



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

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OUTREACH LIAISON TEAM

FINAL REPORT

PROJECT LEAD: S/Sgt Isobel Cranger

PROJECT MANAGER: Sgt Kim Cooper

2017

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SECTION 1.0



INTRODUCTION

The July 24, 2016 arrest and subsequent death of Mr. Abdirahman Abdi fuelled community outrage and re-ignited long-standing questions about how police deal with people with mental illness and whether the treatment of Mr. Abdi by police was racially motivated. Police had responded to a 911 call for service regarding a disturbance between Mr. Abdi and patrons at a coffee shop in the Hintonburg neighbourhood of Ottawa.

The death of Mr. Abdi happened against a backdrop to several large scale riots and demonstrations in the United States (US) which resulted from racial tensions caused by the police related shooting deaths of African American men in a number of US cities. In Canada, protesters led mainly by the Black Lives Matter Coalition marched and demonstrated in cities across Canada including Ottawa; outside the Ottawa Police Service (OPS) building and at the Special Investigations Headquarters in Toronto, Ontario.

The CACP Global 2016 Research Model for the Canadian Association of Chiefs of Police Board of Directors “What Happens There Matters Here” engaged to define the necessary actions Canadian police leaders must take to ensure public safety, sustain confidence and build trust in policing for a changing Canadian society. In their research document, they state that globalization factors might be affecting public trust and confidence in Canadian policing. They give insights into the changing relationships among Canadian citizens, communities, their police, and other state authorities. They recommend that in balancing the Victim



and Offender Focus to respond to a globalized Canada, police must move beyond the traditional characterizations of warriors and/or guardians, and evolve towards a newer role of community builders, open and willing to engage the community in discussions of increasing complexity.

Keeping that research in mind, and in a proactive effort to reduce tensions and to begin the work of rebuilding trust and bridges between OPS and the racialized communities of Ottawa, the Outreach Liaison Team was created and activated on August 3, 2016 for a 6 month assignment. This seven person team including a project manager consisted of members from diverse backgrounds from both the sworn and civilian OPS sectors.

Due to operational requirements one member was recalled to Frontline Patrol after one month, another member was injured while participating in a sports police community engagement activity racialized youth. The project manager retired in March 2017. Another member was promoted and redeployed at the end of June 2017. At the conclusion of the OLT deployment the staff complement was down to One Staff Sergeant, One Special Constable and one Constable.

1.1 KEY PERTINENT OBSERVATIONS

The following key pertinent observations related to the following issues were noted by OLT during the deployment:

1. COMMUNITY MOBILIZATION

The issues which are driving community mobilization which are directly linked to OPS are:

- Traffic Stop Race Data Collection Project results
- Regulated Interaction legislation
- The pending SIU decision of the July 24th 2016 death of Abdirahman Abdi.

Coalitions have been formed at different levels and jurisdictions (local, provincial, national). Community working groups are preparing for multiple possible scenarios of SIU verdict which includes media strategies and overall planning. One of the key points being discussed is: litigation (from a civil liberties perspective) using historical grievances stemming from major fatal incidents involving members of racialized communities and law enforcement.

2. SCOPE – LOCAL, NATIONAL AND INTERNATIONAL

In October 2016 a UN Working group which was looking into the experience of racialized Canadians of African origin conducted a tour of four cities (Ottawa, Montreal, Toronto and Halifax). At the conclusion of their tour they presented an interim report of their findings to the Canadian parliament. The report substantiated previous reported findings that people of African origins are marginalized and are subject to unequal treatment.

A coalition of key members of racialized communities was formed in the fall of 2016. They have met frequently. There is a meeting scheduled with Prime Minister Trudeau on January 17th to discuss participation of racialized Canadians in the 150 Canada celebrations. At an OLT meeting with some of these members in December they (community leaders) expressed that the 150th is going to serve as a means to bring forward the unfair treatment of racialized Canadians.

RECOMMENDATIONS:

- OPS Planning and Mobilization
- Identification of Command and Control – Operational Lead
- Development and Execution of Tabletop Exercises

OLT recommended that OPS engage in planning in anticipation for the SIU decision on OPS culpability. The planning would include brainstorming possible scenarios in terms of the SIU decision, which would enable the OLT to develop an OPS response strategy for each possible scenario. Plans in consultation with Corporate Communications would include a communications strategy (internally and externally) as well as a media relations public relations strategy.

SECTION 2.0



DEFINITION AND PLANNING

2.1 CREATING A SHARED TEAM PURPOSE (TEAM EXERCISE)

During week one the OLT participated in a “**Creating a Shared Team Purpose**” exercise for the purpose of establishing common goals and value and to establish rules by which the team would collaboratively engage to complete the assigned task. Team members were given the opportunity to voice concerns and to seek clarification so they could fully grasp the magnitude of the assignment.



2.2 SCOPE OF THE INITIATIVE

The Team Leads of CD and TSRDCP led OLT in an exercise to:

ESTABLISH THE SCOPE of the initiative



BRAINSTORM STRATEGIES

for addressing potential and unplanned events which could or would likely impact the team’s role were they to occur:



DEVELOP THE OLT MANDATE

as well as roles and responsibilities for the team occur:



ANTICIPATE AND DISCUSS MILESTONES

which were already in view, which were:

- Traffic Stop Race Data Collection Project Report (October 2016)
- Regulated Interactions legislation (January 2017)
- S.I.U. decision (culpability) in Mr. Abdirahman Abdi’s death.

CONDUCT A STAKEHOLDER MAPPING EXERCISE

to identify key community members of influence and organizations, beginning with those members from the Somali community who were directly affected by the incident. As a result a robust community contact list was developed which consisted of networks from Diversity and Race Relations, Community Development and those of individual OLT members





2.3. MANDATE

Over the course of a six month period, the Outreach Liaison Team was mandated to increase community engagement with racialized and broader diverse communities in order to create meaningful dialogue and to begin to rebuild the community's trust and confidence in the Ottawa Police Service.



**6 MONTHS = AN INCREASE IN
COMMUNITY ENGAGEMENT
WITH RACIALIZED AND BROADER
DIVERSE COMMUNITIES**

2.4. ROLES AND RESPONSIBILITIES

The Outreach Liaison Team was tasked with a number of roles and responsibilities focused on their interactions with community. These included the following:

- Identifying and engaging with community stakeholders and community organizations within racialized communities
- Gauging the pulse of the community so that OPS could appropriately respond to identified issues of concern
- Providing responsive outreach to impacted communities by promoting dialogue, awareness and understanding
- Working with communities, agencies and police members to identify concerns, engagement activities, partnership opportunities and possible solutions
- Obtaining feedback by way of gathering reaction, identified issues, themes and recommendations from racialized community members

SECTION 3.0



IMPLEMENTATION

OLT consulted with OPS Community Development and Diversity and Race Relations Sections for support and to ensure a coordinated approach to community engagement. With the goal of supporting the work of front line members, and Community Development, OLT actively engaged with key leaders and organizations to rebuild community-police relations, trust and confidence in the police service.

Through this engagement and ongoing dialogue, OLT listened to the voices within the community, answered their questions, heard their issues and documented the difficult and necessary conversations. Many of the issues were those that have been voiced for many years with little or action taken to address them.

Through engagement and discussion with the community, many policing issues of concern were raised and identified by the community. OLT members documented their discussions by way of weekly OLT updates which captured the community's comments and input. This data was reviewed on a weekly basis and recurring themes and issues became very clear.

3.1 EXTERNAL ACTIVITIES

OLT engaged with approximately 1000 contacts; groups and individuals, averaging approximately 1 hour per contact. They utilized the opportunity to provide the community with information and updates on ongoing OPS initiatives such as the Traffic Stop Race Data Collection Project. The team provided education where necessary on legal frameworks, obligations and mandated requirements, which guide police services in Ontario to deliver adequate and effective policing.

An intentional effort was made to engage directly with key affected members in the Somali Community as well as the groups which were leading protests and other forms of public campaign and activist initiatives which were directed at OPS such as the Justice For Abdi Coalition, Somali Centre For Family Services, the newly formed Black Agenda Noir a group which is made up of key leaders from the Black community, and the Ottawa Local Immigration Partnership (OLIP). It was evident from the onset that although the groups were adamant in demanding change they did not entertain or encourage any kind of stand-off, rather they were willing from the onset to work collaboratively with OPS to ensure real lasting change.

Through every conversation, discussion and opportunity OLT shared with the community an understanding of police work, roles, responsibilities and processes; for the purpose of creating an understanding about the good work that OPS members undertake on a daily basis as well as clarifying provincial legislation, Adequacy Standards and legislation which direct the work of police services in Ontario.



3.2 INTERNAL ACTIVITIES

While OLT was originally mandated to engage with external racialized communities, internal OPS members began contacting OLT regarding their own concerns; largely centred around gender, diversity, equity and inclusion issues.

3.2.1. MARCH 21ST 2017 – INTERNATIONAL DAY TO END RACIAL DISCRIMINATION

To mark the International Day for the Elimination of Racial Discrimination Chief Bordeleau and the Executive team will be hosted a reception in recognition racially diverse members OPS and the contributions they have made to the Ottawa Police Service and the Ottawa community they serve. The event was held in the Collaboration Lounge on the 3rd floor at 474 Elgin on March 21st from 1:30 pm to 2:30 pm. The 2017 theme was: “United against Racism: Dignity and Justice for All”. During the open dialogue portion of the event it was agreed upon by those present that a diversity celebration be held on June 27 so that OPS members from all divisions would be invited to join in to share a meal. Coordination of the event was assigned to Inspector Bhatnagar, D&RR, OLT and Gurdev Bal (Fleet).

3.2.2. DIVERSITY CELEBRATION JUNE 27, 2017

The Diversity celebration was well attended by members of OPS across the Directorates and Divisions. Feedback from those who attended was overwhelmingly positive; many attendees expressed the need for this event to be held on an annual basis.

3.3. OPPORTUNITIES FOR ENGAGEMENTS

Some unexpected side benefits were a number of relationship building activities between various OPS Directorates, community members and organizations which were brokered and at times facilitated by OLT such as (but not limited to):

3.3.1. THE BODY WORN CAMERA INITIATIVE

One of the recommendations presented to the Chief by during the outreach period was (in their view) the need for OPS to outfit frontline officers with body worn cameras as an additional accountability measure. The Chief agreed in principal to pilot body worn cameras at OPS pending results from the Toronto Police Service study.

3.3.2. PRESENTATIONS S.I.

Businesses in the Market: The team were able to conduct a number of meetings with business owners and organizations in the downtown core to address concerns related to the Abdirahman Abdi incident as well as the January 2017 transition to the new OPS deployment model. Questions and concerns regarding the deployment model were redirected to appropriate Service Initiative Team members.

3.3.3. RE-EMERGENCE OF THE FUTURES PROGRAM (PRE-POLICE FOUNDATIONS) AT THREE OTTAWA HIGH SCHOOLS –

A program which had been implemented successfully in the early 2000’s was delivered successfully by Community Development, Youth section and OLT members.

3.3.4. YOUTH/POLICE ENGAGEMENT INITIATIVE LED BY OJEN

OLT partnered with the Youth section and met with staff from the Ontario Justice Education Network (OJEN) to discuss a partnership between OJEN and OPS Patrol regarding a program they (OJEN) had piloted and successfully implemented in Toronto. The provincially funded program sponsored by Crime Prevention Ottawa was duplicated in partnership with OPS.



The anticipated return on investment for OPS as well as the identified youth was: a development opportunity for frontline officers, relationship building with a demographic group that has traditionally had difficulty relating to/with police and reciprocal trust building between community and OPS.

3.3.5. POLICE/ENGAGING WITH OTTAWA UNIVERSITY STUDENT FEDERATION

A demographic group which was identified as a gap area which needs specific focus outreach and engagement is the 18 to 30 youth (post YCJA) age group. A number of the Ottawa based member youth activists belong to this group who attend universities in Ottawa. OLT met with the Vice President and President a number of times to discuss future relationship building between racialized youth in this demographic group and police. Although the group are very open to engaging with police they stressed the following:

- The development of the first Engagement Initiative should be led by the Student Federation and supported by OPS

- The first engagement initiative should be led (from the OPS side) by racialized officers. The students reflected that while they are confident that many White OPS officers may be culturally competent they would prefer to gradually introduce diversity into the OPS contribution so that those from the student body who have negative lived experiences related to OPS officers would be allowed a safe space to engage.

This work was left unfinished due to the conclusion of the OLT team deployment.

3.3.6. PRESENTATIONS TO SCHOOLS

OLT took the opportunity to deliver several presentations to various schools and community groups to provide education on policing and policing challenges and to dispel negative perception and myths centred on policing.

SECTION 4.0



MILESTONES AND UNANTICIPATED ISSUES

As new community concerns arose, it became quite clear that OLT had to adapt to these changing community concerns. With the death of Annie Pootoogook, leak of confidential HR information, social media concerns and the release of the Traffic Stop Race Data Collection Report, the need for OLT's scope of engagement increased significantly. They were not only responding to the impact of Mr Abdi's death, but to multiple issues being expressed from numerous racialized communities.



Why was this Important?

- The Outreach Liaison Team was working hard to support the work that front line members were doing, through community liaison, engaging in constructive dialogue and sharing an understanding of policing issues
- The Outreach Liaison Team was providing information on police roles, responsibilities, and processes; creating an understanding about the good work that OPS members undertake on a daily basis.
- Through community engagement and meaningful dialogue, the Outreach Liaison Team was developing and enhancing key relationships and partnerships in the community

The Outreach Liaison Team was providing a forum for the community to express their issues and concerns, to provide input and feedback, and to further convey recommendations for change.

SECTION 5.0



IDENTIFIED ISSUES AND ANALYSIS

Many of these issues were identified as **Organization Wide Operational Issues** with a direct correlation to the OPS Business Plan and EDI (Equity, Diversity and Inclusion) Framework. The OLT made over 1000 contacts and looked at previous consultation feedback efforts from various sources since many of the issues identified were not newly raised issues.

To date a total of 32 issues have been identified, with input from numerous sources, including:

COMPAC, GLBT Liaison Committee, Gap Analysis – Traffic Stop Race Data Collection Project and Regulated Interactions Project, Outreach Liaison Team, Somali Community Letter, Traffic Stop Race Data Collection Report Recommendations, OPS Members, and the OPS Gender Audit.

Through the work of OLT, the Community's feedback and input were captured into an enterprise level workplan. Two overarching and **recurring themes** surfaced which identified concerns regarding:

1. **LEADERSHIP, ACCOUNTABILITY AND TRANSPARENCY:** Leadership and accountability is needed to create culture change and address the issues in a meaningful way) and,
 2. **COMMUNITY FEAR AND MISTRUST OF THE POLICE:** Community fear and mistrust of police will negatively impact police relations and reporting of crimes with some communities who feel targeted and labelled.
- Other significant issues identified were:
3. **ACKNOWLEDGEMENT OF RACIAL PROFILING CONCERNS:** There is a lack of acknowledgement of racism and racial profiling concerns that affect all institutions including policing.
 4. **HUMAN RESOURCES:** Significant issues were raised about the lack of progress on outreach recruitment efforts to better reflect the diversity of the community. For women and racialized members who are hired, questions about barriers and other issues were raised about: career development, transfer and promotion. Morale and retention concerns are also being raised by community leaders who are hearing directly from police members.
 5. **COMMUNITY ENGAGEMENT & RELATIONSHIP BUILDING:** Significant concerns and interest to improve community-police engagement continue to mount in the face of several recent incidents:
 6. **SENIOR OFFICER ENGAGEMENT:** Lack of visibility and engagement of senior officers.
 7. **COMMUNITY-POLICE DIALOGUE:** Need for increased community-police dialogue and wider proactive engagement efforts at the city-wide and neighbourhood level events to build trust (forums, town halls, neighbourhood sessions, events and activities).

8. **COMMUNITY-POLICE INCIDENT RESPONSE:** Need to rejuvenate Critical Incident/Critical Situations Team (CI-CS Teams) or develop new approach to improve police response and partnership to dealing with police–community incidents.
 9. **COMMUNICATIONS:** Lack of communication and/or promotion by OPS about the good work that is being done.
 10. **YOUTH ENGAGEMENT:** Need for enhanced engagement with youth to build trust – particularly racialized youth who feel stigmatized and labelled by police.
 11. **COMPAC:** Several concerns and calls for review of COMPAC have been received from groups and community members who don't feel they are being adequately represented or served by this long standing community–police committee created to build relations between police and racialized communities. Some similar concerns have also been raised about other community–policing committees including the GLBT Liaison Committee and the Youth Action Committee (YAC).
 12. **TRAINING AND CULTURAL AWARENESS:** There continues to be a lot of questions and concerns about the type of training officers receive and requests for training program review (for gaps, evaluation, and effectiveness), as well as new training request for cultural sensitivity training, anti-black racism, and mental health training.
 13. **RACE BASED DATA COLLECTION:** Requests to continue race based data collection and reporting for traffic stops and street checks/regulated interactions. Concerns are also being raised about the costs of data collection, analysis, and reporting, especially if it is at the expense of needed action in other areas
 14. **POLICIES AND PROCEDURES:** Questions are being asked about OPS policies (i.e. Respectful Workplace, Racial Profiling) and the need for review and evaluation to determine effectiveness.
 15. **SERVICE DELIVERY & DEPLOYMENT:** There have been a large number of concerns raised about OPS service delivery that is unfairly stigmatizing entire community groups/neighbourhoods and contributing to racial profiling and over–policing fears:
 - a) Guns and Gangs Unit, DART, and Gang Labelling
 - b) Labelling of “high risk” or “priority” neighbourhoods Police Deployment that focus on enforcement strategies (ie. traffic) following a violent crime in a neighbourhood.
- While a substantial amount work has been accomplished toward bias–neutral policing over the years, recent research, recommendations, and outreach efforts with both community and police members have pointed out that there is much work still to be done and it is time for action.
- Through engagement with racialized communities OLT worked towards rebuilding trust and confidence in the community and rebuilding community engagement and fractured ties. This was intended to have a positive impact on Front Line Policing in terms of Officer Safety and Community Police Interactions by:
- Reducing **aggressive or negative responses** to police interactions by racialized community members towards officers
 - reducing the level of **fear and mistrust** by racialized communities toward police so that they are more willing to come forward in terms of reporting incidents, sharing community led intelligence, cooperating with police and building relationships

- **managing the community's expectations** about policing in providing education and awareness on policing initiatives and limitations
- creating an understanding about **the roles and responsibilities of front line policing** so that front line officers are not coming up against criticism, aggression and conflict fuelled by misunderstanding of police roles and responsibilities
- enhancing the racialized **community's openness and receptiveness to engage with police** in positive interactions and in the sharing of information; necessary to assist police officers in their duties
- identifying and/or fostering **racialized community members as police supporters** within the racialized communities for current and future front line engagement opportunities
- **identifying issues of concern** that may be similar to those being voiced by front line members so that these issues are formally captured as part of an OPS Strategic Framework for Response, and actioned through an Organization Wide Operational Work Plan; with accountability at the Executive and Senior Management Levels.
- acting as an **internal point of contact** and resource for OPS members to discuss issues of equity, diversity or inclusion as a result of personal experiences or issues identified within OPS

OLT continued their work with the community to support Front Line Policing. Mindful of the looming SIU decision and rollout of the New Service Delivery Model in late January 2017 whilst engaging the community in order to gauge the community's reaction and to assist OPS in managing response to both events. OLT reached out to key internal personnel engaged them in a table top exercise to brainstorm possible scenarios for the SIU decision so that each possible scenario could be planned for. This approach was intended to minimize impact of any decision on OPS members as well as community members who were central to the issue. OLT had similar discussions with key community members to gauge, anticipate and enquire as to what their responses would be to any of the possible scenarios of the SIU decision. After the exercise OLT created a simple but precise plan which included recommendations for OPS leadership to follow as well as other key figures that could be called upon by the community or media to answer questions or comment on the decision. When the decision was released the plan was followed closely and the result was that lines of communication between OPS and the Community remained open and respectful.

In looking at outcomes, the Outreach Liaison Team in conjunction with Community Development and Diversity and Race Relations Sections reviewed the identified issues and recommendations received from community feedback and further developed additional recommendations in response to the identified issues. The information was populated into an Enterprise Level Work Plan Template and to serve as a foundational document for the Multi-Year Action Plan (Appendix A) which was announced by Chief Bordeleau announced in the Fall of 2016 as the OPS strategy which would address the identified issues and led at the Senior Management level; flowing across the organization within and across the OPS Directorates.

The community was very clear that they wanted action taken on the issues, which had been identified through:

- The work of OLT,
- COMPAC,
- GLBT Liaison Committee,
- Gap Analysis – Traffic Stop Race Data Collection Project
- Regulated Interactions Project,
- The Somali Community
- Traffic Stop Race Data Collection Report Recommendations,
- OPS Members, and
- The OPS Gender Audit.

