

Overview:

The Equity, Diversity, and Inclusion Action Plan 2020-2022 is a major deliverable of the Police Services Board's Strategic Plan in the priority area to "Make Meaningful progress on Equity, Diversity and Inclusion (EDI)." The current version is available at ottawapolice.ca/edi.

The EDI Action Plan was approved at the 2020 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. It was developed in collaboration with community, and includes with important accountability and monitoring measures with the Board and the Community Equity Council (CEC).

Despite some challenges and delays caused by high profile complaints/investigations, staffing issues, and the significant impacts of COVID-19, the majority of the ten priority action items for 2020 have been completed or will continue into 2021. Additional EDI work beyond the ten action items was also completed in 2020 – including the sixth annual Human Rights Learning Forum, which was held virtually on December 10th with over 200 participants and focused on understanding and addressing systemic racism.

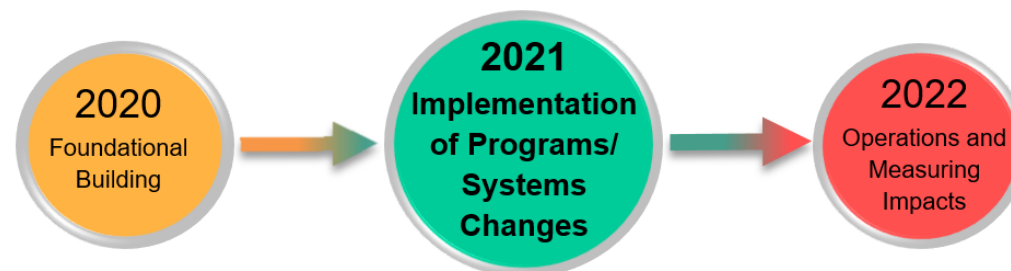
EDI Action Plan – Key Focus Areas of Work



2021 EDI Action Plan (Year 2):

The Ottawa Police Service will continue to work with key partners and stakeholders, including the Police Services Board and the CEC to:

- Listen and act on important areas of systemic discrimination including: gender-based discrimination (including sexual violence and harassment in the workplace) and racial discrimination that includes, but is not limited to, racial profiling, anti-Black racism, and anti-Indigenous racism.
- Collaborate with the CEC and its respective committees including the EDI Action Plan Committee, the Communications Committee, the Indigenous Relations Committee, the Anti-Racism Committee, and the Recruitment and Training Committee.
- Develop measurement indicators against target outcomes in collaboration with partners.
- Focus on building an equitable and inclusive police service together – one that our police and community members deserve.



Building on the first foundational year of the 2020-2022 EDI Action Plan, 2021 work will focus on collaboration with community stakeholders to implement and enhance programs, systems and culture change.

Year Two: Foundational Building – May 2021 Status Update

#1| **EDI Section & RVI Directorate: Create an EDI Office to enhance EDI efforts and coordination across the Ottawa Police Service (OPS)**

(Leads: Supt. Granger, A/Director Koepke)



A new Respect, Values and Inclusion (RVI) Directorate was launched, with a whole-of-service approach to workplace harassment, discrimination, human rights issues, ethics and EDI principles. As part of the new Directorate, a dedicated EDI Section was established to focus on proactive and creative EDI strategies for OPS members and service delivery to the Ottawa community.

The EDI team was expanded with the addition of Alexandra Sheremeta, who officially joined the OPS after a lengthy competition for the position. Deputy Chief Bell publicly announced and welcomed her at the Human Rights Learning Forum on Dec.10th.

2021

Ongoing enhancements into 2021 will include finalizing RVI Directorate mandates, logic model, work and budget plans, evaluation criteria and achieving full staffing.

May 2021 Update: RVI Draft Logic Model with mandates and evaluation measures is being drafted with stakeholder input.

Target Approval date is Summer 2021.

Target Outcome(s): The OPS heads into year two of the EDI Action Plan with a dedicated EDI team of subject matter experts who will lead or support ongoing and upcoming initiatives, coordinating and building EDI capacity at OPS to advance EDI within the Service and in service delivery to the Ottawa community.

