDI Action Plan priority action work underway this year, a number of other related initiatives have also been completed or are underway in 2021:

- [Community Equity Council](#) (CEC) – The OPS continues to support, resource and co-lead the CEC under the leadership of co-chairs Deputy Chief Bell and Ms. Sahada Alolo. The CEC and its related Committees are advising on the priority action items, assisting in identifying target outcomes and success indicators, and conducting important relationship building activities including listening circles in the community. The CEC Committees, which include but are not limited to an Anti-Racism Committee, an Indigenous Relations Committee, a Communications Committee, and an EDI Action Plan Committee, are each co-led by a community and a police member of the CEC. New community recruitment for new members is currently underway.
- Committee representation and local partnership work with Ottawa’s [Aboriginal Working Committee](#) and related [City Reconciliation Action Plan](#), the City of Ottawa’s new Anti-Racism Secretariat, the [United for All Coalition](#), and [Equity Ottawa](#).
- Ongoing work with Ottawa Coalition to End Violence Against Women (OCTEVAW) stakeholders to address violence against women and improve service delivery led by CID – including hiring of dedicated coordinators for VAW and MMIWG.
- Competency Review Project: Interviews and focus groups were held with internal and external stakeholders as part of the competency review project currently underway.
- Online Learning for Members: A new interactive and innovative online learning platform called Degreed is being developed to host and track important learning content with a launch expected at the end of May.
- Provincial partnership and committee work with the Ontario Association of Chiefs of Police (OACP) and the Canadian Association of Chiefs of Police (CACCP) – provincial and national EDI steering and working committees.
- Review of the [OPS GLBT Liaison Committee survey report results](#). Next steps include reviewing recommendations with stakeholders.
- Transfer Process is being reviewed to make process and policy improvements.
- Ongoing development of Employee Resource Groups (ERG) and collaboration for investigations/complaints, international events, and policy/procedures reviews.
- International days of recognition at OPS – member recognition events and social media activities, such as:

- International Day Against Racial Discrimination and Black History Month online event organized by an ERG that featured guest speakers with lived experience.
- International Women's Day online event organized by WINS ERG that focused on championing change in addressing sexual violence and harassment in the workplace.

CONSULTATION

The EDI Action Plan is built on significant police and community engagement efforts and responds to various recommendations from surveys, research, complaints, audit findings, and community outreach and consultation efforts such as the Outreach Liaison Report.

With additional consultation activities with police and community members through the Community Equity Council committees and the 2019 Human Rights Learning Forum, OPS was able to build the multi-year action plan and set priorities.

Human rights and EDI priority work to date is built on a lot of critical consultation and collaboration work with internal and external stakeholders, and that is continuing with ongoing development, implementation of priority action items, and monitoring of the EDI Action Plan.

OPS is grateful for the ongoing contributions and partnership work with the Community Equity Council and other stakeholders such as Ottawa Aboriginal Coalition, United for All, Equity Ottawa, and Violence against Women coalitions.

SUPPORTING DOCUMENTATION

2020-2022 EDI Action Plan – 2021 Progress Report (May 2021)

CONCLUSION

We are on track with 2021 EDI Action plan priority work.

We remain focused on moving from reports and recommendations to acknowledgement and action that leads to meaningful and measurable progress on EDI. It's about creating a police service our police and community members deserve.

The Service will continue working closely with partners and stakeholders including the CEC and the Board's Policy and Governance Committee to ensure accountability with ongoing monitoring of the implementation of the plan.

The next update to the Board will be provided in October.