In an unprecedented approach OLT gathered and merged previously related documented recommendations from OPS reports, reviews and community consultations dating back from the mid 1990's. These were added to the Enterprise Level Work Plan Template so that all identified themes, issues and recommendations were housed in one document.

A key observation made by OLT, CD and D&RR was the unprecedented strategic approach to community mobilization which began to unfold that brought advocacy groups together nationwide across a broad spectrum of advocacy, racialized and marginalized groups. We view it as a meaningfully contribution to the community discourse to modern police challenges and opportunities.

The community made it clear OPS would be held accountable through organized community mobilization. They recommended; the Multi-Year Action Plan has to involve the engagement of Senior Management taking ownership of identified issues, which impact their areas of responsibility.



MULTI-YEAR ACTION PLAN HAS TO INVOLVE THE ENGAGEMENT OF SENIOR MANAGEMENT TAKING OWNERSHIP OF IDENTIFIED ISSUES



SECTION 6.0

INTERIM REPORT (FEBRUARY 2, 2017) (INCLUDING RECOMMENDATIONS)

The OLT Interim Report was completed at the conclusion of the six-month deployment. It included 32 issues and each issue included approximately 183 recommendations (the content of the Interim Report has been absorbed into and included in this Final Report). Many of the recommendations listed in the Interim Report were related to strategic level oversight, accountability and responsibility; consequently some recommendations are deemed complete as a result of the creation of the Multi-Year Action Plan (MYAP).

23
ISSUES



183
RECOMMENDATIONS



SECTION 7.0



EXTENSION OF THE OUTREACH LIAISON TEAM (FEBRUARY 3RD TO AUGUST 3RD 2017)

The original assignment of the Outreach Liaison Team was a 6 month deployment; intended to deal with the fallout and community reaction of the death of Mr. Abdirahman Abdi. As previously mentioned, additional workload fell to the OLT as a result of community impacts from the death of Annie Pootoogook, release of confidential HR information, social media issues, and the release of the Traffic Stop Race Data Collection Report. All this, coupled with the community's unprecedented organized mobilization added increased demands upon the Ottawa Police Service and the Office of the Chief. These factors coincided with the rollout of the New Service Delivery Model and the impending SIU decision which identified the need for continued engagement and community dialogue with the racialized and indigenous communities;

As a result the OLT identified the following 3 options and sought direction from the Senior Leadership Team:

1. Extension of the Outreach Liaison Team for a 6 month period
2. Permanent assignment of Outreach Liaison Team
3. Disband the Outreach Liaison Team

An analysis of each option was conducted, which resulted in a recommendation by both Senior Leadership Team and Senior Management Committee that the Outreach Liaison Team be extended for a 6 month period to August 2nd 2017.

It was decided that at that time a discussion would be tabled to explore as to whether there is need for implementation of a team which would function as OLT did. (See Appendix B).

Goals of the Outreach Liaison Team February 3rd to August 3rd 2017

- To provide **Responsive Outreach** to impacted communities that promotes dialogue, awareness and understanding.
- To work with communities, agencies and police members to identify concerns, engagement activities, partnership opportunities and possible solutions
- **Contribute to the Multi-Year Action Plan (MYAP)** through gathering inputs from community partners to contribute to the MYAP as well as informing and updating partners on related OPS initiatives and progress.
- **Identifying opportunities** for police (across the organization) and community collaboration on relationship building initiatives.
- **Lead a four phase Stakeholder Engagement Initiative (see Tab 8.0 below)**
A four phased initiative which provides key community influencers a opportunity to meet and interact with different OPS Frontline and Support Sections as well as providing reciprocal opportunity for frontline officers to be hosted by the key community influencers in their respective communities. The objective of this initiative is to break down of barriers between OPS and the racialized community of Ottawa as well as to leverage platforms held by individual community influencers for the purpose of positively promoting the reputation of OPS in the community.

7.1 PREPARING FOR S.I.U. DECISION – IMPACT

With the SIU decision looming, the OLT recommended that OPS engage in planning around OPS response to community and internal (OPS) impact.

On Monday January 30th 2017 the team met with representative of a stakeholder group from within OPS to engage in a planning session to brainstorm possible scenarios. For the (proactive) purpose of developing a plan for each possible scenario, allow OPS to be better prepared to respond and engage in the aftermath of the pending SIU decision.

The planning included brainstorming possible scenarios regarding the SIU decision. The purpose of doing so was to enable the OLT to develop an OPS response strategy for each possible scenario. Plans were developed in consultation with Corporate Communications section which had developed communications messaging around media and public relations.

The following is a list below sections and internal stakeholders who were invited:

1. **OLT (TEAM) (FOR CONTENT & CONTEXT)**
2. **POLICE LIAISON TEAM – S/SGT RUSS LUCAS**
3. **FORMER PROFESSIONAL STANDARDS S/SGT BOB PRICE – (SME AS FORMER SIU OPS LIAISON)**
4. **INSPECTOR JOHN MEDEIROS – (PATROL INSPECTOR & FORMER D&RR) (UNABLE TO ATTEND)**
5. **OPS LEGAL**
6. **CORP COMMUNICATIONS – JOHN STEINBACHS OR DESIGNATE**
7. **MEDIA – CAROLE LAVIGNE**
8. **S/SGT DAVE ZACKRIAS – D & RR (UNABLE TO ATTEND)**
9. **HAMID MOUSA – COMMUNITY DEVELOPMENT**
10. **LAURIE FENTON – B.N.P.S. PROJECT MANAGER**
11. **OPA REPRESENTATIVE**

Of Note the scenario identified by the group as “most likely” was the very same decision delivered by SIU. By planning around that scenario OPS was able to respond according to the recommendations made by OLT and the above noted internal stakeholders.

Although the announcement of the decision made by SIU reignited the ‘temperature’ within OPS as well as the external community mitigation diffusion strategies which were in place allowed OPS to navigate the situation.

SECTION 8.0



STAKEHOLDER ENGAGEMENT INITIATIVE (APPENDIX D):

During early deployment of OLT it became apparent a strategy was needed for the purpose of bridging the relationship between OPS and the racialized Ottawa community. The team reflected that any such strategy should be structured in a way which would create reciprocal appreciation of lived experience for both community influencers and OPS Frontline Officers. The team developed a four phase initiative which was successfully implemented and evaluated despite barriers which arose during the last four months of the team's deployment (See Tab 8 for details)

The Stakeholder Engagement Initiative (SEI) was a plan developed by the Outreach Liaison Team (OLT) to bring key community stakeholders together with OPS members, particularly from the frontline and Professional Development Centre so that the two groups can engage in an exchange of knowledge and experience to facilitate the breaking down of barriers between OPS and the racialized community of Ottawa.

The four phased strategy included:

1. **A TWO HOUR SESSION FOR COMMUNITY PARTICIPANTS at OPS Professional Development Centre (PDC),**
2. **A LUNCH AND LEARN** which was held at 474 Elgin Street where different OPS sections came into the Pat Hayes Boardroom.
3. **A POLICE RIDE-ALONG** with front line officers to provide participants a first-hand experience of police work.
4. **A RECIPROCAL COMMUNITY TOUR** for officers with stakeholders to provide officers the opportunity to experience community perspective
5. **A PLENARY WRAP-UP SESSION** which was held at the RA Centre on Riverside Drive was to support OLT members to facilitate open dialogue and feedback from community members and Ottawa Police officers who participated in the SEI. The workshop also sought to elicit lessons learned from this pilot initiative and how they may be incorporated into future joint OPS and community initiatives and that the insights that emerged through the experience of identifying lessons learned will benefit the implementation of effective and impactful initiatives in the future.

Participants were invited to choose a top priority balancing feasibility and impact from their list of things to try. The three top priorities that groups felt would have the highest impact and greatest feasibility of implementation were:

1. **DEVELOP A POSITIVE FEEDBACK CAMPAIGN PROCESS.** Discussion centered on OPS needing to share more positive stories as some community members felt these often go untold.
2. **COMMUNITY CO-DESIGN OF ENGAGEMENT INITIATIVES.** Some community members shared that they would like to be part of the design process of engagement initiatives, not only as passive participants.
3. **TWO-WAY CONVERSATIONS INCLUDING FEEDBACK** – community would like a more bi-directional relationship when organizing engagement initiatives. An example given was that of Phase 1 at PDC.

SECTION 9.0



TEAM HEALTH, WELLNESS AND RESILIENCE STRATEGY

As a result of ongoing community engagement, it was identified that the health and wellness of OLT had to be monitored as they were shouldering the concerns and issues voiced by the community and internal OPS members. The enormity of the task began to take its toll on members almost immediately.

The team had been on the receiving end of hostile treatment from various community groups over their perceptions over the Abdi Rahman Abdi and other high profile incidents with members of these communities. In the course of their day-to-day work, the Officers were frequently subjected to verbal abuse and/or

challenging behaviours and these experiences, which began to take a personal toll on the Officers. They also expressed that coming into work was becoming difficult as they were being subjected to similar behaviours internally. The following tools and resources were provided to help the team better manage stress and reinforce individual resilience.

9.1. EAP - HOLMWOOD (MBTI & TKI)

Through Homewood Health™ a workplace support plan was developed and tailored to the groups needs. The process included a series of group debrief and skill development sessions which involved: providing an opportunity to allow the team to share their thoughts, feelings and experiences with respect to their encounters with citizens in the community and internally with OPS members. The sessions occurred in a safe and respectful forum under the guidance and direction of a seasoned Homewood facilitator. The second half of the process entailed a skill-building opportunity that involved resiliency training, initially followed by multiple sessions on additional topics related to stress management and effective self-care practices, among others.

The two assessment instruments, which were utilized, were: The MBTI (level two) and the Thomas-Killman Inventory (TKI).

“Appreciating and managing differences go hand-in-hand with understanding and improving many aspects of human behavior. The MBTI reveals the fundamental differences among people while the TKI provides the fundamental ways of resolving those differences. Using these two tools together, therefore, is both natural and beneficial and helps the team to understand their own behaviors, the behavior of others as well as to manage the big picture from many different perspectives”.

9.2. A WORKSHOP WAS DELIVERED BY GLOBODESIGN (APPENDIX C)

to support OLT by capturing and articulating the skills uniquely gained during their careers or further developed through their participation in the OLT initiative. The workshop also sought to illustrate how team performance grows with an awareness of individual contributions and how they are complemented by other team members using their OLT experience as a case study.

It was hoped that the insights which emerged through the experience of identifying these skills and surfacing team synergies would benefit the formation of effective and impactful teams in the future. Further application of these insights will hopefully benefit the directorates they eventually return to (upon completion of the assignment), and the capacity of the organization as a whole.

The clarification of skills and value emerging from team synergies serve as a critical input to value proposition design for the structuring of departmental resourcing strategies and future cross departmental initiatives.

The morale of the group saw a marked improvement following the workshop (outlined in 9.1.1. and 9.1.2.). Throughout the year the team worked together they remained focused, united, empathetic and supportive to each other. No dissension arose between team members; that necessitated intervention or mediation. The team parted on good terms and to date maintains solid friendships and expressed satisfaction with the work which had been accomplished.



SECTION 10.0



RECOMMENDATIONS

The following are key recommendations related to future OPS engagement with racialized communities and response to related critical situations related which occur from interactions between frontline Patrol officers and members of racialized communities, as well they are related to the current capacity of Community Development to engage to the degree that was required during the OLT deployment. These recommendations are extracted from those in the initial work of OLT that was documented in an Interim Report. The content of the Interim Report is included in this Report; they stress the need for a strategy for future community police engagement:



1. **IMPLEMENT A TEAM** which would have a primary function as that of the OLT to ensure maintenance of community police relations as well as to proactively identify and deal with issues which could potentially fracture relations.
2. **REVIEW STAFFING** complements of both Diversity and Race Relations and Community Development to ensure efficient and effective response to organizational and community needs associated to the respective roles of both sections.
3. **REVIEW CI-CS MANDATE.** Possibly Review, Rebrand and Relocate administration of the CI-CS to frontline services the critical area where CI-CS incidents occur. A possible name C.I.R.T. (Critical Incident Response Team).



SECTION 11.0



SUMMARY STATEMENT

The relationship between the community and the Ottawa Police Service is one that cannot be taken for granted. It must be continuously nurtured through the building of partnerships, ongoing engagement, discussion, mutual respect and understanding. It takes just one incident to fracture community-police ties and to create fear and mistrust that can last a lifetime. The Community must feel that they have a voice within our police service. More importantly, the Ottawa Police Service needs the support of the community to successfully perform its' core functions and solidify its legitimacy.

A strong community-police relationship creates an overall community of safety and security where “the police are the public and the public are the police” – Robert Peel.





APPENDIX A

ENTERPRISE LEVEL WORK PLAN ITEMS *(Bias Neutral Policing Work Plan Items)*

Issues captured outreach efforts of OLT and documented from in their raw form



ISSUE #1

Need for Leadership, Accountability and Transparency

(OVERARCHING, Cross cutting THEME)



Source

COMPAC/GLBT, Cap Analysis, OLT, Community Letter, TSRDCR, OPS Members, CDS



Issues/Comments

- Accountability is the key to bringing resolution
- Community members feel that there is a need for more accountability and transparency
- Accountability is the key in resolving many of the community issues.
- The problems will not go away
- The reason why front line officers are doing bad is because they don't have a strong chain of command that holds them responsible for their actions in the community.
- The police are perceived as defending actions of officers who do wrong.
- Leadership appears to be an issue
- The community is looking for consistency, accountability and common sense in approaching change

2 QUESTIONS:

1. What is being done to create change, with long lasting sustainability?
2. Guns and Gangs/DART – what are they doing?
 - Police should be more accountable especially with the training they receive.
 - In order for diversity to work, the change must come from organizational LEADERS
 - Solutions do not come from middle managers, as critical decisions must be made by those in charge
 - Senior leadership must be present and accountable
 - Accountability is the key in resolving many of the community issues.
 - Lack of Accountability at the Senior Management Level

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Suggested Recommendations

- **Add** an Organizational Value that states the Ottawa Police Service is committed to a diverse and non-discriminatory police service. (EDI is already in business plan. This must be reflected as an organizational core value)
- **Implement EDI practices** within our organizational practices –xref “Global Diversity and inclusion Benchmarks: Standards for Organizations around the World” (EDI is already in business plan)
- **Create** a permanent internal Ottawa Police Service “**Diversity Advisory Council**” (DAC) (To ensure that diversity is integral to every aspect of the Ottawa Police Service: management, policies and practices. Representatives to include HR, PDC, Patrol, CDS and others as identified)
- **Create** a “**Diversity Champions Support Group**” to assist with issues of marginalization and advocacy on behalf of OPS members
- **Executive/Senior Management to demonstrate increased commitment to community** through community engagement and consistent attendance at significant community events
- **Corporate Communications to develop and implement a Public Relations Strategy** to ensure that there is response from the Chief’s Office (Statement) to all critical community incidents in a timely and appropriate fashion (OPE must lead from the top and set an example. Need to get ahead of the ball)
- **Director of Corporate Communications and Executive Officer to develop statements/communiqués** for release to the public



ISSUE #2

Need to reduce Fear and Mistrust

(OVERARCHING, cross cutting THEME)



Source

COMPAC/GLBT; Gap Analysis, OLT, Community Letter, TSRDCR, OPS Members, CDS



Issues/Comments

- Some immigrants see the police as a “force” associated with physical threats, looting and killings – relationship built on fear.
- Shock and disappointment from police behavior from middle class communities who traditionally had no issues with policing.
- Feeling that people are isolating themselves from police.
- Fear of reporting.
- Fear of the police within the racialized communities.
- Mistrust of policing is extending to the mainstream community.
- Elevated lack of trust in policing within the marginalized youth groups especially, Somali, Black, Aboriginal and Arab youth.
- Overwhelming power in the hands of police.
- Having power gives the police an advantage in dealing with people.
- Loss of confidence in our police service.
- Trust is gone between police and community.
- Our concerns are not being taken seriously.
- Many from the Muslim community are not reporting hate crimes because they are afraid of bringing attention to themselves – Hate crimes are on the rise.
- Those who have never had contact with police before wonder how they would be treated by police; given all that’s been happening with police and community perceptions.
- Some black communities don’t ‘tell’ or ‘snitch’ on others as they have developed barriers against the police due to lack of trust and confidence.
- Much confidence was lost in police.
- Asked how can we move forward with trust.
- That there are MAJOR trust issues with youth, parents and police.
- Police attitudes and conducts are causing poor trust issues with the police.
- Community members are now concerned about how to survive physical injury and harm from the police.

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- That some community members have no confidence in calling the police even when something bad happens to them because they see no justice for some of the killer that have killed their loved ones are not brought to justice.
- That when community members complain to the police their complaints are not taken serious.
- ZERO confidence with Ottawa Police.
- They would rather take things into their own hands than call the police.
- That there are believe/fear in the community that police and gangs work together and it's up to OPS to assure police that they are not the bad guys.
- Some community members refuse to come forward due to the fact that they believe the police will give out their information to their own "snitches". OPS should give assurances to community members that this is not the case.
- Some community members believe that police are "above the law".
- Many in the Aboriginal community still fear the police.
- They feel if they were to challenge the existing system they may lose.
- Much must be done build back the bonds of true trust.
- OPS needs to create a safe space internally and externally where community can come forward to speak out.
- OPS need to create a safe space internally where OPS members can come forward to speak out.
- Concern from community – when police in attendance at community meeting, community members feel that they can't express themselves in a 'safe manner'.
- Community members sometimes don't come forward because they don't trust the police and fear the potential consequences for getting involved; if the police service had deep rooted community relations and trust, perhaps they may have had help with the solvency rates of their files. Blaming young people for not cooperating is not the answer.
- The community is looking for consistency, accountability and common sense in approaching change.
- Much must be done to build back the bonds of true trust.
- The Community is terrified in dealing with Police.
- A letter of apology would go a long way to restore trust.
- Need for honest dialog between the police and the community.
- Education, accountability and transparency can play key role in restoring trust with the community.
- Trust needs to be built.



Suggested Recommendations

- OVERARCHING THEME – needs to be considered in the development of any initiatives, strategies and/or deliverables.
-



ISSUE #3

Need for a Strategic Organizational Work Plan



Source

COMPAC/GLBT; Gap Analysis, OLT, Community Letter, TSRDCR, OPS Members, CDS



Issues/Comments

- What is being done to create change, with long lasting sustainability?
- A strategy is needed to succeed.
- We talk of change but never create change that is sustainable, long lasting.
- The community has a laundry list of issues with the OPS but first the OPS must reflect upon themselves, 'the ball is in their court'. What will they do?
- Systemic barriers are embedded into our societies that treat marginalized communities unfairly in all levels of service including policing.
- They are looking for solutions and awaiting to see just how the police will respond.



Suggested Recommendations

- **OPS to develop** a Strategic Framework for Response.
- **Assign** an Executive Sponsor.
- **Assign** a Senior Level Operational Business Owner.
- **Assign** a Project Support Manager.
- **Identify** a Governance Structure.
- **Identify, develop and implement** an Organizational Operational Work Plan.
- **Embed** the Strategic Framework Response into the fabric of our organization – organization wide–operational issues involving stakeholders across the organization.
- **Identify and implement** a measurement and tracking component for accountability.
- **Identify and implement** a community engagement and feedback mechanism.



ISSUE #4

Internal Systemic Barriers within OPS Organizational Culture (race, gender, glbt)



Source

COMPAC/GLBT; Gap Analysis, OLT, Community Letter, TSRDCR, OPS Members, CDS



Issues/Comments

- OPS need to create a safe space internally where OPS members can come forward to speak out.
- One community member posed the following question to the Chief: ‘do you agree there is a systemic racism within the force?’ If the answer is ‘yes’ what are you going to do about it in dealing with officers that have racial biases and baggage” and if the answer is ‘No’, then you are in denial and the problems will continue.
- Police are unwilling to admit that racism exists in their own organization.
- Barriers include racism and/or ineptitude or incompetence in selection and promotion processes: a profoundly obstructive legacy.
- Hire and promote people who are fully qualified and have been blocked by the system from being hired or promoted – (systemic barriers).
- Marginalization of our OPS racialized members.



Suggested Recommendations

- **Executive to acknowledge** that systemic barriers exist.
- **Conduct and implement** an OPS organizational **bias neutral systemic barrier audit** to identify systemic barriers so that they can be addressed.
- **Utilize** the “Global Diversity and Inclusion Benchmarks: Standards for Organizations around the World” document as a tool to assess the level of OPS EDI maturity and guide for EDI development.
- **Implement** the Gender Audit recommendations.