Potential Measurements: Logic model, dashboard and annual reports.

#2| EDI Leadership: Provide EDI coaching and mentoring to equip leaders with culture-change and EDI tools
 (Leads: Supt. Granger, A/Director Koepke, Executive Director Steinbachs, Director Gauthier)



CEC Community Vice Co-Chair, Mr. Gerard Etienne, facilitated a session with OPS Senior Leadership on Sept. 8th focused on EDI and systemic discrimination.

An EDI Leadership Session was delivered to OPS senior staff on Sept. 22nd by Mr. Trevor Wilson, global human equity strategist and author of The Human Equity Advantage.

OPS secured the services of the Canadian Centre for Diversity and Inclusion to deliver Intercultural Developmental Inventory (IDI) assessments and individualized cultural development plans to Senior Leadership (delivery planned for Q1 2021).

Culture change strategy research was initiated.

Collaborative design and implementation will be a focus for 2021.

2021

May 2021 Update: Senior Leadership Team IDI assessments and a group session was conducted in April 2021. Group results are typical and consistent with other organizational results on the IDI spectrum. Individual IDI development plans and coaching, will continue through 2021.

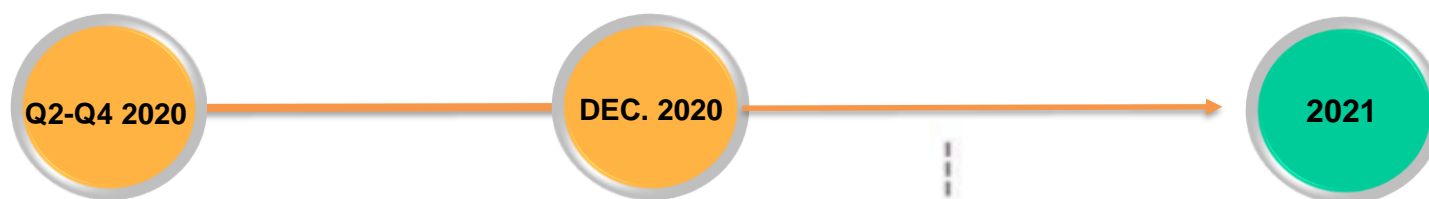
EDI staff obtained IDI licensing in Q1 and are drafting an approach for wider IDI rollout at OPS.

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.

Target Outcome(s): Senior Leadership received foundational EDI coaching and mentoring in 2020, with continued development in 2021 to increase understanding of group and individual cultural competency and overall EDI awareness.
Potential Measurements: Number of coaching sessions/hours, pre/post questionnaires/assessments, member engagement surveys.

3| EDI Lens Toolkit: Develop an EDI lens toolkit to improve decision-making for internal and external systems and responses

i.e., missing persons/Indigenous women and internal transfer, promotions, and developmental rotation processes
 (Leads: Supt. Granger, A/Director Koepke)



OPS leveraged the services of Global Affairs Canada – Centre for Intercultural Learning to develop a customized OPS EDI Lens Toolkit.

In addition to completing the contract and project scope, the first phase of research and best practices was completed in 2020.

A Steering Committee of police and CEC members was created in December 2020 and will be involved in the design, development, and testing of the customized EDI Lens.

2021

May 2020: Following several workshops in Q1, the design and development is underway. The first draft outline showed duplication and opportunities to combine work with the OPS engagement toolkit (dual toolkit to be considered during development).

Next: Complete design and development, stakeholder reviews, testing and identify evaluation measures.

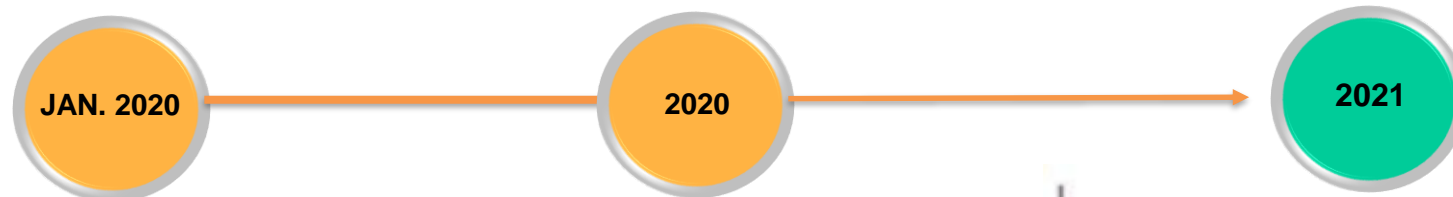
Final priority work will include training & integration into policies, practices, & committees.