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OPS to implement the recommendations of the TSRDCP Report:

- ✓ Determine the sources of the disproportionately high incidences identified in this study through additional research on psychological, organizational, and social issues within the Ottawa Police Service
- ✓ Identify/address systemic biases in police practices
- ✓ Identify/address systemic biases in police leadership and corporate culture
- ✓ Identify/address systemic biases in organizational policing strategies and tactics
- ✓ Identify/address systemic biases in human resource practices and policies
- ✓ Identify/address systemic biases in institutional mindsets about the association between race and crime;
- ✓ Identify/address systemic biases in the diversity of the Ottawa Police Service workforce;
- ✓ Identify/address systemic biases in race relations dynamics with the diverse communities that constitute the City of Ottawa



ISSUE #5

Officers under Investigation: Lack of Reprimand for Officers under Investigation



Source

COMPAC/GLBT; Cap Analysis, OLT, Community Letter, TSRDCR, OPS Members, CDS



Issues/Comments

“Two of your officers were implicated in the incident of July 24th involving the death of Abdirahman Abdi. It is a grave disservice to the community to have these officers still serving on the streets.”



Suggested Recommendations

“Commit to the temporary re-assignment of police officers who are under investigation for causing death or serious injury to administrative duty, and prohibiting any form of interfacing with community members until the investigation is complete.”



ISSUE #6

RELATIONSHIP BETWEEN OPS AND RACIALIZED AND INDIGENOUS COMMUNITIES

Lack of Visibility/Engagement of Senior Police Members



Source

COMPAC, GLBT, OLT, Community Letter, CDS



Issues/Comments

- Where the Chief has been present to deal with community matters; other members of the Executive have not. It appears that the lack of presence is a lack of support for the Chief and OLT. The lack of presence – the community sees it as this issue is not important to the Ottawa Police Service.
- In order for diversity to work, the change must come from organizational LEADERS.
- Solutions do not come from middle managers, as critical decisions must be made by those in charge.
- Senior leadership must be present and accountable.
- Disappointed about the lack of Senior Police officers not able to attend the Pastors Conference.
- Many communities disappointed that the Chief was not more involved – sense of frustration because of a lack of understanding.
- Community-Police relations “are there and not there.” OPS higher ranks and some Somali leaders have a relationship of convenience but not with the community at large or on the street level.
- Lack of Senior representation at COMPAC.
- Absence of DC or other Senior officers is sending a poor visual/message.
- COMPAC members including the new community co-chair are distressed.
- The apparent absence of the Sr Officer from the meeting after the release of the Traffic Stop project solidifies the lack of Senior interest or commitment.
- Many community partners feel that if COMPAC can't muster up senior support what chance does anyone have.

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Suggested Recommendations

- **Executive/Senior Management to engage** with community and attend significant community incidents and events to demonstrate an increased and consistent commitment to community.
- **Chief to assign** a sworn “Diversity Champion” within SLT to provide oversight, strategic operational direction and to ensure senior officer engagement and attendance at significant community incidents and events.
- **Chief to direct** Executive/Senior Managers to attend and participate at identified community incidents and events.
- **Develop** measurable **diversity and cultural competencies** as part of Senior Officer and Executive Command Job Descriptions.
- **Incorporate** measurable **diversity and cultural competencies** to be incorporated into Senior Officer/Executive Command performance review process.
- **Chief to ensure** that Senior Management is represented and in attendance at ALL COMPAC meetings.



ISSUE #7

RELATIONSHIP BETWEEN OPS AND RACIALIZED AND INDIGENOUS COMMUNITIES

Need for Acknowledgement of Racial Issues



Source

COMPAC/GLBT, Gap Analysis OLT, Community Letter, TSRDCR, OPS Members, CDS



Issues/Comments

- Recent Statistics indicate (Ottawa blacks are 5.7% of the population but account for approximately 20% of street checks.) that there is a crisis within the Ottawa Police Services when it comes to how authorities interact with members of racialized communities and citizens suffering from mental health issues. In the face of such incidents, it goes a long way to acknowledge a problem of this magnitude and is a meaningful first step to mending a fractured relationship.
- One community member posed the following question to the Chief: ‘do you agree there is a systemic racism within the force?’ If the answer is ‘yes’ what are you going to do about it in dealing with officers that have racial biases and baggage” and if the answer is ‘No’, then you are in denial and the problems will continue.
- Race issues were there prior to the arrival of Somalis in Canada and that other communities were being targeted before people from Somali descent arrived.

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Issues/Comments Cont'd

- Systemic barriers are embedded into our societies that treat marginalized communities unfairly in all levels of service including policing.
- Biases are a key component. We need to recognize that they exist.
- Police are unwilling to admit that racism exists in their own organization.
- They need to call it what it is.
- Many feel that the damage is still not being recognized – an apology is what is needed to start the healing process.
- No recognition of the real issues confronting the community.
- Leaders from the Ottawa Police call it the “situation” involving Pootoogook. What it is, is racism.
- The loss experienced by the community is great.
- Time to address the Inuit community.
- Understanding of the community perceptions is important.
- The comments have had not only an impact on the Aboriginal communities, but on all marginalized communities in Ottawa – now world wide due to social media.
- “The Chief, as the leader of the OPS should make a public acknowledgement that there is a crisis within the OPS and authority’s interactions with members of racialized communities and citizens suffering from mental health issues publicly and internally.”
- The need for an in-depth and meaningful dialogue that is coupled with concrete action (tired of just talking).
- The police services would be well served if it would officially, humbly and unequivocally acknowledge that there is a distinct negative bias in the way racialized black people are policed and treated by the criminal justice system; as the statistics bear out and as experienced by members of the racialized black community in Ottawa.
- This acknowledgement needs to be accompanied with a genuine commitment to address this systemically and proactively.
- Need for an honest dialogue between the police and the community; emphasis on education, accountability and transparency can play a key role in restoring trust with the community.



Suggested Recommendations

- **Chief to acknowledge** (Chief) critical community issues in a swift manner.
 - **Chief/Executive Command to acknowledge the identified issues contained in this document at a media conference** identifying that OPS has identified a strategic framework for response to work on the issues by way of an organization wide operational work plan.
 - **Chief to accept and implement** the recommendations of the TSRDCP Report Recommendations.
 - **OPS Racial Profiling policy owner/stakeholder to review and update** policy as required.
 - **Chief to acknowledge** systemic barriers.
 - **Chief to acknowledge** systemic discrimination (ie: deployment practices).
 - **Chief to acknowledge** that biases exist.
 - **Chief to acknowledge** that racism exists in OPS.
-



ISSUE #8

RELATIONSHIP BETWEEN OPS AND RACIALIZED AND INDIGENOUS COMMUNITIES

Communities Fractured Community Ties



Source

Community Letter



Issues/Comments

- Acknowledging that the OPS have worked long and hard to build ties and a strong foundation with the Somali community, we note that **this foundation is fractured**. The relationship between the Somali community and OPS Administration will bear no fruit if there remains tension, fear and mistrust (particularly between our youth and police).



Suggested Recommendations

- **Implement** *the applicable* recommendations from the “Truth and Reconciliation” Report – Dec 2015.
- **Increase** resources within the Diversity and Race Relations Unit to ensure adequate community outreach that is sustainable.



ISSUE #9

RELATIONSHIP BETWEEN OPS AND RACIALIZED AND INDIGENOUS COMMUNITIES

Need for Expansion of Dialogue



Source

Community Letter, OLT



Issues/Comments

- The incident of July 24th has sparked great interest in many citizens of Ottawa regarding community policing and has open dialogue between and across various stakeholders. An opportunity exists for the OPS to broaden its engagement on race relations and mental health issues with the wider community.
- Work on building trusting relationships.
- No recognition of the real issues confronting the community.
- Critical conversation needed.

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Issues/Comments Cont'd

- A coalition of all groups needs to be at the table.
- Authentic listening and listening with understanding is needed.
- Respect from both sides of the table.
- The issues must not be sanitized, must appear in its real and raw form.
- Regular stakeholder updates are needed.
- Need for reconciliation – how do we approach this as two organizations.
- Open to meeting with the officer linked to the comments for the purpose of understanding and to create a situation where healing can meet on both ends.
- A letter of apology would go a long way to restore trust.
- The OPS should commit to meetings in the near future as appropriate with interested stakeholders namely; The Justice for Abdirahman Coalition, organizations representing Ottawa's Black communities and mental health advocacy groups.
- It is recommended that an open door policy remain for all those interested in engaging the OPS in these matters.



Suggested Recommendations

- **Chief/Executive Command to conduct** bi-annual Town Hall meetings focused on racialized and indigenous community issues with Senior Management participation (issues should include: profiling, gangs, community engagement; education for community members: what are their responsibilities).
- **All Directorates to enhance the scope of meaningful community engagement and consultation** in order to develop sustained and trusting relationships inclusive of Senior Officers.
- **Use** of a third party to facilitate a few key sessions so that groups who have had negative experiences can share more openly.
- **Chief to establish** an informal diverse community 'sounding board', in addition to COMPAC, to provide the Chief with counsel on diverse community issues from a strategic perspective.
- **Increase resources** within the Diversity and Race Relations Unit to ensure adequate community outreach that is sustainable.
- **Chief to meet with** Aboriginal Leaders; Elders to have constructive dialogue on **the issues**.



Implement the recommendations of the TSRDCP Report:

- ✓ Increase positive police–community contact by holding monthly, or regular, relationship–building meetings
- ✓ Hold 'critical incident' discussions and trainings and annual conferences on police–community relations



ISSUE #10

RELATIONSHIP BETWEEN OPS AND RACIALIZED AND INDIGENOUS COMMUNITIES

Need for Community Engagement and Community–Police Relations



Source

COMPAC/GLBT; Gap Analysis; OLT, Community Letter, TSRDCR, OPS Members



Issues/Comments

- Lack of Support by Police
- Community–Police relations “are there and not there.” OPS higher ranks and some Somali leaders have a relationship of convenience but not with the community at large or on the street level.
- Keep community policing – relationships are the essence of trust. Knowing the officer you deal with eases the interaction.
- Neighbourhood Officers and community police officers are vital to ongoing relations, so far many people interviewed have noticed a decline of numbers.
- Lack of accessibility and positive police presence.
- There appears to be a new generation of police officers that no longer include extracting oneself from a police cruiser and connecting with the public – be it walk-a-bouts or being on foot as a part of their patrol duties.
- Police are only present when bad things happen; bad things happen when police are present.
- Police presence in the community is important – when black community see police; it’s to arrest. Police should not only be reactive but more proactive. When the black community sees a police cruiser, they associate it with problems – Police presence releases community tensions.
- The community policing and pro–active community engagement events and meetings are important as they build community trust.
- Positive community–police engagement is encouraged particularly in communities where there is high criminal activity.
- Community members sometimes don’t come forward because they don’t trust the police and fear the potential consequences for getting involved; if the police service had deep rooted community relations and trust, perhaps they may have had help with the solvency rates of their files. Blaming young people for not cooperating is not the answer.
- Lack of police presence in neighbourhood initiatives is worrying.
- Community approach is so important to solving problems in the present climate.
- Over the past years, events related to shootings, poor interactions with police have left community needing answers.

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Implement the recommendations of the TSRDCP Report:

- ✓ OPS to promote joint police and community committee work particularly in advisory areas
- ✓ OPS to build on its extensive and successful experience with community engagement and develop a multi-year action plan to address the issues of racial disparities in traffic stops raised in this report



Issues/Comments Cont'd

- Need for a change in our perception in the areas of community engagement; cultural sensitivity; and meaningful presence in our community ie: alternative deployment strategies.
- Once had a very open and decent relationship, but no longer exists.
- Would like to see more police present at cultural events and occasions.
- Need to improve customer service when dealing with the public.
- The incidents involving Abdi and Pootoogook were handled poorly.
- Many feel that steps taken are too late.
- First Nations are thinking of planning a public relations campaign to enlighten the community of its Plights.
- Understanding of the community perceptions is important.
- Aboriginal and many diverse communities are now uniting to confront police.
- They are looking for solutions and awaiting to see just how the police will respond.
- Open to meeting with the officer linked to the comments for the purpose of understanding and to create a situation where healing can meet on both ends.
- A letter of apology would go a long way to restore trust.



Suggested Recommendations

- **Re-assess** deployment strategies to ensure a balanced approach to avoid over policing in socio-economic challenged communities. ie: need to include prevention and enforcement strategies – 'target the criminal NOT the community'.
- **Widen** the scope of engagement with the community to include those who have not been engaged before.



ISSUE #11

RELATIONSHIP BETWEEN OPS AND RACIALIZED AND INDIGENOUS COMMUNITIES

Lack of Communication/Promotion by OPS about what IS being done



Source

OLT



Issues/Comments

- There is a lack of communication of work that IS being done and is accessible. Need to know how to do outreach better.
- Need for better follow-up by Police after “calls for Service”. ie: Police should return back to that residence when an arrest is made in the home and debrief with the family about the incident – family is left in a state of trauma and fear from the police – red flagged as problem family in the neighbourhood.



Suggested Recommendations

- **OPS to review the current** OPS Communications Strategy to **ensure our commitment** to the Ontario Mobilization and Engagement Model of Community Policing (ie: ensure that OPS is sharing information to all communities on current police practices and initiatives).
- **Directorates/District Senior Management to apply** the Ontario Mobilization and Engagement Model of Community Policing.
- **OPS to develop an interactive mechanism** to share with the community information on police roles and responsibilities, OPS training, programs, initiatives, specialty sections, use of force, complaint process/SIU, rights and responsibilities, shared responsibilities re: Community Safety.
- **Develop and/or enhance** existing ‘tip sheets’ on the OPS Website to include the following: Police roles and responsibilities, OPS training, programs, initiatives, specialty sections, use of force, complaint process/SIU, rights and responsibilities, shared responsibilities re: Community Safety.
- **Engage community stakeholders** in OPS Police Training ie: tabletop exercises, Sim lab; simulators so that they experience what police have to deal with.
- **Proactively engage the media** for an information and awareness session on police roles and responsibilities, OPS training, programs, initiatives, specialty sections, use of force, complaint process/SIU, rights and responsibilities, shared responsibilities re: Community Safety.



ISSUE #12

RELATIONSHIP BETWEEN OPS AND RACIALIZED AND INDIGENOUS COMMUNITIES

Need for CICS Team



Source

OLT



Issues/Comments

- CICS (Critical Incident Critical Situation) was a group of members some from community some from police assembled to deal with critical situation.
- These situations or incidents would usually have an impact on the community at large.
- So before the incidents arose to critical level the team would be sent. in to deescalate the situation.
- I have to agree that this was a great tool and often created steps that the community often appreciated.
- In these two incidents we are presently dealing with if we had mobilized a team we could minimized some of the fall out that later occurred.
- According to DRR the last time a team was mobilized was 2010.
- Could we reestablish this?
- It could have been effective in managing the fallout that we are now dealing with.



Suggested Recommendations

- **DRR to conduct a review** of the of CICS Team and required resources with **identified stakeholders.**
- **DRR to review the CICS Team Report and Recommendations: Stacy Bonds Situation Executive Summary Report:** Short term, Medium term and Long Term Recommendations.



ISSUE #13

Concern re: New Service Delivery Model



Source

OLT, OPS Members, CDS



Issues/Comments

- Concern expressed about upcoming changes to OPS deployment model and potential lack of NHOs.
- Where does the community fit into the New Service Delivery Model?
- The community feels that the new service delivery model may not meet the needs of what they need.
- How does the community engage to have a voice?



Suggested Recommendations

- **SI Team to develop** a Communications Strategy to inform and educate the community in terms of the New Service Delivery Model.
- **SI to enhance** the existing SI Webpage inclusive of all aspects of the New Service Delivery Model similar to the TSRDCP Webpage.



ISSUE #14

Need for Enhanced Engagement with Racialized Youth



Source

COMPAC, GLBT, OLT, CDS



Issues/Comments

- Youth are especially discontent with police and have further lost trust.
- Youth feel targeted by police.
- Parents of marginalized youth are greatly concerned for the safety of their youth and any interaction with police.
- Somali parents have zero tolerance for crime and are a natural ally for crime prevention with police.
- Need for real youth engagement.
- The manner in which some police officers treat, speak to and address black youth has been noted and clearly is an issue that needs to be addressed, strains police and community relations.
- Need for strengthened partnerships between Police and Youth.
- Need for help in transition for community members leaving prison system.
- OLT has met with Jessica Ripley and members of Outreach of Ontario Justice Education Network. Looking for partnership with OPS. They work with judges, lawyers and other partners in the criminal justice system. This organization looks at assisting primarily youth in our community.
- Attitudes surrounding black youth needs to change.
- Youth he meets with have mentioned to him of police making straight forward racial comments to them.
- Youth are impressionable –affected by the Yatim and Abdi incidents and they don't hold "cops" in high regard.
- Youth in the Ritchie community area have a negative view towards the police.
- Youth see police come to their community and "bust youth".
- That police see black youth as a threat...And they see Somali youth as trouble makers and therefore they have negative images of that community.
- The youth overwhelmingly stated that they have a very negative impression of the police.
- Police are always suspicious of black youth.
- If we as an organization directed our resources towards youth, community, diversity related endeavors would we not be better served.

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Suggested Recommendations

- **OPS to review, develop and implement a Youth Engagement Strategy** inclusive of all Directorates to identify and address youth related issues inclusive of racialized youth through the development of comprehensive and sustainable solutions.
 - ✓ ie: **Identify strategies for** positive engagements with youth residing in marginalized neighbourhoods).
 - ✓ ie: In conjunction with local communities, **develop** educational materials, particularly aimed at youth, ex: explaining citizens' rights.
- **Youth section to hold a Community Forum** focused on racialized youth to address issues of concern.
- **OPS to review the mandate, roles and responsibilities** of the OPS Youth Advisory Committee to ensure that they play an active role in the Youth Engagement Strategy.
- **OPS Community Safety Services to identify strategies and engage** with racialized youth and parents within their respective Directorates/Districts to identify and address issues of concerns.
- **Youth section to implement** the FUTURE program for high schools.
- **Youth Section/SROs to develop strategies** to engage proactively with racialized youth and parents.



ISSUE #15

Community Oversight: COMPAC Issues



Source

OLT, Community Letter, COMPAC



Issues/Comments

- While the initial intent of COMPAC was valuable, its effectiveness and legitimacy has diminished over the years. In this absence, there is an expressed lack of a continuous, formal and effective feedback mechanism in place for racialized communities, specifically for the Somali community. As per the statistical race based data discussed herein, it is evident that racialized communities are targeted at a disproportionate rate in street checks. More specifically, Somali-Canadians experience a homicide rate comparable to the Aboriginal community despite only making up 0.04% of the general population. The attached study published in April 2016 demonstrates a more alarming pattern of Ottawa Somali-homicide rates nearly doubling since 2015 (see attached report; Somali Canadian Community's Homicide Rates). Developing measures to combat these statistics are in the best interest the OPS and the Somali community's shared interest in creating a healthy and constructive relationship.
- COMPAC is ineffective.
- COMPAC business plan is effete and useless document that makes COMPAC effete, empty and useless.
- COMPAC needs more teeth – present members are not accomplishing much.
- COMPAC exists only in name and has no impact on the Community.
- COMPAC's effectiveness and existence must be evaluated.
- COMPAC is out of touch with the lived-in experiences of the Community.
- COMPAC cannot be trusted to help the community.
- When are COMPAC and the Executive going to act and provide some leadership and messaging that brings confidence?
- Co-Chairs of COMPAC are ineffective.
- Co-Chairs of COMPAC are not at the table in dealing with the issues.
- New members needed at the table.
- Where is COMPAC in all of these events? They should be involved.
- COMPAC could be agent for change.
- Lack of Senior representation at COMPAC.

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Issues/Comments Cont'd

- Absence of DC or other Senior officers is sending a poor visual/message.
- COMPAC members including the new community co-chair are distressed.
- The apparent absence of the Sr Officer from the meeting after the release of the Traffic Stop project solidifies the lack of Senior interest or commitment.
- Many community partners feel that if COMPAC can't muster up senior support what chance does anyone have.
- COMPAC has to be a starting point to rebuild community trust, confidence.



Suggested Recommendations

- **Create** a Community Forum **to review** the COMPAC mandate, terms of reference, membership, roles & responsibilities inclusive of developing an effective community feedback and accountability mechanism.
- **COMPAC to develop a robust nomination and selection process** to ensure that membership is meeting the needs of the Community.
- **COMPAC membership to include** Senior Officer representation from Frontline Deployment.
- **COMPAC to enhance engagement** with multi-cultural media.



ISSUE #16

RACIAL PROFILING/RACISM

Lack of Race Based Data Collection



Source

COMPAC, GLBT, OLT, Community Letter



Issues/Comments

- According to recent public data (footnote reference) from 2011 to 2014, black and visible minority communities accounted for over 34% of street checks. This data, in addition to further anecdotal evidence reported by community members clearly indicates that bias exists.



Suggested Recommendations

- The OPS **to commit to the ongoing collection and publication** of race-based data for all police interactions.



ISSUE #16 CONT'D

RACIAL PROFILING/RACISM

Racism



Source

COMPAC, GLBT, OLT, Community Letter



Issues/Comments

- Young youth are being stopped by police – just to find out a name and where the youth lives – but why? Parents are afraid when their kids are out.
- Black youth feel profiled because of their ‘blackness’ and that this makes them a target of the police.
- Many diverse communities feel that they are being targeted; bias as the cause.
- Police clearly profile black youth, this leads to black youth having police record checks with minor issues.
- Anecdotal stories regarding black youth being treated unfairly.
- Drug addicts are facing frequent harassment by officers.
- Frequent stops and searches are carried out on people with addiction problems with no charges being administered.
- Addicts feel profiled and fearful of interacting with officers; therefore avoiding coming to the Centre to get meds, receive services or even go to the shelters to sleep.
- Discarding needles inappropriately to avoid interaction with officers.
- Concerns that when stopped will they receive fair and impartial treatment.
- The mere presence of black males attracts police. Police always concerned why groups of black youth are there and what are they doing?
- That black youth and males are profiled by the police.
- The way the police treat us has a lot do with where we live. Depending on where you live, they give you a different treatment and they put a label on you.
- When a person commits a crime we hear their race only when the person is black–this is mainly because of the police providing the information to media and forever placing a crime label to black people.
- Police should stop PROFILING, JUDGING, and should have a VALID REASON for stopping people and assuming people are LIARS.
- Stop treating new Canadians as others. Majority of the Somali youth involved with the law are Canadians born in local hospitals and they are not “others” they are Canadians, these are societal attitudes that police re-enforce.
- Black youth are treated different to white youth, white youth are treated as “boys” where black youth are handled as “men”.

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Issues/Comments Cont'd

- Whenever there are teenagers walking together police engage negatively, as if a group of black kids are gangs whereas white kids are just “kids”.
- Too much profiling exists.
- There is racism in policing because society allows it, our society is not innocent.
- Anti-black racism is being felt strongly in the community.
- Race issues were there prior to the arrival of Somalis in Canada and that other communities were being targeted before people from Somali descent arrived.
- Institutionalized bias/racism – the need to address historical patterns of racialized people’s encounters with police, the intersections of race and mental health, and the implications for OPS and the community.
- Police are unwilling to admit that racism exists in their own organization.
- Attitudes surrounding black youth needs to change.
- Youth he meets with have mentioned to him of police making straight forward racial comments to them.
- DART is known as a Racial Profiling Unit within the Somali, Arab and Black communities. Somali youth have claimed beatings and confiscation of property illegally at the hands of DART members.
- **Racist Postings** and lack of accountability.
 - ✓ internal misc board
 - ✓ bumper stickers
 - ✓ OPA Web page
 - ✓ Criminal Intelligence – recent ‘officer safety master distribution messages’ perpetrate stereotypes and escalate fear/stay away from open source and stick to the facts.



Suggested Recommendations

- OPS **to acknowledge** that racial profiling exists in our community inclusive of OPS.
- OPS **to ensure** that the Racial Profiling and Human Rights/Race Relation Policies **are reviewed** as per policy requirements every 2 years.
- Senior Management, Managers and Supervisors **to ensure** that all members **adhere to the policy requirements and accountability requirements.**
- **PDC to review and deliver** FIP Training within the timeframe originally set for delivery – should be a full day session with an evaluation component.
- **OPS to develop an internal Code of Conduct.**
- PSS to **undertake measures to review and improve** procedures for receiving, investigating and responding to racial profiling complaints.
- **Implement mandatory Equity, Diversity and Inclusion (EDI) Training** for all Senior Management, Managers and Supervisors.
- **Identify** ‘Racial Profiling’ as a standing agenda item at all Senior Management, S/Sgts and Managers’ quarterly meetings.



ISSUE #16 CONT'D

RACIAL PROFILING/RACISM

DART



Source

OLT



Issues/Comments

- DART is known as a Racial Profiling Unit within the Somali, Arab and Black communities. Somali youth have claimed beatings and confiscation of property illegally at the hands of DART members.
- The actions of DART have a direct negative impact on police and community relations.



Suggested Recommendations

- **OPS to review the DART** mandate, roles and responsibilities of and ensure that community concerns are addressed.
- **DART to consider a two pronged approach** as part of its mandate, inclusive of prevention and community integration strategies along with enforcement strategies.



ISSUE #17

TRAFFIC STOP RACE DATA COLLECTION

Lack of race based data collection



Source

Gap Analysis, Letter



Issues/Comments

- TSRDCP has created a number of issues related to systemic racism.
- Many in the community attending the release were a bit surprised by the results.
- There will be many issues that will be arising from the results of the report.
- Suggested recommendations in the report are not new, however never acted upon.
- The plan that they want to put forth would take 5 years to implement.
- Communities are looking for recommendations sooner.

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Issues/Comments Cont'd

- What tangibles can we bring to the community to show we are serious and it's not the same old ramble?
- The community feel that the new service delivery model may not meet the needs of what they need.
- How does the community engage to have a voice.
- Is more consultation needed to address issues we already know exist.
- Many from the Middle Eastern and Black Community are worried about results.
- They are being stopped more and can't understand that this is not racially motivated.
- Is this not an indication of racial profiling?
- Concerns on how the data is being spun.
- Even though the report is not identifying racism, the reality of many is different.
- Data does not always reflect the true nature of a situation as it is numbers.
- If the danger of racism was an aspect of this study, why was it not accounted for in the study.
- The perception from the community is that it was self serving.
- Even though mandated – how was the community going to benefit from this project
- There are major concerns after the release of the document.
- How is it that the OHRC could be so far apart from the findings of the Race Data Collection Report.
- Even though it was concluded that racism did not exist from the report; the community feels differently.
- The question was asked – when will we start something that helps to rebuild trust?
- Community is waiting for the police service to do something different.
- While concerned with the numbers, would like to learn more about how the data was collected and why the numbers of traffic are so high amongst Middle Eastern Community and Blacks.
- There is dismay in the community.
- They are dismayed that Middle Eastern women are disproportionately stopped – why?
- We keep saying 'high crime neighbourhoods' – some people have no choice to live in these priority neighbourhoods because they are poor. This labels the community living in these neighbourhoods.
- TSRDCP has created a number of issues related to systemic racism.
- The T S R C D P also raised a lot of questions from community.
- Many unhappy with conclusion.
- In the study the public was troubled that obvious area were not captured (racism). If was the catalyst why not included it?
- Race descriptors were not adequate to grasp a true picture of those stopped.
- Many are wondering if the follow up studies and recommendation coming from study will help.
- How will this study assist the community?

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Issues/Comments Cont'd

- How can we battle systemic racism if the study does not indicate it?
- Does the Ontario Human Rights have it correct?
- There are number of unanswered questions.
- The TSRDCP stakeholders meeting did bring many grassroots organization to the table.
- They too are wondering just what voice they can have to help fix situation.
- The unfortunate thing is that the community does not believe us.
- “That we have heard the message before “



Suggested Recommendations

Recommendation #1

Determine the sources of the disproportionately high incidences identified in this study through additional research on psychological, organizational, and social issues within the Ottawa Police Service – systemic biases in police practices; police leadership and corporate culture; organizational policing strategies and tactics; human resources policies and practices; institutional mindsets about the association between race and crime; the diversity of the Ottawa Police Service workforce; and race relations dynamics with the diverse communities that constitute the City of Ottawa.

****RECOMMENDATIONS CAPTURED ABOVE UNDER:**

- ✓ Internal Systemic Barriers within OPS Organizational Culture

Recommendation #2

Develop and implement solutions to address the anomalies of disproportionately high incidences through a review of research findings gathered through the implementation of Recommendation # 1 in consultation with stakeholder groups, race and ethnic communities, and the public (xref #1)

****CROSS REFERENCE RECOMMENDATION #1**

Recommendation #3

Increase positive police–community contact by holding monthly, or regular, relationship–building meetings; train officers and community members together; promote joint police and community committee work particularly in advisory areas; and hold “critical incident” discussions and trainings and annual conferences on police–community relations.

**RECOMMENDATIONS CAPTURED ABOVE UNDER:

- ✓ Relationship between OPS and Racialized and Indigenous Communities: Need for Expansion of Dialogue;
- ✓ Relationship between OPS and Racialized and Indigenous Communities: Need for Community Engagement and
- ✓ Community–Police Relations and Human Resources: Training and Awareness

Recommendation #4

Continue collecting race data in traffic stops with improved tools and processes; monitor regularly traffic stops issues; place data reports as a regular agenda item on meetings at the level of staff, senior management, and board; and communicate data related to race and traffic stops regularly to the public through quarterly bulletins, press releases, annual reports, and other media.

- OPS to continue collecting race data in traffic stops with improved tools and processes
- OPS to monitor regularly traffic stops issues
- OPS to place data reports, as a regular agenda item on meetings at the level of staff, senior management and board
- OPS to communicate data related to race and traffic stops regularly to the public through quarterly bulletins, press releases, annual reports, and other media

Recommendation #5

Build on its extensive and successful experience with community engagement and develop a multi–year action plan to address the issues of racial disparities in traffic stops raised in this report.

**RECOMMENDATIONS CAPTURED ABOVE UNDER:

- ✓ Relationship between OPS and Racialized and Indigenous Communities: Need for Community Engagement

Recommendation #6

Make readily available the data collected for this research project on race and traffic stops. The raw data made available should allow for analysis that goes beyond the scope and methodology of this report, but within the legal limits of the *Freedom of Information and Protection of Privacy Act* and the *Municipal Freedom of Information and Protection of Privacy Act*.

- OPS to make readily available the data collected for this research project on race and traffic stops.
- The raw data made available should allow for analysis that goes beyond the scope and methodology of this report, but within the legal limits of the *Freedom of Information and Protection of Privacy Act* and the *Municipal Freedom of Information and Protection of Privacy Act*



ISSUE #18

Street Check Data Collection

Lack of race based data collection



Source

Gap Analysis, Letter



Issues/Comments

Regulated Interactions – Street Checks Project

Underway, the new provincial regulations must be implemented by all police services by Dec 31st 2016.



Suggested Recommendations

- OPS to adhere to the requirements of the Regulated Interactions Legislation.

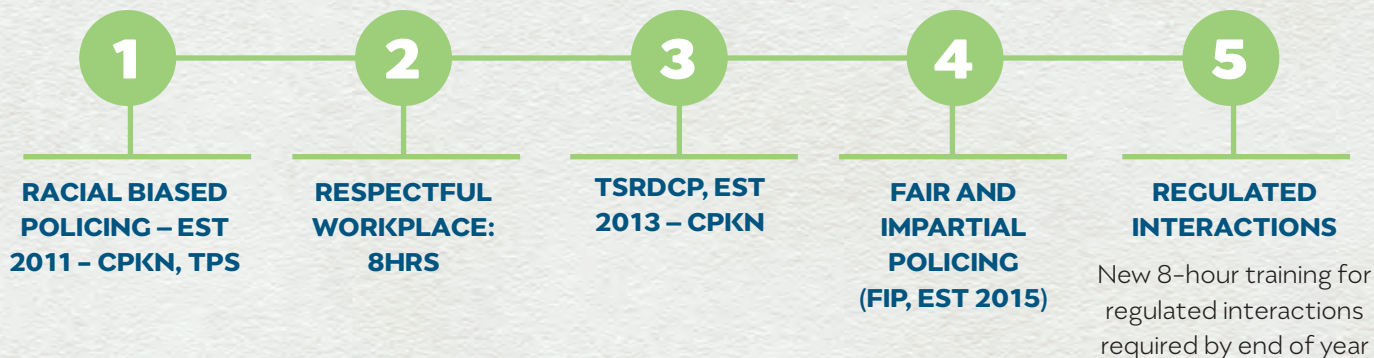


ISSUE #19

HUMAN RESOURCES

Training and Awareness

SIGNIFICANT MANDATORY TRAINING HAS BEEN PROVIDED TO MEMBERS





Source

Gap Analysis, Letter



Issues/Comments Cont'd

- The events of July 24th, as well as the issues and supporting data herein point to the need for revamped training for the OPS on anti-racism, more specifically, when race is intersected with issues of mental health, language barriers and other potential vulnerabilities.
- Police must understand the cultural backgrounds of people they serve.
- Lack of understanding of culture and diverse communities.
- It's important for the community to know what we do and how.
- Assumptions are the key obstacles that are always igniting tension between the community and the police.
- In some cultural communities, behavior is informal while others are formal. Some of the African cultures are loud and at times communicate physically which the outside communities have a difficult time translating or understanding.
- Many in the policing world are ignorant of many of the cultures.
- Does the training given to OPS officers on Race and Mental Health have teeth? Why isn't it working?
- Police have a lack of understanding of the community that they serve; especially when it comes to dealing with marginalized community.
- Police have to understand marginalized communities face many challenges including socio-economic and other serious barriers that prevents them to advance accordingly.
- Police have to understand many of these individuals living in these communities have had to face challenges before coming to Canada when dealing with law enforcement in their respective countries.
- When they arrive in Canada, the professions that they used to work in are not often recognized and it leads to frustration in these communities.
- Police can show empathy and understand the situations members of marginalized communities face every day via more training for the police – in cultural proficiency.

Mental Health

- Institutionalized bias/racism – the need to address historical patterns of racialized people's encounters with police, the intersections of race and mental health, and the implications for OPS and the community.
- Within the diverse communities, Mental Health Issues have traditionally been a taboo; the issues are now being discussed and have been identified as topical.
- Mental Health training for our members need to be looked at through EDI lens.
- Does the training given to OPS officers on Race and Mental Health have teeth? Why isn't it working?

Continued on next page



Suggested Recommendations

- **Integrate** diversity content into all Ottawa Police training – all training to be assessed against EDI Lens.
- **Enhance** training & awareness in diversity and cultural competence/cultural sensitivity; using the anti-oppressive training model that includes consideration for mental health, poverty, racism, socio-economic factors etc.
- **Include** community stakeholders to deliver, participate and/or observe OPS training
- **Include** more aboriginal teachings; traditions in our events.
- Enhance FIP Training delivery; make it separate from “Use of Force” training day and increase FIP to a full day.
- **Utilize** outside presenters to deliver FIP training.
- **Implement mandatory** Cross Cultural training in Community Policing for all newly promoted Sgts, created and delivered by **OPC** in Partnership with a community partner (**ie: OLIP**).
- **Enhance** Respectful Workplace Training to include Racial Profiling.
- **Provide** Customer Service Training for Front Line members (points of initial contact).
- **Enhance** Mental Health Training for all members with identified stakeholders ie: CMHA; to include ‘dealing with people with MH issues, appropriate intervention responses, resources related to Mental Health issues and cultural nuances.’
- **Enhance** training to deal with Excessive Use of force.
- OPS to review and revamp its de-escalation training take into account race, mental health, language barriers, and other potential vulnerabilities.
- barriers at first contact.
- **Consider showing** documentaries:
 1. Blue eyes/brown eyes
 2. The Secret Policeman
- **Develop** training and decision making tools for supervisors to be able to appropriately address issues (informal action, formal action) ie: breach of policy.
- **Implement the recommendations of the TSRDCP Report:.**
 - ✓ **Train officers and community members together.**
- All members (frontline, call centre, investigations, communications centre) **to receive enhanced Hate Crime training and awareness** of hate crime issues, victim’s needs, reporting requirements and investigative processes.
- **Hate Crime Unit to create** a training module that includes an accurate, precise, and common system of identifying, investigating, and categorizing hate offences.
- **Hate Crime Unit to provide training and awareness** to stakeholders regarding ‘on line reporting process’ for Hate Crimes.
- **VCU to develop and provide** enhanced training and education pertaining to victim’s sensitivity and victim’s needs.
- OPS **to update and enhance** the inventory of specialized language translators and ensure that this is promoted and accessible for OPS members (211, Languages of Life, Immigrant Women’s Services of Ottawa (IWSO).
- OPS **to consider use** of alternate communication tools ie: a “Language App” (ie: JW Language) to break down.



ISSUE #20

HUMAN RESOURCES

Outreach, Recruitment and Diverse Workforce (Retention, Career Development, Transfer and Promotion)



Source

COMPAC, GLBT, Gap Analysis, OLT, Community Letter, OPS Members



Issues/Comments

- A simple statistical analysis of the police force shows that it is not reflective of the diverse community it serves. In the last several years, there are many qualified Somali-Canadian candidates who have applied for positions within the OPS only to be rejected. The continued difficulty qualified candidates experience indicates that systemic barriers exist. Furthermore, the systemic barriers within the organization create difficulties for internal candidates to find advancement opportunities.
- Barriers include racism and/or ineptitude or incompetence in selection and promotion processes: a profoundly obstructive legacy.
- Top agenda should be a concerted effort in recruiting and promoting to be reflective of the community.
- Need to see an improvement in the representation of visible minorities within our police service so that it reflects the composition of the community.
- Mainstream diversity into all levels of the organization so that it is not only at lower ranks.
- Hire and promote people who are fully qualified and have been blocked by the system from being hired or promoted – (systemic barriers).
- Need for diversity within OPS.
- Outreach recruitment and diversifying is very topical.
- While hiring is important, there has to be a buy-in from the top down of the organization to make it a successful process, minority police officers may be part of the solution but far from being the only solution.
- The fact that the topic of diverse hires is topical for OPS is in itself an admission that there is an issue.
- Loss of confidence in OPS outreach efforts and any ability to turn the conversation into action (much of our efforts are viewed as a smoke screen).
- Lack of support from OPS re: African/Caribbean news magazine in Ottawa
- Lack of minority Senior Officers.
- The police service should work diligently to ensure that qualified black and diverse police officers are more numerous represented at the highest levels of the force.

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Issues/Comments Cont'd

- The lack of cultural and racial diversity among the senior police officials is disconcerting. It is the felt opinion of the Ottawa community that there are a number of qualified members of the police services of diverse ethnic origin who could serve these positions competently and with distinction. This would send a very significant message to the people of Ottawa.
- People need to see diversity not only in rank and file, but too in senior management.
- OPS HR Outreach Recruiting section is an obstacle to hiring members from visible minority community.
- There needs to be an overhaul and review of OPS Outreach and Recruiting.
- Lack of understanding of cultural competency.
- It is absolutely imperative that the police service hire members from diverse backgrounds as it serves both OPS and the Community better – create relaxed and comfortable and cooperative conditions to communicate with members of diverse and visible minorities.
- The police service needs more diverse officers who can relate to the diversity of the community.
- Where are the nationalities within the police service?
- Happy to know that there are a few Somali police officers.
- Tokenism is an issue.
- That there are bad apples in any organization and that OPS should do a better job in getting rid of the bad apples instead of protecting them.
- What is the protocol related to what just backgrounders can ask in interview. I have been contacted by backgrounders and asked question that I felt were inappropriate in relation to recruits. Are backgrounders equipped to deal with diversity?
- Can backgrounders perform fair and equitable backgrounds?
- Is information shared going to remain confidential?
- Concern by the lack of diversity in recruit classes.
- How can we provide direction to recruitment to assist in hiring minorities?
- Minority communities are not sure if they should apply to Ottawa Police.
- They feel that their applications will be screen out based on name, ethnic background, neighborhood that they come from.
- Many of the internal members from minority background feel that people from their respective communities are being screened out.



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Suggested Recommendations

- **HR to develop** a Recruitment Strategy Framework for sworn and civilian members to include:
 - ✓ A workforce reflective of the community we serve – adopt a strategy to ensure critical mass in representation of diversity within OPS.
 - ✓ Identify and address barriers within organizational systems.
 - ✓ Attract and retain a talented workforce, skilled at working in an inclusive and respectful manner with one another and the community.
 - ✓ Create processes, policies, practices, plans, programs and services that meet the diverse needs of those we serve.
 - ✓ Conduct and implement an organizational cultural competency strategy to be embedded into the recruitment and hiring process (sworn, civilian, background investigators), performance review process, transfer and promotion process.
 - ✓ Ensure that cultural competency is one of the identified categories within the OPS competencies.
- **HR to review** the recruitment processes for Civilian employees to ensure that it is consistent and bias free.
- **HR to embed** Equity, Diversity and Inclusion objectives into recruitment policies and practices.
- **HR to develop** a comprehensive internal and external communications strategy in support of the goals for the diversification of the Ottawa Police Service.
- **HR to establish** measurable diversity goals, objectives and tracking mechanisms.
- **HR to perform** a comprehensive review of Ottawa Police recruitment processes, with the objectives of removing barriers to diversity hiring.
- **OPS to create** a recruitment oversight committee consisting of Senior Officers and Directors.
- **HR to conduct an audit** on unsuccessful applicants, from all stages of the Ottawa Police recruitment process, including ATS testing stages as an oversight mechanism (checks and balances).
- **HR to establish** a mechanism to ensure that all board interviewers understand and demonstrate competencies in valuing diversity, flexibility, leadership and service orientation.
- **HR to research and review** the option of reimbursing recruit-training costs, contingent on a fixed term of service.
- **HR to conduct** an internal Diversity Audit separate from the Census.
- **HR to incorporate a mandatory review field** – checkbox as part of the Performance Review to ensure that Supervisors have reviewed the Racial Profiling Policy and Human Rights/Race Relations Policy with their members.
- **HR to amend** the Performance Review intake document and add a Social Media Conduct category to ensure that all members are aware of the Social Media Policy, appropriate conduct and consequences.
- **HR to develop** measurable diversity and cultural competencies as part of Senior Officer and Executive Command Job Descriptions.