Target Outcome(s): A customized EDI Lens Toolkit for the OPS was a recommendation of the November 2019 [Diversity Audit](#). The Toolkit will improve EDI capacity across OPS; identify, address and prevent barriers; and increase problem-solving capabilities for members who apply an EDI lens to the work environment and service delivery.

Potential Measurements: Number of uses, amount of cross-functional use, focus group feedback, questionnaires.

#4| Hate Crimes: Reintroduce the Hate Crime Section to improve response and support to impacted communities

(Lead: Supt. Renwick)



OPS reintroduced the Hate Crime Section on January 23, 2020, to focus on prevention of, and effective response to, hate-motivated incidents in the City of Ottawa (refer to [news release](#) and [media coverage](#) for further details).

Additionally, OPS is a partnership member of United Way East Ontario’s United for All, represented by Chief Sloy, Manager of Strategic Partnerships & Engagement Hamid Mousa and Hate Crime Section Detective Ali Toghrol.

Examples of the Hate Crime Section activity:

- January 31st [news release](#) - Holocaust Memorial hate crime.
- May 5th [news release](#) - anti-Asian hate crime.
- May 12th [news release](#) - hate crime incidents.
- October 13th [news release](#) - hateful incidents targeting the Asian Community.
- October 23rd [news release](#) - hate-motivated graffiti at the War memorial.

2021

Ongoing enhancements in 2021, including section mandate, revised job descriptions, continued web communications/updates, and input from CEC and/or United for All on evaluation/measurement of progress and impact(s).

2021 will also focus on collaborating with partners on anti-hate strategies and wider city responses to hate.

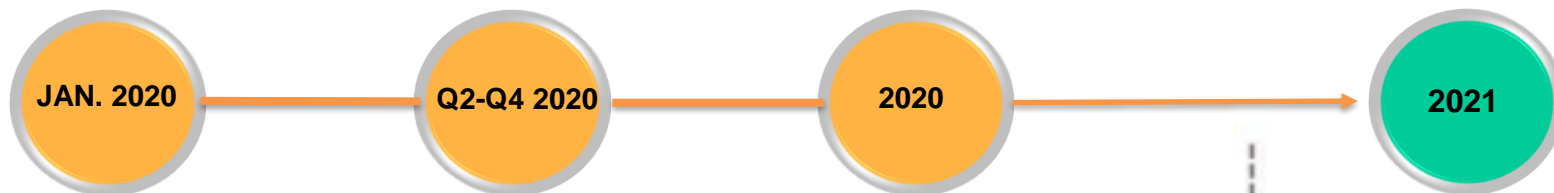
There has also been focused partnership work to address Anti-Asian Hate.

Target Outcome(s): The reintroduction of a Hate Crime Section at the OPS has resulted in enhanced methods to report incidents, and improved response and support to impacted communities. The OPS’s three-pronged approach to hate crimes includes investigative expertise, community outreach work and ongoing intelligence gathering.

Potential Measurements: Post-issue complainant survey, public engagement survey, comparison of pre-unit statistics.

#5| Community Policing: Enhance community policing, including expansion of Neighbourhood Resource Teams (NRT)

(Leads: Supt. Jamie Dunlop, Insp. Ken Bryden)



In January 2020, OPS announced the addition of three new NRTs as part of the Service’s overall strategic direction, specifically the commitment to advance community policing (refer to the [Ottawa Police Services Board Strategic Direction for the OPS 2019-2020](#) for further information).

- New NRT launched in ByWard Market / Lowertown (May 4th [news release](#)).
- New NRT launched in Bayshore area (July 31st [news release](#)).
- New NRT launched in Centretown (Oct.28th [news release](#)).