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Suggested Recommendations Cont'd

- **OPS to incorporate** measurable **diversity and cultural competencies** to be incorporated into Senior Officer/Executive Command performance review process
- **HR to establish** a Coach Officer Selection process that includes competencies in valuing diversity, flexibility, leadership, communication and service orientation.
- **HR to commit** to disclosing reasons for rejection of job applications to prospective candidates and archive data on hiring, particularly with respect to the Somali community.
- **HR to develop** an internal and external EDI Resource Directory (inventory) to build connections with potential diverse and racialized communities from which potential recruits may be identified.
- **HR to revamp** the internal 'Diversity Champions Program' impeded at all levels and led by a Senior Officer.
 - ✓ Create a new and comprehensive application process.
 - ✓ Enhance capacity – include more people from different communities.
 - ✓ Widen the scope – include both sworn and civilian hires/bias neutral.
 - ✓ Develop a specific job description.
- **HR to create** a reciprocal mentorship program for new recruits with local agencies serving immigrants (ie: new recruits seconded to an agency for a couple of days)
- **HR to assign** dedicated civilian staff to each Directorate with expertise in community development and diversity inclusion.
- **HR to re-assign** the community police officers' positions that were eliminated through the front line deployment recommendations (SI) for the purpose of Outreach and Community Engagement as follows:
 - ✓ 2 officers in DRR
 - ✓ 1 officer in CD
 - ✓ 2 officers in Youth Section
 - ✓ 1 officer in Crime Prevention
- **HR to develop** a robust rewards, compensation and developmental programs for civilian members to ensure suitable succession planning.
- **HR to develop** and incorporate qualitative measurement tools to assess workload and performance to capture proactive community engagement initiatives and weight these initiatives comparable to those utilized for accounting for enforcement initiatives ie: traffic tickets.
- **Policy Owners/Stakeholders to review** all policies and procedures to ensure that they adhere to Equity, Diversity and Inclusion (EDI) Lens.
- **Policy section to coordinate** a full review of all policies particularly Racial Profiling Policy on a bi-yearly basis.
- **Policy section to separate** Policy from Procedures and make Policies accessible to the public so that there is transparency.
- **Policy section to create accountability measures** to ensure full implementation of policies.
- **Policy section to develop a tool** to assist Managers/Supervisors in navigating through accountability measures to address policy breaches.



ISSUE #21

Policies and Procedures

(OPS Racial Profiling Policy; Respectful Workplace Policy; Human Rights & Race Relations Policy; OPSB Human Rights & Racial Profiling Policy; Regulated Interactions Policy)



Source

Cap Analysis, OLT



Issues/Comments

- Policies should be **transparent to the public** for educational and for the purpose of ensuring that the community members are aware of 'their rights and responsibilities'.
- Questions surrounding procedure and policy in relation to Stacy Bond incident (are any recommendations outstanding?)
- Cannot hide from change because of ineffective rules and policy within organizations.
- ID who are the gatekeepers of process and gate keepers of information.
- Issue with OPS Procedures being embedded within Policy



Suggested Recommendations

- **Policy Owners/Stakeholders to review** all policies and procedures to ensure that they adhere to Equity, Diversity and Inclusion (EDI) Lens.
- **Policy section to coordinate** a full review of all policies particularly Racial Profiling Policy on a bi-yearly basis.
- **Policy section to separate** Policy from Procedures and make Policies accessible to the public so that there is transparency.
- **Policy section to create accountability measures** to ensure full implementation of policies.
- **Policy section to develop a tool** to assist Managers/Supervisors in navigating through accountability measures to address policy breaches.



ISSUE #22

GANG ASSOCIATE DATABASE & SPECIALIZED POLICING (G&G)

Excessive Force



Source

OLT, Community Letter



Issues/Comments

- Young Somali men in our communities have repeatedly shared incidents regarding the use of excessive force and profiling by the Guns and Gangs Unit and accompanying neighbourhood officers. While police tactics are expected in cases of gang related crime, an overwhelming number of reported incidents by youth in our community expressed an abuse of these tactics.
- Guns and Gangs/DART – what are they doing?



Suggested Recommendations

- OPS to **review the mandate** of Guns and Gangs
- OPS to **expand the mandate** of Guns and Gangs to include both prevention and enforcement strategies in accordance with provincial regulations
- **Guns and Gangs Unit to conduct a Community Forum** with the community to share their mandate and identify ways to work in collaboration with the community to achieve a common goal.
- The OPS to **conduct a public review** of the Guns and Gangs Unit's gang suppression strategy and provide opportunity for community resource leaders and experts in youth criminal behaviour to offer input on developing updated strategies and protocols.



ISSUE #23

GANG ASSOCIATE DATABASE & SPECIALIZED POLICING (G&G)

Gang Database and Gang Labeling



Source

OLT, Community Letter



Issues/Comments

- The current process for identifying and adding individuals as associates in the Gang Associate Database is in need for review. A key problem lies in the broad and ambiguous definition of a “gang associate”. In the event that an individual is mistakenly labeled as a gang associate, there is no means for recourse and thus creates a continuous negative loop for the individual as such labels carry heavy stigma.
- Somali youth are labeled as gang members because of police bias.
- In many cases, youth are charged and cases are thrown out, yet are they remaining on the database?
- 2 Questions:
 1. What is being done to create change, with long lasting sustainability?
 2. Guns and Gangs/DART – what are they doing?
- They are perceived as a negative element of policing
- Many feel their work is based on discrimination, profiling,
- Many shootings – no real solutions,
- Lack of witnesses/suspects providing information to police,
- Basically, when a media release identifies when a victim *does not* cooperate with our investigators, it means this:
 1. Victims of other crimes feel they’ll be identified if they do cooperate. It ultimately discourages those from actually cooperating with investigators.
 2. Witnesses are much less likely to come forward if they know that the victim themselves did not cooperate with the investigation.
 3. Suspects feel comfortable and invulnerable when they shoot someone that isn’t “ratting” them out. It emboldens them to do it again.
 4. The public gets little to no value in knowing what our “excuse” is, they just want to see the crime solved.

Continued on next page



Suggested Recommendations

- OPS **to review and define the criteria** for ‘gang member’.
- OPS **to evaluate the use of ‘gang associate’** to ensure that this is not breaching the rights of individuals.
- **Guns and Gangs Unit to review** Gang Database Criteria for adding individuals to ensure that individuals are not mistakenly ‘labeled.’
- **Guns and Gangs Unit to ensure** that entries in the Gang Database are in compliance with the Regulated Interactions Legislation/Policy; Racial Profiling Policy and Human Rights/Race Relations Policy.
- **Guns and Gangs Unit to implement an annual** review mechanism to ensure that entries in the Gang Database are current and still meeting the ‘gang’ criteria.
- The OPS **to clearly define** “gang associate” and create mechanisms for youth wrongly identified as gang associates be removed from that database.
- The OPS **to provide** reform opportunities and means to remove names of those youth who have disengaged from criminal activity from the database.
- To address lack of witnesses and suspects providing information to police it is recommended that OPS should keep statistics and release the number of cases where victims and/or witnesses refuse to cooperate. (ie: In 2016, we had 65 shootings, and out of those, 45 saw victims or witnesses not cooperate with the investigation). What that would do is still provide the public with the reasons why those investigations are difficult, while still encouraging victims and witnesses to come forward. Ideally, we could even do a media release to that effect. “From this point on, the OPS will not identify when victims or witnesses are assisting investigators on a case-by-case basis”. We could explain the rationale, and focus the release in saying “We want all victims and witnesses to crime to feel entirely comfortable with providing information to us, and we are taking steps to make it happen”.



ISSUE #24

Hate Crime Incidents



Source

COMPAC, GLBT, OLT, CDS



Issues/Comments

- Hate crimes seem to be on the rise.
- Many in Muslim Community are not reporting because they are afraid of bringing attention to themselves – Hate crimes are on the rise.
- The police are not responsive to their concerns.
- There are systems in place such as DRR and Hate Crimes Unit, however there does not seem to be capacity to meet community needs.
- From the outside it looks like OPS is very fragmented and disconnected.
- Lack of feedback once hate crimes are reported.
- What education is given to officers on HATE crimes?
- OPS minimizes hate crimes.
- What education is given to the community on HATE crimes?
- OPS is not sharing annual hate crime statistics with the PSB or the Community.
- The community is looking for online reporting.
- Hate Crime Unit is not really a unit – lacking resources to appropriately address hate crime – focus seems to only be on the intelligence componen .
- Hate Crime Unit is not fulfilling its mandate as originally defined.
- More education needed on what police do and how community can have better access.

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Suggested Recommendations

- OPS to **provide adequate resources** for the **Hate Crime Unit** to ensure that they are able to fulfill their mandate in responding appropriately, sensitively and effectively to Hate Crime Incidents.
- OPS **to review** the Hate Crime Policy with all stakeholders to confirm roles and responsibilities.
- OPS **to establish a clear and concise framework for response** to Hate Crimes (inclusive of online Hate Crime incidents).
- OPS **to create and implement a robust Hate Crime Reporting Mechanism** that encourages reporting, identifying the different methods of reporting, and building trust between the police and the offended community.
 - ✓ Need for online Hate Crime Reporting Tool.
- **Hate Crime Unit to establish direct relationships** with all impacted communities, advocacy groups, faith based organizations ie: NCCM, Soloway.
- **Hate Crime Unit to establish a mechanism** to consult with DRR on an ongoing basis.
- **Hate Crime Unit to provide quarterly** Hate Crime Statistics and Trends to be provided in the PSB report, published on the OPS Website and included in the OPS Annual Report.
- OPS **to hold a Public Forum**, led by Hate Crime Unit to provide education and awareness on Hate Crimes, provide mechanism for reporting and to encourage community to report.
- OPS **to create and launch** a Hate Crime Prevention Public Awareness Campaign and identify a Hate Crime Communications Strategy in conjunction with identified stakeholders.
- **Hate Crime Unit to develop** Hate Crime Training and Awareness on Hate Crime Issues, victim's needs, reporting requirements and investigative processes for frontline, call centre, investigations, communications centre.
- **Hate Crime Unit to develop** a training and awareness **delivery mechanism** in conjunction with PDC for all members (frontline, call centre, investigations, communications centre) **to receive enhanced training and awareness** of hate crime issues, victim's needs and reporting requirements and investigative processes.



ISSUE #25

Body Cameras



Source

Community Letter, OLT



Issues/Comments

- Body cameras are essential; they act as a means to ensure both the safety and accountability of all parties. Budgetary restrictions have led the OPS to reprioritize, resulting in the desertion of this initiative.
- Compromising Transparency



Suggested Recommendations

- The OPS to **commit to a pilot program**, targeting a specific opportunity to be determined. That pilot program, in conjunction with comprehensive data collection, will serve as a precursor to a wider body-cam program when fiscally feasible. This localized pilot program will also prove significantly more affordably than an immediate move to a city wide body-cam initiative.



ISSUE #26

Complaint Process



Source

Cap Analysis, OLT



Issues/Comments

- Officers should be held to a higher standard and license just like professional lawyer and doctors and where they breach the law, their license to practice should be taken away (Complaint Process)
- The police are “above the law” and that they do not face any consequences (Police Complaints)
- DART is known as a Racial Profiling Unit within the Somali, Arab and Black communities. Somali youth have claimed beatings and confiscation of property illegally at the hands of DART members



Suggested Recommendations

- **OPS-PSS to bolster** existing or, where warranted, establish formal and informal mediation mechanisms for public complaints.



ISSUE #27

SIU



Source

OLT, Community Letter



Issues/Comments

- Feeling that OPS and SIU are on friendly terms and work in collaboration
- SIU and investigations take too long
- SIU too long in determining outcome



Suggested Recommendations

- **OPS-PSS to provide** the community with awareness/understanding on public complaints, the Chief's Complaints Process, the role of SIU and OIPRD mandate as required.
- **PSS to ensure** that information is entered on the OPS Website pertaining to the role of SIU and a link to their website



ISSUE #28

CORPORATE COMMUNICATIONS

Media and Public Relations



Source

OLT



Issues/Comments

- OPS needs to find a way to overcome bad publicity.
- Media relations and public relations are urgently needed/assistance needed.
- Concern over why OPS leaks the ethnicity, history and other irrelevant information to the media.
- The release of ethnicity often manifests in negative comments on newspapers towards the Somali community.
- The Chief's interview on CBC was viewed as terrible.

Continued on next page



Issues/Comments Cont'd

- Seemed that he was not really prepared to speak about the issue at hand.
- The press and information coming out the Chief's office has been sparse if any.
- Many feel that his press agent should have been fired for all the poor messaging coming from the Chief's office.
- The incidents involving Abdi and Pootoogook were handled poorly.
- Many feel that steps taken are too late.
- The comments have had not only an impact on the Aboriginal communities, but on all marginalized communities in Ottawa – now world wide due to social media.



Suggested Recommendations

- **Corporate Communications to take on the leadership role** as the Public Relations Strategist and Subject Matter Expert in providing **proactive** messaging to the community in a timely fashion.
- **Corporate Communications to develop** a comprehensive **public relations strategy** to deal with all major incidents as required.
- **Executive Command (Chief, DC, DG) to mobilize** and rally as a united front to be seen as “the face of the organization” when addressing the community in a public relations capacity.
- **Corporate Communications to enhance** the promotion of ‘good news stories’
- **OPS to develop** an organizational standard for release of information sharing to ensure that avoid:
 - ✓ associating crime with the ethnic origin of the individual suspect;
 - ✓ sensationalizing arrests;
 - ✓ leaking unnecessary police history of deceased individuals to the media



ISSUE #29

CORPORATE COMMUNICATIONS

Social Media



Source

OLT



Issues/Comments

- Comments made on the Police Face book very inappropriate.
- The comments showed a lack of consideration, humanity, and stereotyped an entire culture.
- Has the organization taken steps to make sure that similar opinions do not appear on the police media?
- Has there been change in policy to OPA website?
- Racial identifying Information may not be originating from OPS but perception is that it is.



Suggested Recommendations

- **Corporate Communications to review** the Social Media Policy and **amend accordingly** to ensure that it addresses the identified issues of concern.
- **Corporate Communications to review** the Social Media Policy and **amend accordingly** to ensure that it upholds the EDI Lens.
- **Corporate Communications to provide awareness** to all members regarding social media conduct and consequences (on duty/off duty – links with PSA).
- **HR to amend** the Performance Review intake document and add a **Social Media Conduct category** to ensure that all members are aware of the Social Media Policy, appropriate conduct and consequences.



ISSUE #30

Media Leaks (ie: OPS Candidate Information)



Source

OLT



Issues/Comments

- There is extreme concern over the media leak of Somali OPS hire – major damage not only to the candidate’s reputation and credibility but to the entire Somali community. Somali community portrayed as people looking for a free pass to OPS – negative and hateful comments on newspapers and social media.
- The leak has resulted in the reluctance of potential candidates coming forward as they are concerned with their own privacy being released to the public arena.



Suggested Recommendations

- Somali community is requiring that the origins of the leak be identified, dealt with and assurances to the community that it will not happen again – wants an independent investigation into the leak in order to avoid internal OPS conflicts of interest.
- OPS **to ensure** that effective Policy is in place with appropriate accountability measures.



ISSUE #31

Unresolved Homicides



Source

OLT



Issues/Comments

- High Level of unresolved homicides in the black and specifically in the Somali Community.
- Why blame the community, are you not the agency tasked, paid and responsible for criminal investigations? Is OPS lacking resources?
- Issue of how police agencies are dealing with missing and murdered youth in their community.
- Aboriginal missing and murdered women.



Suggested Recommendations

- **Major Crime** to work with stakeholders **to develop a Community Engagement Strategy** to foster engagement with racialized communities and information sharing specific to major crime investigations.



ISSUE #32

Gender Audit



Source

Gap Analysis



Issues/Comments

- The purpose of the Gender Audit is to ensure that OPS is free of systematic gender biases. The audit will assess OPS policies, procedures and practices to ensure that any gender-related issues and barriers are identified, reported and corrected.



Suggested Recommendations

- The Gender Audit recommendations **to be addressed** as part of the overall bias neutral strategy in line with EDI.
- **OPS HR to review** dependant-care initiatives that reflect the needs of Ottawa Police Service employees.

APPENDIX B

OUTREACH LIAISON TEAM OPTIONS





OPTION #1 Extension of Outreach Liaison Team

PROS

Provides an OPS resource to foster, build, maintain racialized and indigenous community engagement and dialogue to reduce issues of mistrust and fear. Provides an OPS resource to manage community expectations and bridge fractured ties.

Provides OPS with the capacity for timely and meaningful response to racialized and indigenous community demands that CD and DRR do not have the capacity to address with their current resources. The number of 'critical' incidents within the racialized and indigenous communities has been unparalleled. (Abdi, Pootoogook, Social Media Issues, Hate Crime, Shootings)

Provides OPS with the capacity to gauge the pulse of the racialized and indigenous communities with respect to the rollout of the **New Service Delivery Model (NSDM)**. OLT will be the conduit for the racialized and indigenous communities as the NSDM rolls out. The Community has expressed serious concerns with respect to the NSDM ie: How does the community fit into the new model; where is the community's voice; who are the community liaison contacts?

Provides OPS with the capacity to proactively engage with the racialized and indigenous communities to determine pending community action/reaction to the impending SIU decision and other unplanned incidents.

There has been unprecedented organized mobilization of racialized and indigenous communities with crossover to mainstream communities. Coalitions are being formed for the purpose of holding OPS accountable. This continues to increase the need for OPS to engage with the racialized and indigenous community organizations, leaders and members. OLT fulfills this role

No additional financial or budgetary impacts. Any funds required by OLT are being absorbed within the CD/DRR budget.

Continued on next page

OPTION #1**Extension of Outreach Liaison Team****PROS**

OLT provides ongoing support and impact to Front Line Policing. OLT is working towards making a positive impact on Front Line Policing from an Officer Safety and Community-Police Relations perspective by:

- reducing aggressive, negative, or fearful responses to police interactions by racialized community members towards officers
- reducing the level of fear and mistrust by racialized communities toward police so that they are more willing to come forward in terms of reporting incidents, sharing community led intelligence, cooperating with police and building relationships
- managing the community's expectations about policing in providing education and awareness on policing initiatives and limitations
- creating an understanding about the roles and responsibilities of front line policing so that front line officers are not coming up against criticism, aggression and conflict fuelled by misunderstanding of police roles and responsibilities
- enhancing the racialized community's openness and receptiveness to engage with police in positive interactions and in the sharing of information; necessary to assist police officers in their duties
- identifying and/or fostering racialized community members as police supporters within the racialized communities for current and future front line engagement opportunities
- identifying issues of concern that may be similar to those being voiced by front line members so that these issues are formally captured as part of an OPS Strategic Framework for Response, and actioned through an Organization Wide Operational Work Plan; with accountability at the Executive and Senior Management Levels.
- Acting as an internal point of contact and resource for OPS members to discuss issues of equity, diversity or inclusion as a result of personal experiences or issues identified within OPS

OLT is instrumental in the building and rebuilding of racialized and indigenous community relationships and partnerships to support sustainable community-police relations. A viable network has been created which may deteriorate should OLT be dissolved.

OLT needs to be extended to support a transitional phase. The roles, responsibilities and ongoing work of OLT needs to become embedded within the OPS Organization and within the framework of the New Service Delivery Model so that there is sustainability with respect to ongoing community-police relations.

OLT is required to support the rollout of a Strategic Framework for Response; based upon the issues identified by the community and suggested recommendations. The need for continued community engagement with the racialized and indigenous is paramount in the success of the Response.

Continued on next page

OPTION #1**Extension of Outreach Liaison Team****PROS**

The dissolution of OLT would result in critical gaps with respect to community-police engagement with racialized and indigenous communities which would need to be absorbed by existing sections such as front line policing.

OLT members bring unique skill sets, pre-established networks and relationships built upon trust and respect, which is an integral component of ongoing engagement with racialized and indigenous communities.

Allows for developmental supervisory opportunities for those backfilling positions

CONS

Resource impacts to substantive positions. ie: reassignment of resources from Patrol Directorate.

Interim solution



OPTION #2**Establish Permanent Outreach Liaison Team****PROS**

Provides an OPS resource to foster, build, maintain racialized and indigenous community engagement and dialogue to reduce issues of mistrust and fear. Provides an OPS resource to manage community expectations and bridge fractured ties.

Provides OPS with the capacity for timely and meaningful response to racialized and indigenous community demands that CD and DRR do not have the capacity to address with their current resources. The number of 'critical' incidents within the racialized and indigenous communities has been unparalleled. (Abdi, Pootoogook, Social Media Issues, Hate Crime, Shootings)

Provides OPS with the capacity to gauge the pulse of the racialized and indigenous communities with respect to the rollout of the **New Service Delivery Model (NSDM)**. OLT will be the conduit for the racialized and indigenous communities as the NSDM rolls out. The Community has expressed serious concerns with respect to the NSDM ie: How does the community fit into the new model; where is the community's voice; who are the community liaison contacts?

Provides OPS with the capacity to proactively engage with the racialized and indigenous communities to determine pending community action/reaction to the impending SIU decision and other unplanned incidents.

There has been unprecedented organized mobilization of racialized and indigenous communities with crossover to mainstream communities. Coalitions are being formed for the purpose of holding OPS accountable. This continues to increase the need for OPS to engage with the racialized and indigenous community organizations, leaders and members. OLT fulfills this role

No additional financial or budgetary impacts. Any funds required by OLT are being absorbed within the CD/DRR budget.

OLT provides ongoing support and impact to **Front Line Policing**. OLT is working towards making a positive impact on Front Line Policing from an Officer Safety and Community-Police Relations perspective by:

- reducing aggressive, negative, or fearful responses to police interactions by racialized community members towards officers
- reducing the level of fear and mistrust by racialized communities toward police so that they are more willing to come forward in terms of reporting incidents, sharing community led intelligence, cooperating with police and building relationships
- managing the community's expectations about policing in providing education and awareness on policing initiatives and limitations
- creating an understanding about the roles and responsibilities of front line policing so that front line officers are not coming up against criticism, aggression and conflict fuelled by misunderstanding of police roles and responsibilities

OPTION #2**Establish Permanent Outreach Liaison Team****PROS***Continued on next page*

- enhancing the racialized community's openness and receptiveness to engage with police in positive interactions and in the sharing of information; necessary to assist police officers in their duties
- identifying and/or fostering racialized community members as police supporters within the racialized communities for current and future front line engagement opportunities
- identifying issues of concern that may be similar to those being voiced by front line members so that these issues are formally captured as part of an OPS Strategic Framework for Response, and actioned through an Organization Wide Operational Work Plan; with accountability at the Executive and Senior Management Levels.
- Acting as an internal point of contact and resource for OPS members to discuss issues of equity, diversity or inclusion as a result of personal experiences or issues identified within OPS

OLT is instrumental in the building and rebuilding of racialized and indigenous community relationships and partnerships to support sustainable community-police relations. A viable network has been created which may deteriorate should OLT be dissolved.

OLT needs to be extended to support a transitional phase. The roles, responsibilities and ongoing work of OLT needs to become embedded within the OPS Organization and within the framework of the New Service Delivery Model so that there is sustainability with respect to ongoing community-police relations.

OLT is required to support the rollout of a Strategic Framework for Response; based upon the issues identified by the community and suggested recommendations. The need for continued community engagement with the racialized and indigenous is paramount in the success of the Response.

CONS

Financial cost for FT positions – need for backfill of positions

The creation of a permanent OLT may result in issues not being appropriately dealt with as organization wide issues. Issues identified by racialized and indigenous communities may be pigeon holed to OLT unless an organization wide strategy is developed and adopted to engage with racialized/indigenous communities

OPTION #3**Disband Outreach Liaison Team****PROS**

OLT members return to substantive positions

CONS

Organizational risk that relationships and partnerships will be compromised bringing us back to where we were at the onset with the death of Mr Abdi.

The community's expectations will not have been adequately met or addressed. There is more work to be done.

Does not allow for a sufficient transition period. OLT roles, responsibilities and workload will have to find ownership within the New Service Delivery Model.

Lack of OPS resources to foster, build, maintain racialized and indigenous community engagement and dialogue to reduce issues of mistrust and fear. Provides an OPS resource to manage community expectations and bridge fractured ties.

Lack of OPS capacity for timely and meaningful response to racialized and indigenous community demands that CD and DRR do not have the capacity to address with their current resources. The number of 'critical' incidents within the racialized and indigenous communities has been unparalleled. (Abdi, Pootoogook, Social Media Issues, Hate Crime, Shootings)

Lack of OPS capacity to gauge the pulse of the racialized and indigenous communities with respect to the rollout of the **New Service Delivery Model (NSDM)**. OLT would be the conduit for the racialized and indigenous communities as the NSDM rolls out. The Community has expressed serious concerns with respect to the NSDM ie: How does the community fit into the new model; where is the community's voice; who are the community liaison contacts?

Lack of OPS capacity to proactively engage with the racialized and indigenous communities to determine pending community action/reaction to the impending SIU decision and other unplanned incidents.

There has been unprecedented organized mobilization of racialized and indigenous communities with crossover to mainstream communities. Coalitions are being formed for the purpose of holding OPS accountable. This continues to increase the need for OPS to engage with the racialized and indigenous community organizations, leaders and members. Lack of resources to engage.

Continued on next page

OPTION #3**Disband Outreach Liaison Team****PROS**

Lack of resource support to Front Line Policing. OLT is working towards making a positive impact on Front Line Policing from an Officer Safety and Community–Police Relations perspective by:

- reducing aggressive, negative, or fearful responses to police interactions by racialized community members towards officers
- reducing the level of fear and mistrust by racialized communities toward police so that they are more willing to come forward in terms of reporting incidents, sharing community led intelligence, cooperating with police and building relationships
- managing the community’s expectations about policing in providing education and awareness on policing initiatives and limitations
- creating an understanding about the roles and responsibilities of front line policing so that front line officers are not coming up against criticism, aggression and conflict fuelled by misunderstanding of police roles and responsibilities
- enhancing the racialized community’s openness and receptiveness to engage with police in positive interactions and in the sharing of information; necessary to assist police officers in their duties
- identifying and/or fostering racialized community members as police supporters within the racialized communities for current and future front line engagement opportunities
- identifying issues of concern that may be similar to those being voiced by front line members so that these issues are formally captured as part of an OPS Strategic Framework for Response, and actioned through an Organization Wide Operational Work Plan; with accountability at the Executive and Senior Management Levels.
- Acting as an internal point of contact and resource for OPS members to discuss issues of equity, diversity or inclusion as a result of personal experiences or issues identified within OPS

Lack of OPS capacity in the building and rebuilding of racialized and indigenous community relationships and partnerships to support sustainable community–police relations. A viable network has been created which may deteriorate should OLT be dissolved.

Who will immediately assume the roles, responsibilities and ongoing work of OLT? CD and DRR do not have the capacity to take it all on.

Lack of support for the rollout of a Strategic Framework for Response; based upon the issues identified by the community and suggested recommendations. The need for continued community engagement with the racialized and indigenous is paramount in the success of the Response.

The dissolution of OLT would result in critical gaps with respect to community–police engagement with racialized and indigenous communities which would need to be absorbed by existing sections such as front line policing.

A man with short, light brown hair, wearing a blue and white vertically striped dress shirt and a blue patterned tie, is shown in profile from the chest up. He is looking towards the right and has his mouth slightly open as if speaking. His right hand is raised in a gesture, with the index finger pointing upwards. He is wearing a gold ring on his ring finger. A black pen is tucked into his shirt pocket. The background is a plain, light-colored wall.

APPENDIX C

WORKSHOP REPORT: OLT STAKEHOLDER ENGAGEMENT INITIATIVE EVALUATION



INTRODUCTION

The goal for this workshop was to support OLT members to facilitate open dialogue and feedback from community members and Ottawa Police officers who participated in the OLT Stakeholder Engagement Initiative. The workshop also sought to elicit lessons learned from this pilot initiative and how they may be incorporated into future joint OPS and community initiatives. It is hoped that the insights that emerged through the experience of identifying lessons learned will benefit the implementation of effective and impactful initiatives in the future.

This report is a capture of the outputs of the day's activities.



WORKSHOP STRUCTURE

Location RA CENTRE,
OUTAOUAIS ROOM

Date JULY 29, 2017

Opening of the workshop was delayed to allow for more participants to attend. The following Agenda was presented to participants at the beginning of the day.





Activity	Notes
OPENING AND WELCOME	
OPS MESSAGE	Acting Chief Jill Skinner introduced thanked the participants and opened the day.
OBJECTIVES, AGENDA AND INTRODUCTIONS	<p>Objectives of the day: To evaluate the impact of the stakeholder engagement initiative, provide input and feedback, describe next steps and identify ways to build on the activities that have taken place.</p> <p>Agenda/Logistics</p> <p>Invitations to work together:</p> <ul style="list-style-type: none"> Share your unique perspective Speak your truth, without blame or judgment Stay curious: Ask “what’s possible?” rather than “what’s wrong”? Keep asking Listen for opportunities (Yes, And vs Yes, but) Have cellphones on silent, if possible just check at breaks. <p>Introductions: Participants introduced themselves to the group stating their name and professional affiliation.</p> <p>ACTIVITY: HOPES AND FEARS</p>

Continued on next page

Activity	Notes
STAKEHOLDER ENGAGEMENT INITIATIVE LEARNINGS	<p>What did we learn about each other?</p> <p>ACTIVITY: EMPATHY MAP</p>
WALKING ON COMMON GROUND	<p>Taking a look at the empathy maps, in their table groups participants identify commonalities between the two personas.</p> <p>In plenary: What is our common ground?</p>
PROVIDING FEEDBACK ON STAKEHOLDER ENGAGEMENT INITIATIVE	<p>ACTIVITY: FEEDBACK GRID</p> <p>Participants provide feedback on the process of the stakeholder engagement initiative.</p>
EXPLORING POSSIBILITIES	<p>Activity: Priorities grid (importance vs feasibility) -New ideas to try</p> <p>Participants take their new ideas and plot them on the chart.</p> <p>In plenary, participants share the ideas that are the most important and most feasible.</p>
NEXT STEPS	<p>What do we want to create together that would make the biggest difference?</p>

ACTIVITY OUTCOMES

ACTIVITY 1: HOPES AND FEARS

After introductions, the day started with gathering anticipations from the participants as to what they would like the workshop to achieve and any concerns that they may have. Each table group labelled a flipchart on the top half-HOPES and bottom half- FEARS.



Participants expressed interest in seeing several key takeaways from the workshop:

HOPE	FEARS
Greater understanding of each other and the unique perspectives of everyone participating	That the agenda will follow a highly structured police perspective.
Hope that it follows the [outlined] agenda	That people will hold back and not speak up
We actually do it and establish common values	The fear of letting the community down
We come with an open mind	Things just stop
Hope to see action and follow-up	Just an exercise of appeasement
Hope to see our contributions implemented/ incorporated	Fear that people are stuck in their ways of doing things
Learn perspectives of others	Meetings like these happening only in response to crisis
Sustained future action	Not growing inclusive engagement (not learning how)
New awareness of bias and an openness to discuss them	The process exists purely for optics
New thinking, new possibilities	That the process turns into an “us vs. them” approach
People can respectfully have difficult conversations	
Listen to understand and not listen to respond	Output of the process won't be framed in terms of implementable change – that some theoretical framework or paradigm will overly direct the conversation
Honesty over politeness	
Good relationship between police and community—community input has legs under it	
That police and community will see each other as people, as individuals and as equals	

ACTIVITY 2: EMPATHY MAP

The workshop participants were then invited to create empathy maps; community members worked together to create an empathy map for a member of OPS and officers worked together to create an empathy map for a community member. Participants had to think about what the other group might “say”, “see”, “feel” and “do”. Participants were asked to differentiate between thoughts they had previous to the experience and thoughts that emerged through participating in the stakeholder engagement initiative.





This activity was designed to capture learnings and provide an opportunity to openly discuss perceptions the two groups may have about each other. After participants completed the empathy maps, they presented and provided feedback to each other.

As facilitators circulated around the room, some participants shared that

“it is difficult to put yourself in the shoes of the other.”

POLICE EMPATHY MAPS OF COMMUNITY

The table below represents what police officers think the community says, does, feels and sees.

BEFORE ATTENDING INITIATIVE		BEFORE ATTENDING INITIATIVE		
 <p>SAY</p>	Police not doing enough to keep the community safe	 <p>DO</p>	Police are reactive	
	Police are oppressive		Make their community a safer place [community] is showing up regardless	
	Police use too much force		Want to engage	
	Police use too much force		Demanding better service [from police]	
	Police are not held to account		Reaching out to pre-existing relationships to OPS	
	They just give tickets		Holding other communities responsible	
	Police target racialized youth		Nothing when it comes to cultural or minority issues	
	Police are reactive		AFTER INITIATIVE	
	Tired of all the consultation, we want action		Trying to solve problems	
	Concerns are being dismissed as it is being imagined		Work with police to find solutions	
	Our concerns not treated with importance		Trying to gain knowledge of police actions to understand our job better	
	We are not treated the same		Taking part of all activities	
	Police investigation process is not transparent		Speaking truth to power	
	AFTER INITIATIVE		Their need to have a part of the interaction	
Police have a tough job				
Police are protecting us				
Willingness to work with the police				
Asking OPS to look within for solutions				
Not the same				

Continued on next page



BEFORE ATTENDING INITIATIVE



FEEL

- Fear
- Not being heard
- They feel harassed
- Youth feel targeted
- Fearful for safety of youth
- Hurt
- Not listened to
- Whole thing is a front
- They feel fear of police
- Lack of trust

AFTER INITIATIVE

- Police are engaged
- Feeling safe
- Feeling the police are taking steps to hear the community
- Waiting for next steps with mixed feelings
- Interaction needed, small steps
- Important to listen

BEFORE ATTENDING INITIATIVE



SEE



- Don't see police beyond the uniform—not regular people
- Militarized uniform
- Uneven deployment [to different communities]
- Hope that this could be different
- Hesitance
- Frustration
- Police would only see things their way
- Saw investigations not followed up
- See issues as being specific to their specific community

AFTER INITIATIVE

- Complexity of policing
- That we are required to react quickly and think quickly based on behaviours
- Breakdown barrier
- Looking to the future in a positive way
- Truly interested in community

COMMUNITY EMPATHY MAPS OF POLICE

The table below represents what community members think the police says, does, feels and sees.

BEFORE ATTENDING INITIATIVE		BEFORE ATTENDING INITIATIVE	
 <p>SAY</p>	Overworked	 <p>DO</p>	Outreach to various communities
	Try to operate without bias		Doing their job the best they can
	Their training is adequate		No explanation/rationality behind action given to community
	We got this		The police are required to use force
	We respect diversity		We don't need to do things
	We have sufficient training		We are doing enough for the community
	Justice will prevail		Showing solidarity for colleagues (internally)- not understanding impacts
	We are improving as police force		
	We engage with the community (at frontline)		
	We are potically engaged		
AFTER INITIATIVE		AFTER INITIATIVE	
	an action of appeasement		Making efforts to expose themselves to different communities
	Don't understand what the police are meant to do		More deeper, broader engagement
	Whoa-we didn't realize the extent of lack of community engagement		Need more follow-up
	We need to commit more engagement		Need to continue-it can't end here
	We don't have enough resources		Need to expand to more communities such as youth
	Unsupported by the board-ie lack of resources, lack of officers, lack of training		

Continued on next page

BEFORE ATTENDING INITIATIVE



FEEL

- that their instincts may be wrong
- Feeling ashamed
- Feeling victimized
- Feeling attacked
- Unfairly criticized
- Feeling discredited
- Feeling chained
- Feeling powerful and in control
- Feeling internally divided
- Feeling excluded and unappreciated
- Feeling misjudged based on one person
- Feeling stereotyped

AFTER INITIATIVE

- Calls are to help people who need help
- Feeling they have started a serious engagement
- Feeling some buy-in from community
- Feeling galvanized
- Feeling helpless
- Feeling a buy-in from the top down
- The bottom feels cynical-too individualistic a plan
- Feeling disconnected from communities
- Feel uncertain after opening Pandora's box
- Feeling a sense of epiphany
- Sense of cultural incompetency



BEFORE ATTENDING INITIATIVE



SEE

- Bias
- Dedication
- Apprehension/discomfort
- Segments of the community are inherently problems
- They are seeing aggression
- Seeing "unnecessary" protests
- One dimensional view of communities
- Saw a lack of engagement from community
- Seeing negative press or media

AFTER INITIATIVE

- Consciousness of what is going on
- Frustration that exists with in organization
- Segments of the community are inherently problems
- See low attendance of SEI
- Saw diversity within a single community

FLIPCHART CAPTURE

ACTIVITY 3: FEEDBACK GRID

Community members were placed together to provide feedback on the process of the stakeholder engagement initiative. OLT members did not participate in this part of the exercise to allow for greater openness and comfort in the group. In table groups, participants answered the following questions:

THINGS THAT WORKED; THINGS TO CHANGE; QUESTIONS WE STILL HAV; NEW IDEAS TO TRY



THINGS THAT WORKED	THINGS TO CHANGE/ DID NOT WORK
Interactions (reaching out by email within organization)	Internal/external communication form the executive about OLT messages
Ride-alongs	Support from executive
PDC- participating in simulations	Internal lack of support from organization for OLT—involvement of Executive
Reaching out to the right communities to get involved	Lack of community outreach
OPS attendance: Sharing, validation	Dietary accommodations (vegetarian)
Ride-along	Not enough time to absorb or process
Food and refreshments	Presented presentations without opportunity to comment
Dialoguing: community with OPS	Coming in uniform with lethal force
Coming in uniform	Timings, dates, times, venue, scheduling
The simulation was a great idea	Limit censorship by facilitators
Deeper dive into the training experience	Need more options/opportunities to give feedback
More explanation	Underrepresentation of “other” (poverty, queer issues, gender)
How and Why taught	How and Why taught

QUESTIONS WE STILL HAVE

What is the role of management in all of this?

What next for OLT?

Why wait to the end of trials or investigation to act to fix or find solutions?

How linked to other initiatives

Media involvement

Youth engagement

Would shifting the focus be helpful?

Youth

Would more engagement work?

Would sharing more personal stories be helpful and through what mechanism

Need more options/opportunities to give feedback

Underrepresentation of “other” (poverty, queer issues, gender)

NEW IDEAS TO TRY

Bringing back a proper message to the team

Two-way conversations including feedback...then roll-out and follow-up after

More involvement of patrol officers (using “teaching moments” to share information)

More prep-time before each phase of agenda

Listening to OPS experience internal and external (Story)

Continuous evaluations with feedback during briefings and use of force training

Continuous dialogue throughout phases

Pre-determined stages could have community input and consultation

Try community engagement activity first

Engage police union

Express police openly so community can engage with them

Context behind initiative

Change OLT mandate with community input

Avoid triggers

Broaden community invitations

Community co-design of engagement strategies

Acknowledge lived experiences and developing or demonstrating that sensitivity

Engagement process should be via 3rd party independent budget (CICR)

Send complete agenda ahead of time

Engage non-OPS city and provincial authorities

More people who are LGBTQ+

Need more patrol officers on board

Bring “use of force” [information] into communities (ie. Education, presentation, open mic)

Develop a “positive feedback” campaign process

Ways to allow for exposure, ice breaker, trust-building (ie spending more time in communities)

Stop holding current officers responsible for mistakes of others (PAST)



PRIORITY ITEMS

Participants were invited to choose a top priority balancing feasibility and impact from their list of things to try above. The three top priorities that groups felt would have the highest impact and greatest feasibility of implementation were:

1. **DEVELOP A POSITIVE FEEDBACK CAMPAIGN PROCESS.** Discussion centred around OPS needing to share more positive stories as some community members felt these often go untold.
2. **COMMUNITY CO-DESIGN OF ENGAGEMENT INITIATIVES.** Some community members shared that they would like to be part of the design process of engagement initiatives, not only passive participants.
3. **TWO-WAY CONVERSATIONS INCLUDING FEEDBACK...**then roll-out and follow-up after. This related to the above in that community would like a more bi-directional relationship when organizing engagement initiatives. An example given was that of Phase 1 at PDC Algonquin College where community members felt there wasn't enough time allotted to discussion and questions, there was only time for presentations.

CLOSING OBSERVATIONS

Throughout the day there were some common themes and concerns that surfaced through participant discussions and feedback. These include:

The design and implementation of OLT-style initiatives are often grounded in police culture and biases. Some participants strongly expressed their desire for these initiatives to be co-designed and moderated by an “unbiased third-party”.

Open and honest dialogue is a necessary first step in re-establishing trust with community members.

Participants experienced an awareness of shared goals and concerns through the exercises and activities in the workshop.

WITH THANKS

We'd like to thank the members of OPS and the Community representatives for their active participation and sincere sharing throughout the day. It was an incredible privilege and honour to work with such dedicated and accomplished professionals.