Examples of NRT officers helping the community:

- January 20th [news release](#) - helping seniors with snow.
- January 21st [news release](#) - NRT helping woman who ran out of gas.
- February 21st [news release](#) - crying woman helped by officer.
- March 20th [news release](#) - community vigilance on abuse of women and children.
- July 16th [news release](#) - successful response by NRT in ByWard Market.

2021

Ongoing enhancements in 2021, including evaluation, training, community & stakeholder mapping, and independent review by Dr. Linda Duxbury - Sprott School of Business Professor with research in the police sector (Canada and international).

Additional 2021 work includes:

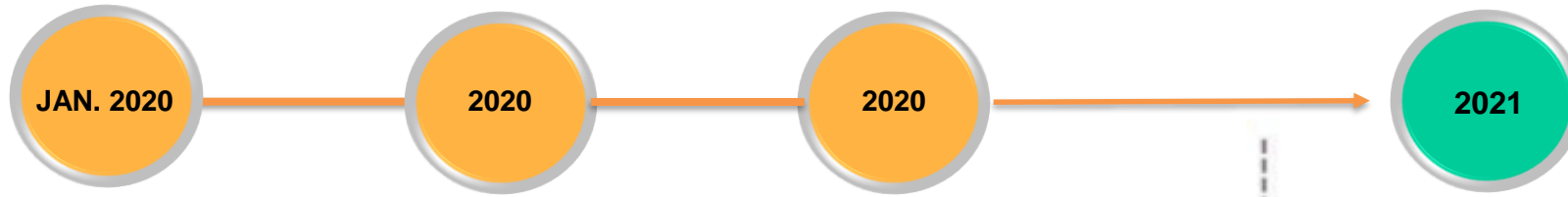
- Continued work with City of Ottawa and partners on Community Safety and Well-being Plan.
- New Director of Community Safety and Well-Being position
- NRT Expansion

Target Outcome(s): NRTs are the centrepiece of the OPS’s neighbourhood policing strategy. Officers are provided with specialized training and development in areas of problem-solving, conflict mediation, effective communication, and intercultural competence in order to best support local communities.

Potential Measurements: Surveys, community focus groups, other engagements.

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

(Leads: Multiple)



OPS Collection of Identifying Information – Duties and Prohibitions Policy Annual Report was submitted to the Police Services Board on January 27th, and ongoing race-based data collection for traffic stops.

New provincial race data collection standards for use of force (policy, procedures, training) were also implemented.

Human Rights and Racial Profiling Annual Report was submitted to the Police Services Board on May 25th.

Racial Profiling Policy review plan developed and began in Q4. Research conducted with University of Ottawa Criminology Placement Students. CEC Anti-Racism Committee assisting with review.

Communications and Engagement:

- June 1st video [statement](#) from Chief Sloy.
- June 4th [news release](#) - march for George Floyd.
- July 2020 – Chief’s speech to Standing Committee on Systemic Racism.
- Ongoing partnership committee work with United for All, Equity Ottawa, and the CEC, and participation in Anti-Racism Town Hall with United for All, Equity Ottawa, and the new City of Ottawa Anti-Racism Secretariat on July 28th.
- Consultations with other police services seeking to collect race-based data, address systemic discrimination, build EDI office/job descriptions and organizational action plans.

2021

- 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.
- Racial Profiling Policy Review underway (see PSB Report – March 2021)
- 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 (city/prov/national levels)

Target Outcome(s): OPS has continued leadership work to address racial profiling and will focus on building on this strategy in 2021.

Potential Measurements: Number of complaints, detailed race-based data collection, annual reports.

#7| Outreach Recruitment: Update outreach recruitment and background check processes to remove unintended barriers and increase competitive applications
 (Leads: Supt. Mark Patterson; Insp. Dave Zackrias)



On January 22nd, the OPS announced an accelerated hiring plan for Board approval (refer to [news release](#) for further information). Also, in January, a new, no-cost application process was introduced as a means of opening opportunities to individuals who might in the past have been deterred by financial constraints.