APPENDIX D

OLT STAKEHOLDER ENGAGEMENT INITIATIVE EVALUATION REPORT



EVALUATION PURPOSE

The overarching purpose of the evaluation process conducted throughout the OLT Stakeholder Engagement Initiative was to measure the effectiveness of each phase in creating mutual understanding between community members and the initiative as a whole. As mentioned earlier the key anticipated benefits of this initiative have been identified as:

- Demonstrate the complex roles of the professional police officer
- Enhance relations between OPS and Community
- Provide understanding of police as well as the complexity of frontline response
- Provide opportunity for front-line officers to positively interact with key community stakeholders
- Increase mutual understanding of each other's roles, and collectively better serve the community

The evaluation process sought to answer the following key questions:

- How effective was each phase at improving mutual understanding between OPS and the community?
- Did the OLT Stakeholder Engagement Initiative help to re-build trust between the community and OPS?
- What worked well?
- What could be improved?

METHODOLOGY

A combination of quantitative and qualitative survey questions was used to carry out the evaluation. Brief electronic surveys were chosen as the data collection tool in order to respect the time commitment asked of the community to participate in the different phases, ease of data collection and to provide anonymity to participants so they may freely express their opinions and recommendations.

The survey questions were developed jointly between OPS Planning, Performance and Analytics and input from OLT team members. Data was collected via electronic surveys sent out by Constable Abdul Abdi to community and OPS members.

Pre and post surveys were distributed at every stage to community members and participating OPS officers. Follow-up was then conducted via e-mail and telephone to ensure participants would complete and return the surveys. The surveys included and can be found at the back of this report in the Appendix:

PHASE 1: PDC Training Centre

- ✓ Community Member Participants Pre and Post Survey
- ✓ Frontline Officer Participants Pre-Survey

PHASE 2: Tour of OPS HQ and Ride-along

- ✓ Community Member Participants Pre and Post Survey
- ✓ OPS participants Pre and Post Survey

PHASE 3: Community Visit

- ✓ Community Member Participants
Pre and Post Survey
- ✓ Frontline Officer Participants
Pre and Post Survey

PHASE 4: Wrap-up Session

In addition to the electronic surveys, the OLT organized an interactive one day workshop that aimed to support OLT members to facilitate open dialogue and feedback from community members and Ottawa Police officers who participated in the OLT Stakeholder Engagement Initiative. The workshop also sought to elicit lessons learned from this pilot initiative and how they may be incorporated into future joint OPS and community initiatives. It is hoped that the insights that emerged through the experience of identifying lessons learned will benefit the implementation of effective and impactful initiatives in the future.

RESULTS

As is expected with electronic surveys, follow-up was required to ensure a representative evaluation sample was collected. Although members of the OLT followed up, due to some unforeseen circumstances there was a long lag time between phase 1 and participation in the ride-along and community visits—phases 2 and 3. Some participants were not able to part-take in phases 2 and 3 which is reflected in the lower number of surveys sent and received.

SURVEYS

Community members provided thoughtful and evocative answers to each of the questions. It is a challenge to summarize the group's responses as each individual has a rich contribution to make. For this reason, complete survey responses are included as reference in the back of this report.

This section will aim to highlight common themes that have emerged in the participants' responses, as well as provide quantitative results to various questions.

PHASE 1: PDC Training—Community Members—Pre-survey

Q1: What prompted you to agree to participate in this initiative?

Overall participants cited the importance of fostering relationships between community and police, in addition to wanting to gain a better understanding of the day-to-day of front-line officers and their training content. One participant explained:

"It is important for the community to foster relationships with the police but also for the police to foster relationships with the communities. Community leaders are not always the best people to speak to, they are merely the people on top, the PR artists. In order to effectively understand the concerns of the public, the OPS needs to get to the front-line community members, not their "leaders". No one will ask the Chief of Police how it feels to sit in a cruiser for 10 hours (at least they shouldn't).



Bottom line, everyone has a different view of the police, and the police in the same light ought to have a different view of each individual person. Consequently, I chose to participate in this initiative to get more involved with the OPS and show front-line officers that my community does support them but has serious concerns that should be addressed. As a neutral party that supports both the police and the public, I believe that I am able to bridge the gap between the two given that I understand the concerns and constraints of both parties very well. I am working on assembling the pieces to build a bridge between the public and the police, hopefully this initiative will be the starting point.”

Q2: What are you most looking forward to about the upcoming session at OPS’s PDC?

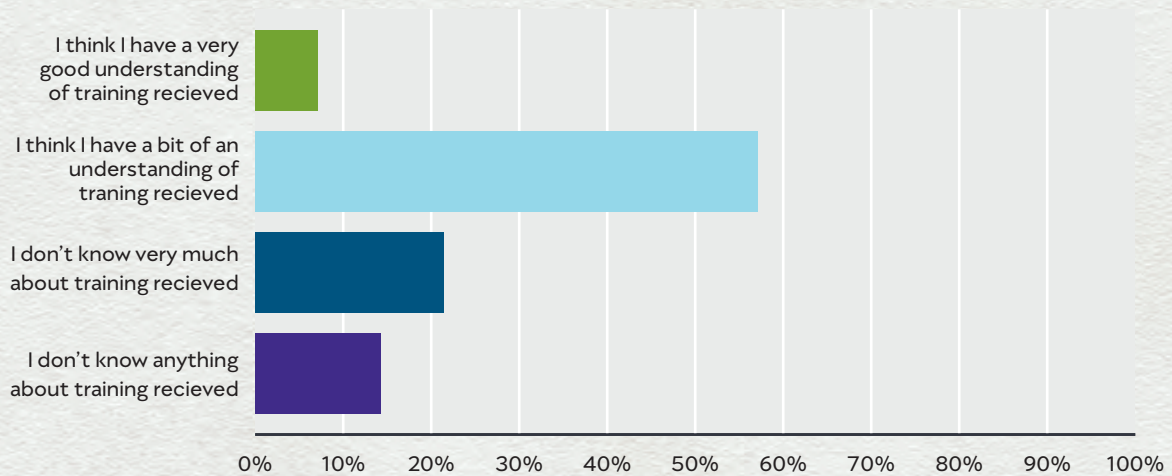
Most participants wished to learn more about the training front-line officers receive, some specified how it is implemented “in practice”, and specific skills like “de-escalation”. One participant added:

“Conducting an informal yet external Audit of Training and Data Collection within the OPS. The systemic disadvantages faced by African Canadians and, more specifically, African Canadian men result in an overrepresentation in instances of police contact, racial profiling, immigration detention and incarceration rates. This is especially true in relation to policing and security activities undertaken by the Ottawa Police Service. Measures need to be taken to identify and understand the underlying reasons for this, create programs to reverse this trend and ensure successful community safety and community reintegration, with the goal of achieving significantly lower rates of profiling, indefinite immigration detention, incarceration and recidivism. The costs of incarceration dramatically exceed the costs of preventative measures to keep citizens in community to contribute as tax-paying members of society.”



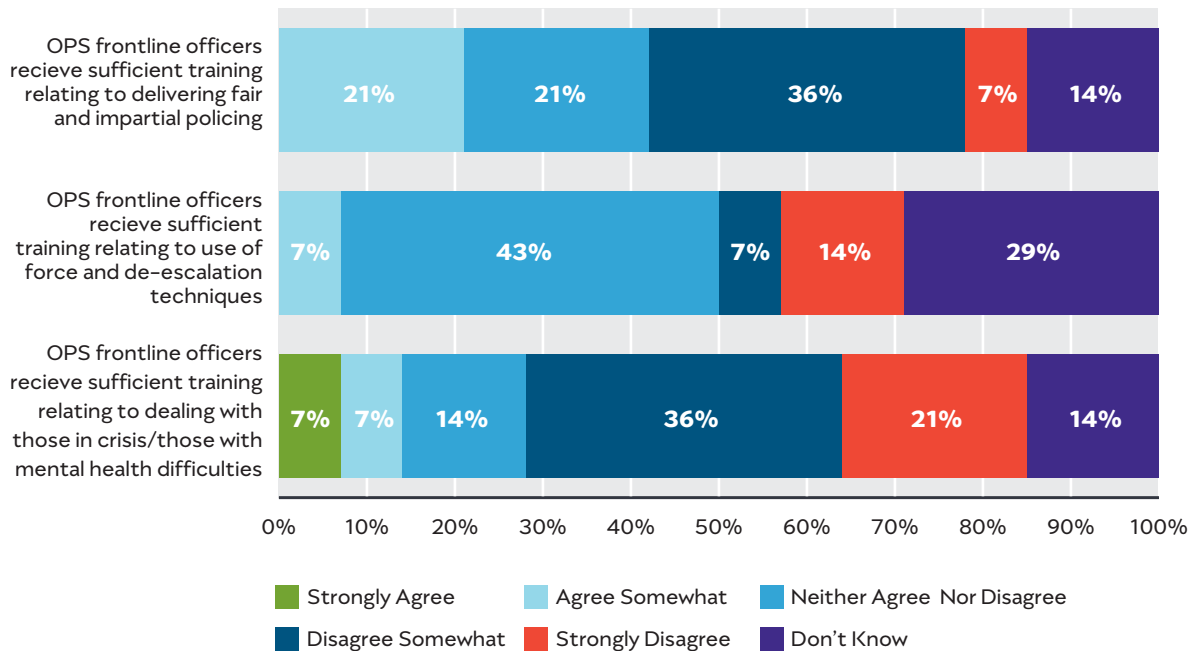
Q3: Based on your knowledge, experience, and familiarity with OPS frontline officer training at this point, to what degree do you feel you have a good understanding of the amount and type of training a frontline police officer at OPS receives when they are first recruited on annual basis?

Answer Choices	Responses
I think I have a very good understanding of training recieved	7.14% 1
I think I have a bit of an understanding of training recieved	57.14% 8
I don't know very much about training recieved	21.43% 3
I don't know anything about training recieved	14.23% 2
TOTAL	14



Q4: Please indicate your level of agreement or disagreement with each of the statements below based on your knowledge, experience, and familiarity with the topics below at this point.

Answer Choices		OPS frontline officers receive sufficient training relating to delivering fair and impartial policing	OPS frontline officers receive sufficient training relating to use of force and de-escalation techniques	OPS frontline officers receive sufficient training relating to dealing with those in crisis/those with mental health difficulties.		
Strongly Agree	0%	0	0%	0	7%	1
Agree Somewhat	21%	3	7%	1	7%	1
Neither Agree Nor Disagree	21%	3	43%	6	14%	2
Disagree Somewhat	36%	5	7%	1	36%	5
Strongly Disagree	7%	1	14%	2	21%	3
Don't Know	14%	2	29%	4	14%	2
TOTAL		14	14	14		
Weighted Average		3.33	3.40	3.67		

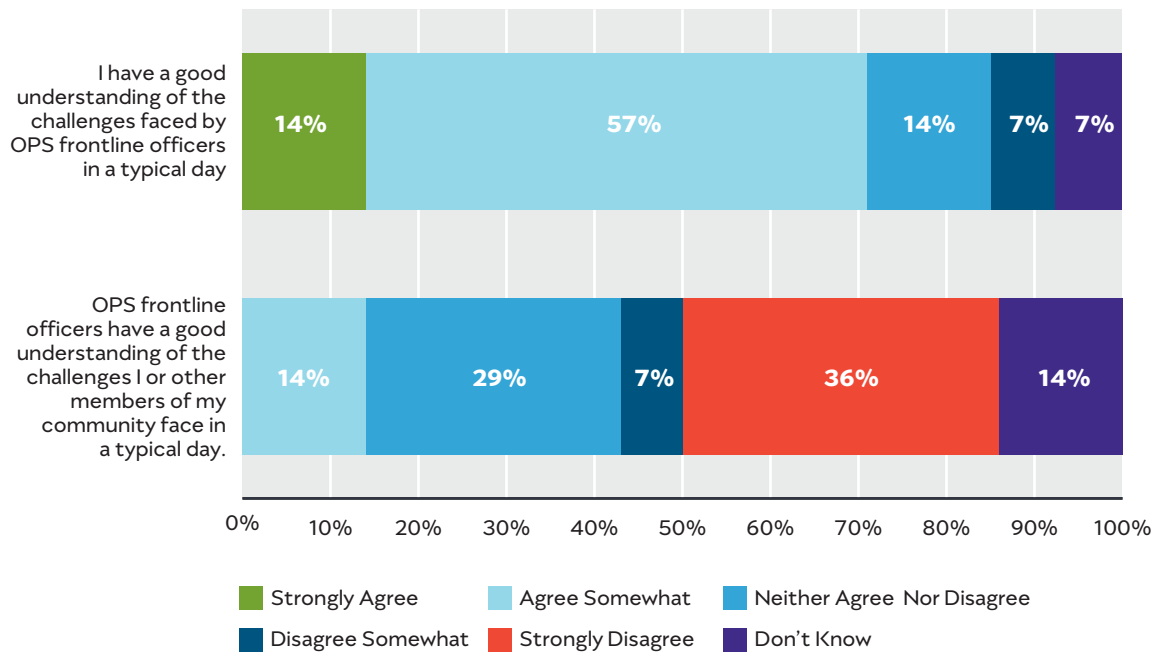


One participant shared the following:

“The main issue I have is inconsistency. It doesn’t look like all officers receive the same amount of the same type of training, and some seem out-of-date.”

Q5: Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day.
Strongly Agree	14% 2	0% 0
Agree Somewhat	57% 8	14% 2
Neither Agree Nor Disagree	14% 2	29% 4
Disagree Somewhat	7% 1	7% 1
Strongly Disagree	0% 0	36% 5
Don't Know	7% 1	14% 2
TOTAL	14	14
Weighted Average	2.15	3.75



One participant had the following comment:

“This second question is a very important one. Frontline officers ought to understand generally the challenges of the community but it is not their job to fully understand the intricacies of each culture, community, religion etc. There needs to be a limit and I feel that we’ve gone too far. We’ve gone from educating our officers, to making them hypersensitive to everyone, everywhere, all the time. The police’s function is to: 1) initiate court proceedings 2) public safety The second you (the OPS) widens the scope of the officers’ duties, the more the Service will open itself up to liability, burnout, and complaints. The second question is somewhat loaded and counter-intuitive. The OPS claims to be hiring “the best people” but then goes on to have to train these people on understanding basic cultural and religious differences and then expects to turn them into mobile counselors? I will be seeking the assistance of OPS members throughout this initiative to show me how reasonable it is to expect frontline officers to do so much, all the time, everywhere, without making any mistakes. Suppose that all of the aforementioned is reasonably warranted, should the communities not take responsibility for the problems they foster within themselves? The OPS needs to responsibilise the communities also. The communities will (and have in some cases) lose the respect of the police if it caters to their every need.”

Q6: How much previous personal interaction have you had with Ottawa Police Service’s frontline officers?

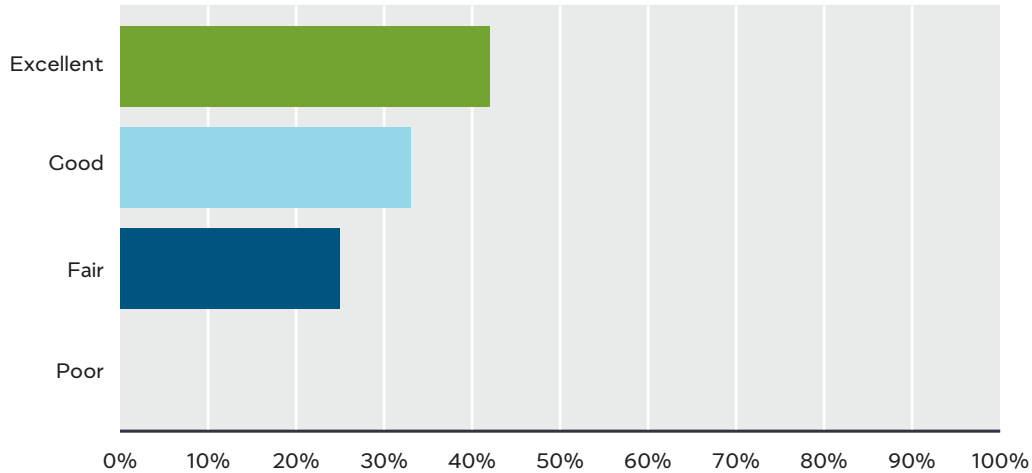
Answer Choices	Responses
A lot of interactions	14.29% 2
Some interactions	50.00% 7
Very few interactions	35.71% 5
No interactions	0.00% 0
TOTAL	14

Q7: How would you characterize these previous interactions with Ottawa Police Service’s frontline officers on balance?

Answer Choices	Responses
Very positive	21.43% 3
Somewhat positive	35.71% 5
Somewhat negative	42.88% 6
Very negative	0.00% 0
TOTAL	14

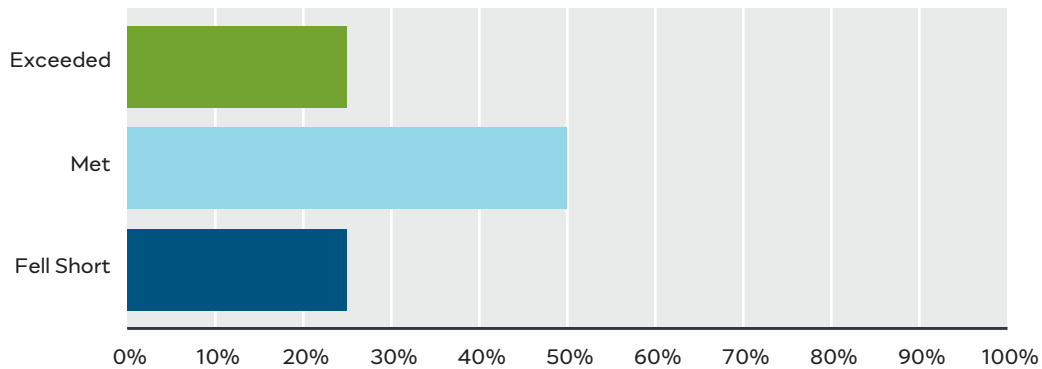
PHASE 1: PDC Training- Community Members – Post-Survey

Q1: How would you rate the session you attended at OPS’s Professional Development Centre overall?



Q2: Would you say that the session at OPS’s Professional Development Centre met, exceeded or fell short of your expectations?

Some participants shared wanting more time for Q&A, or felt that questions were glossed over in the interest of time. In addition, participants wondered about the depth of training provided and how closely the presentations were a reflection of the training front-line officers receive and how skills and knowledge are assessed.



Specific comments include:

"I did not feel there was adequate time allocated to discussion following each presentation. Information presented was vague with regards to use of force and bias training received by front line police officers. I did however feel that the officers involved in the presentation were friendly, approachable and engaging. I also believe that they answered questions to the best of their abilities and supported each other through more difficult questions."

"I would've liked to see the section on Implicit Bias facilitated by a racialized member of OPS. It's important to see people of color in positions of leadership at all levels of training. Secondly, there was a subtle defensive undertone throughout the entire workshop. Participants may have left with a sense of uneasiness due to this. It was particularly prevalent during the simulation training."

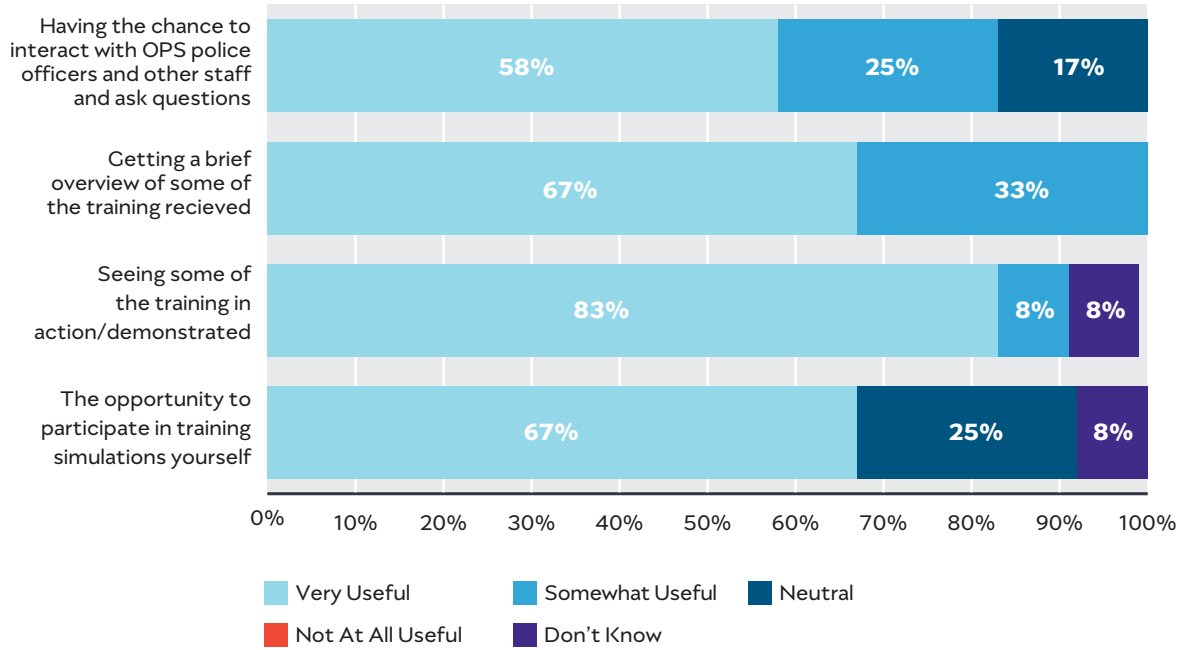
"Presentations were very superficial and lacked opportunity to critically engage with OPS."