A new physical testing process was introduced to ensure that applicants can meet the standard required for graduation from the Ontario Police College, and background check practices were revised in consideration of EDI elements. A new self-reporting feature was also added to the OPS application process, to demonstrate the Service’s commitment to inclusiveness and provide applicants with the opportunity to voluntarily disclose individual characteristics including, but not limited to, ethnicity, gender, and sexual orientation.

Throughout 2020, the Outreach team continued to conduct virtual information sessions and meetings with potential applicants through online platforms, and further extensively engaged the community through social media. Members of the team continued the mentorship program that pairs potential recruits, particularly those from traditionally marginalized communities, with veteran officers to help guide them through the application process.

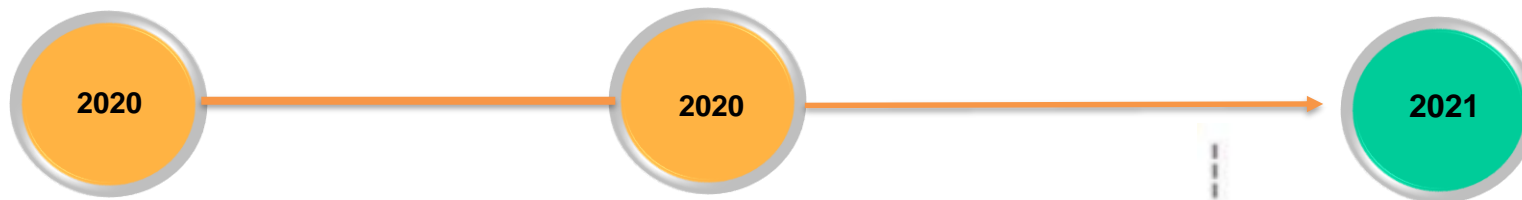
2021

Ongoing operational and monitoring work into 2021, with input from stakeholders including CEC and relevant internal functions – regular monitoring and reviews of statistics to evaluate progress.

Target Outcome(s): Changes to outreach and recruitment processes in 2020 resulted in unprecedented strides towards a more diverse workforce and significant progress against Diversity Audit and other report/consult recommendations. The Outreach Recruitment Team made significant progress in removing barriers, and has received attention from around the world for their creative promotional campaigns - which resulted in noted increases of women and racialized hires. Whereas historically the OPS has attracted approximately 650 applicants a year, in 2020 the Service received almost 2,700 applications. Based on voluntary self-identification (not everyone self-identified), of the almost 2,700 applicants, 18.25% identified as women (vs. 12% previously), 36.43% identified as racialized (vs. 13% previously), and 4% identified as Indigenous.

Potential Measurements: Number of applicants, applicant/member diversity statistics, mentorship program statistics, surveys.

#8| Mental Health Strategy: Initiate community dialogue and work with stakeholders for more effective mental health response (including training) with an interagency and intersectional approach - that addresses gaps, improves service delivery, builds collective action, and contributes to community safety and well-being.
 (Leads: multiple) Supt. Dunlop? Name of new committee?



Initial 2020 work including preliminary review, project and budgeting scoping, was completed. Continued review of OPS mental health strategy and response is underway with external stakeholders. Work is also taking place at the national level with the Canadian Association of Chiefs of Police. This priority action item is related to several ongoing projects including the development of the Community Safety and Well-being Plan. Cst. Lisa Deveau is also completing her master’s degree in the area of de-escalation and mental health response best practices in policing.

Examples of mental health related media releases:

- March 6th [news release](#) - Special Olympics fundraising.
- March 7th [news release](#) - intervention with suicidal woman.
- March 23rd [news release](#) - intervention with distraught man.
- April 17th [news release](#) - follow-up on earlier suicide attempt.
- May 20th [news release](#) - successful intervention with teenager threatening self-harm.
- July 31st [news release](#) - response to mental health crisis.
- September 18th [Ottawa Matters article](#) - OPS and other agencies participate in forum to develop national standard for policing issues, including mental health.
- October 22nd [Ottawa Citizen article](#) - OPS new mental health response in 2021.
- November 4th [news release](#) - 2021 Budget and community-led mental health response strategy.

2021

Through consultation and partnership with the community, the OPS will ensure a community-led mental health strategy is developed and implemented in 2021.

Focus on better coordination and access to community mental health services, as well as improving overall response to calls for service involving mental health.

Status – latest update link/release. Committee status. Next PSB update/report date.

Target Outcome(s): First phase of improvements towards a more effective mental health response strategy has been completed. Priority work will continue into 2021 as OPS works with stakeholders to develop and implement a multi-year strategy for effective response to service calls involving mental health issues.

Potential Measurements: Pre/post training questionnaire; member engagement survey; focus groups with community and police training, stakeholder and public surveys.

#9| Member Wellness & Inclusion Supports: Enhance member wellness supports and inclusion efforts - accommodations, early intervention, and formalizing Employee Resource Groups (ERGs)

(Wellness Program Leads: Supt. Patterson; Director Slobodian, ERG Leads: Supt Granger; A/Director Koepke)

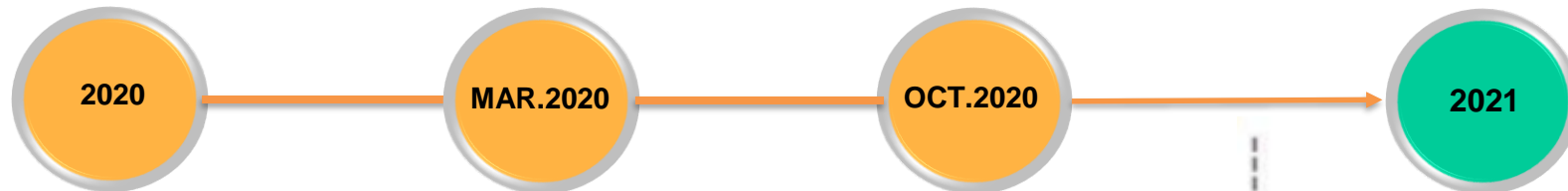
Note: Impacted by Covid-19 related delays



Target Outcome(s): OPS member wellness is a key deliverable of the Police Services Board’s 2019-2020 Strategic Plan, specifically in the priority area to: “Support our Members” through wellness programs encompassing a whole-person approach to overall health, including prevention (e.g. Early Intervention), supports (e.g., Peer Support, and member and family events), reducing stigma (e.g., mental health and accommodations), and research (e.g., fatigue management).

Potential Measurements: Quarterly and annual reports, member engagement surveys, program participation rates.

#10| Complaint Resolution/Workplace Sexual Violence and Harassment: Improve Complaint Resolution Process for members and supervisors – including a special project focused on addressing sexual violence and harassment in the workplace.



Under the RVI Directorate, the Respect, Ethics and Values (REV) Section is mandated to implement proactive and responsive strategies to improve professional, ethical, values-based behaviour for all OPS members. Significant foundational work is underway, including program alignment and improving complaints resolution policies and processes for all OPS members.

In March, the Sexual Violence and Harassment project was launched to develop a service-wide strategy. The project adopted a collaborative approach and included a variety of internal and external working groups, as well as several OPS focus groups representing over 100 OPS and Ottawa community members. A [detailed update](#) was provided to the Board on July 27th.

In October, Rubin Tomlinson (RT) LLP was engaged, to develop and implement third-party intake, investigation and reporting of harassment complaints for a six-month term. RT formally commenced the intake and investigation pilot on December 9th (refer to Dec.11th [news release](#) for further details).

2021

Ongoing implementation of third-party investigations will continue through June 2021, along with continued focus on internal proactive/education measures to increase awareness, encourage professional and equitable conduct, and improve complaint resolution.

Target Outcome(s): Improvements to complaint resolution processes are underway at OPS. The partnership with Rubin Tomlinson will help accelerate efforts and provide independent insight and recommendations. A full independent evaluation will be conducted at the conclusion of the pilot project.

Potential Measurements: Number of complaints, resolution timeframes, member engagement surveys.

Other 2021 EDI Related Activities:

- [Community Equity Council](#) (CEC) – 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 (CACP) – 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.