"I would rather hear an organization say 'we acknowledge we have problems, but we're working on it' than say 'we have no problems whatsoever'. More than a couple officers denied internal issues within OPS, which is far more worrying than saying they have very few problems but don't know what to do about it. The difference, by the way, that every organization has problems they struggle with, and it's normal, but denial - even if just as a public communications practice - is often a sign that it's worse than it seems. That said, acknowledging the officer who said anti-Indigenous things and is now working on it is actually a positive story as it shows growth."

One participant shared their appreciation for Constable Abdi of the OLT and also shared feedback concerning the logistics of the event:

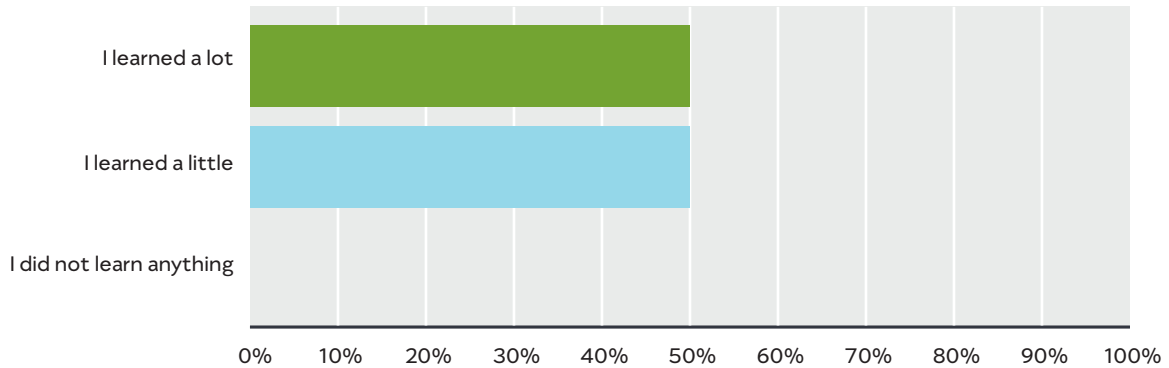
"On a side note, the instructions provided by Cst. Abdi via e-mail and on the phone were very clear. He has so far been an excellent moderator and has been very dynamic in leading this program. I highly recommend that he be kept as a moderator for future events. There has clearly been a great deal of work and preparation that has gone into planning this event and I thank you all for giving us this opportunity. Coordinating all the instructors and staff to be present is not easy and is often undervalued in initiatives of such a magnitude. Consequently, I wanted to mention that I thought it was very inappropriate for participants to arrive substantially late to such an event (from 30mins to 1h15mins). I cancelled a class with over 30 students to attend this event. We are all very busy people and we lead busy lives, but we arrived on time. Arriving late is rude and disrespectful to the speaker and to others present at the event, not to mention very disruptive. It is not a right to attend this event, it is a privilege and participants ought to know this. The OPS should not accommodate those participants who have conflicts in their schedules and arrive late. I only bring this issue up because it demonstrates a lack of professionalism from the OPS because many participants arrived substantially late and it appeared as though this was acceptable behavior. The community is here to hold the police accountable, for their professionalism and respect. The OPS should consider holding the community accountable to the same degree."

Q3: Please indicate how useful was each of the different aspects of the session at OPS's Professional Development.



Answer Choices	Having the chance to interact with OPS police officers and other staff and ask questions	Getting a brief overview of some of the training recieved	Seeing some of the training in action/demonstrated	The opportunity to participate in training simulations yourself
Very Useful	58% 7	68% 8	83% 10	67% 8
Somewhat Useful	25% 3	33% 4	8% 1	0% 0
Neutral	17% 2	0% 0	0% 0	25% 3
Not Very Useful	0% 0	0% 0	0% 0	0% 0
Not At All Useful	0% 0	0% 0	0% 0	0% 0
Don't Know	0% 0	0% 0	8% 1	8% 1
TOTAL	12	12	12	12
Weighted Average	1.58	1.33	1.09	1.55

Q4: To what degree would you say that you learned from the session you attended at OPS’s Professional Development Centre?

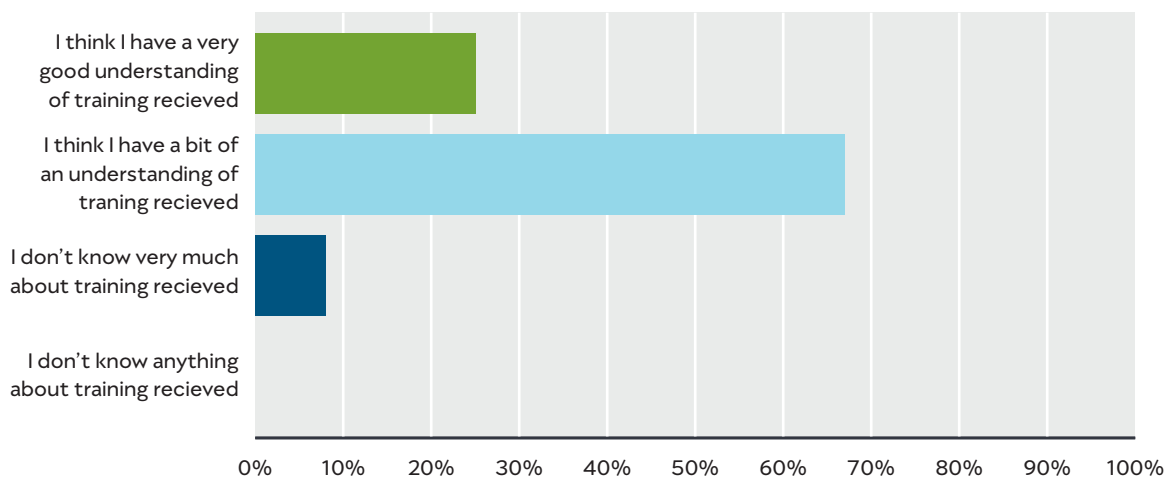


Q5: What were some of the key things you learned from the session at OPS’s Professional Development Centre?

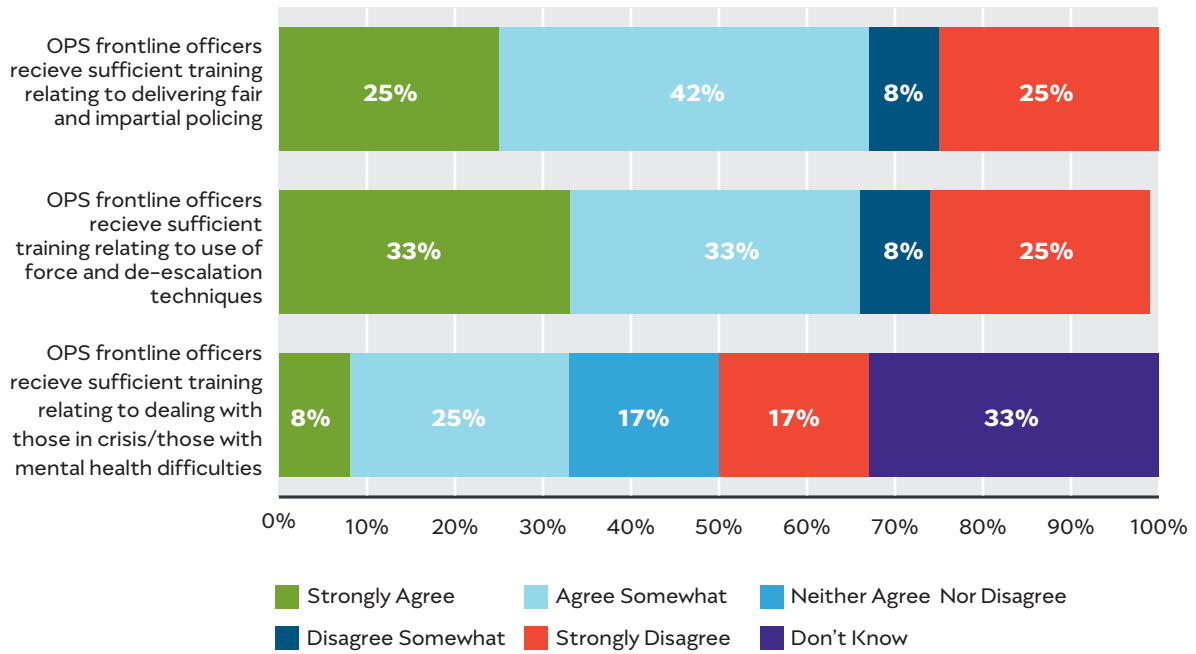
Participants highlighted the following learnings:

- The communication and de-escalation model
- Gained appreciation of the dangers the officers are exposed to daily
- How personal and cultural biases affect the actions we take
- How “having biases is OK, but you need to acknowledge them and work through them”
- Insight on the type of training received

Q6: Now that you have attended the session at OPS’s PDC, to what degree do you feel you have a good understanding of the amount and type of training a frontline police officer at OPS receives when they are first recruited on an annual basis?



Q7: Please indicate your level of agreement or disagreement with each of the statements below based on your knowledge, experience, and familiarity with the topics below after attending this session.



Answer Choices	OPS frontline officers receive sufficient training relating to delivering fair and impartial policing	OPS frontline officers receive sufficient training relating to use of force and de-escalation techniques	OPS frontline officers receive sufficient training relating to dealing with those in crisis/those with mental health difficulties
Strongly Agree	25% 3	33% 4	8% 1
Agree Somewhat	42% 3	33% 4	25% 3
Neither Agree Nor Disagree	0% 0	0% 0	17% 2
Disagree Somewhat	8% 1	8% 1	0% 0
Strongly Disagree	25% 3	25% 3	17% 2
Don't Know	0% 0	0% 0	33% 4
Total	12	12	12
Weighted Average	2.67%	2.58%	2.88%

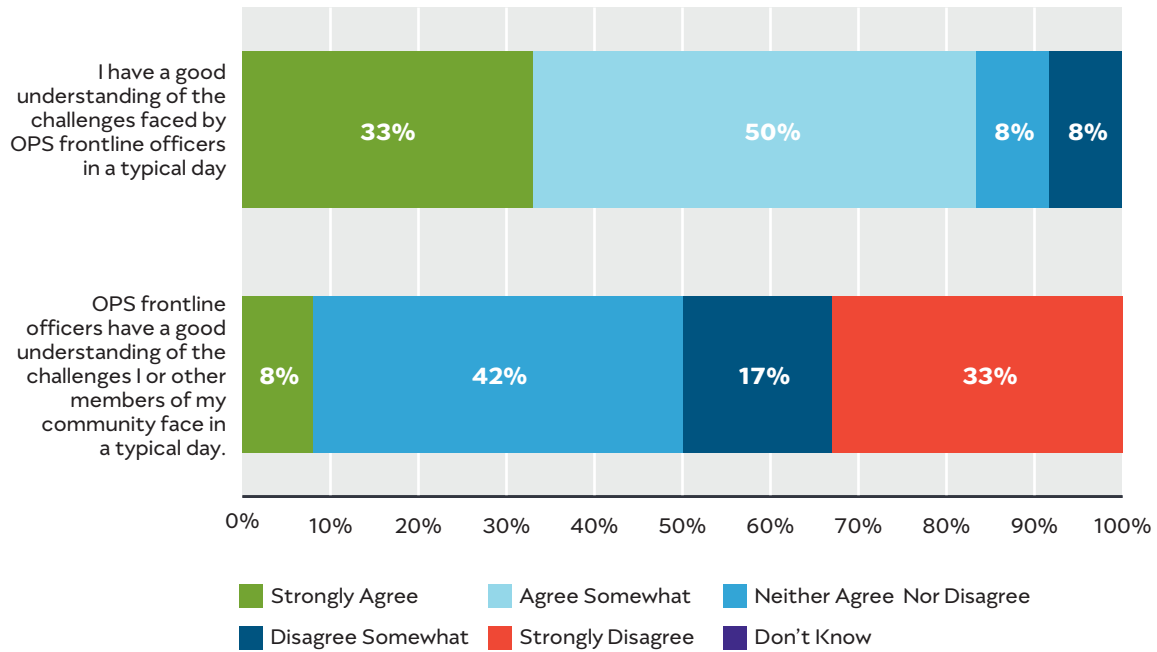


Several participants felt that officers should receive more training related to cultural competency, sensitivity, diversity, inclusion and accessibility. Also one participant mentioned that mental health was not addressed in the training. More in-depth training related to de-escalation techniques also was a common theme. One participant shared the following recommendation:

“Working with Indigenous communities, the OPS should develop a mandatory and ongoing cultural competency training program. The program should include a mix of training tools aimed at developing more culturally-competent staff and oversight bodies. It should track and reward staff outcomes and be a permanent part of each oversight body.

A substantial course about Canada’s Indigenous communities, with a focus on Ontario’s Indigenous communities, including, but not limited to their history, culture, spirituality, language, and current issues. This training must be consistent, comprehensive, and available to all staff, especially those coming into contact or working with Indigenous peoples; and Key performance indicators to track outcomes and success. Finally, cultural competency must be seen as an ongoing priority for the oversight bodies and the subject of continued assessment. This means supporting and recognizing staff who adopt a culturally-competent approach. It also means constant evaluation to ensure that cultural competency programs are meeting their goals. And it requires allocating proper resources to cultural competency efforts to support their success.”

Q8: Please indicate your level of agreement or disagreement with each of the statements below.



Answer Choices		I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day.
	Strongly Agree	33% 4	8% 1
	Agree Somewhat	50% 6	0% 0
	Neither Agree Nor Disagree	8% 1	42% 5
	Disagree Somewhat	8% 1	17% 2
	Strongly Disagree	0% 0	33% 4
	Don't Know	0% 0	0% 0
TOTAL		12	12
Weighted Average		1.92%	3.67%

Participants had the following comments:

“Very little training provided on intersectional social issues experienced by vulnerable populations.”

“I strongly disagree with the second statement because the OPS was not actively engaged with the participants to understand their unique needs and circumstances. To simply say that the OPS has a good understanding would not be entirely appropriate or accurate because I feel they have not engaged in a meaningful way with my specific community. Additionally, to simply say that the OPS has a good understanding of my specific community by way of other reports or information that isn’t coming directly from my community is not appropriate or accurate.”

“Me specifically, as a representative of the LGBTQ community, saw no mention whatsoever of my communities in the training. I’m told that it is discussed at some point, but it wasn’t made clear in this training. As for other marginalized groups, it seems like there is a good overview of cultural practices (e.g. “not every culture sees eye contact as a sign of respect”), but there doesn’t seem to be much going in terms of detail (i.e. can your average officer off the street name three cultures where the no-eye-contact practice is common?).”

“There are too many officers and too many community members for everyone to grasp a deep understanding of how we all feel and what our challenges are. This program is important to bridge the gap between the two and assist in both parties’ understanding of each others’ lived experiences through symbolic interactionism. This is a long process that will ultimately develop over time.”

PHASE 2: OPS HQ Tour-Community Members-Post-Survey and

PHASE 3: Ride-along – Community Members- Pre-Survey

Five community members attended the OPS HQ Tour and responded to questions addressing their experience.

Questions for these two phases were combined into one survey. Responses are as follows:

Q2: Overall, how would you rate the lunch and tour of OPS sections?

Answer Choices	Responses
Excellent	75.00% 3
Very Good	0.00% 0
Good	0.00% 0
Fair	25.00% 1
Poor	0.00% 0
Total	4

Q3: What were the key things you learned from the lunch & tour of OPS sections?

Three participants answered the following:

“The OPS has a vast array of resources that the public should be made aware of (i.e. very large labs). This would foster more positive relations with the public in knowing and understanding the complexities involved in undertaking complex investigations. Doing so would avoid questions such as: why is this taking so long? -The funding and support officers in specialized units receive is much different than that of officers on the road. -Policy and law play a very large role in the day-to-day decision making processes and actions of officers which is often downplayed. (Why doesn’t the police do more?... they are often limited by statute or regulation)”

"I think the biggest take-away was knowing how many departments/units there are within the organization as a whole. The small detention centre was interesting and I can't help but want to audit the process from my own professional experience."

"various units & tour of the facilities"

Q4: To what degree do you feel you now have a better understanding of the various OPS sections, their mandates, and how they function together?

Answer Choices	Responses
Strongly Agree	0.00% 0
Agree Somewhat	75.00% 3
Neither Agree Nor Disagree	25.00% 1
Disagree Somewhat	0.00% 0
Strongly Disagree	0.00% 0
Total	4

Q5: You indicated that you do not have a better understanding of the OPS sections after the lunch and tour. How could we have improved the tour? What questions do you still have? Which sections would you like to learn more about?

"The lunch and tour was disorganized and poorly structured, ran overschedule, very little room for questions. Little to no room for dialogue."

Q6: What are you most looking forward to in your upcoming ridealong with a frontline police officer?

Five participants shared the following:

"Understanding the day-to-day operations of a frontline officer and the challenges they may face on duty."

"I am looking forward to getting to know the officer, who they are, where they come from, and how their lived experiences shape their interactions with diverse communities. By diverse I mean variety, not minority groups per se. I am also interested in learning how the officers feel their job, promotions, and opportunities for upward mobility affect their demeanor, and their family life. Depending on the rank, I am interested in examining how constables are treated by their sergeants, or how sergeants treat their constables, what kind of relationship do they share? Is there a relationship at all."

"I don't have very high expectations for the ride-along. I have gone on a few before (not with OPS) and they were predominately unexciting. However, this will be an opportunity to ask questions about the various units/ departments and how they work together. So there will be ample points of discussions."

"Seeing policing a bit more from a police perspective"

"seeing how police conduct themselves in low-income priority neighbourhoods, with intersectional marginalized populations (homeless, trans, sex workers, mental health issues, Muslim, black, Somali, disabled, indigenous, etc.)"

Q7: Based on your knowledge, experience, and familiarity with

OPS frontline policing at this point, to what degree do you feel you have a good understanding of the role, responsibilities, and challenges of frontline officers?

Answer Choices	Responses
I think I have a very good understanding of a frontline officer’s role	66.67% 4
I think I have a bit of an understanding of a frontline officer’s role	16.67% 1
I don’t know very much about a frontline officer’s role	16.67% 1
I don’t know anything about a frontline officer’s role	0.00% 0
Total	6

Q8: Please indicate your level of agreement or disa greement with each of the statements below based on your knowledge, experience, and familiarity with the topics below at this point.

Answer Choices	OPS frontline officers have a complex and challenging role	OPS frontline officers perform their duties in a professional, impartial manner
Strongly Agree	66.67% 4	16.67% 1
Agree Somewhat	16.67% 1	16.67% 1
Neither Agree Nor Disagree	16.67% 1	0.00% 0
Disagree Somewhat	0.00% 0	66.67% 4
Strongly Disagree	0.00% 0	0.00% 0
Don’t Know	0.00% 0	0.00% 0
Total	6	6
Weighted Average	1.50	3.17

“There is no question that OPS officers have a very difficult, challenging, and complex job. The difficulties of officers’ lived experiences can be detailed without end. Long shifts, unstable working conditions, and hypervigilance are only some of the factors that affect officers in the regular undertaking of their duties. While I have an in-depth appreciation for officers’ struggles, I have noticed that officers are not being as professional as I remembered them to be a few years ago. They do not conduct themselves professionally, and certainly not impartially.”

“In theory and from what was presented in the brief presentations from the tour I have a good understanding of job roles. However, under real-world situations in which stress levels are unpredictable – I would hope that theory holds up to practice.”

“based on qualitative and quantitative data it is a fact that they are not performing their professional duties impartially.”

Q9: Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	16.67% 1	0.00% 0
Agree Somewhat	50.00% 3	33.33% 2
Neither Agree Nor Disagree	0.00% 0	0.00% 0
Disagree Somewhat	33.33% 2	66.67% 1
Strongly Disagree	0.00% 0	33.33% 2
Don't Know	0.00% 0	16.67% 1
Total	6	6
Weighted Average	2.50	3.60

From my observations of OPS frontline officers over the years, I can confirm that it is my professional opinion that the lack of diversity in the OPS staffing that has created a culture of policing that ironically has no conception of culture, cultural differences, race, religion, and diversity. The OPS is striving to service all community members equally, but no one is equal, we are all different and therefore must be treated differently. The officers' work environment is ever-changing with several factors to take into consideration. Officers can easily defuse situations with better cultural understanding or simply a smile and lightheartedness. Instead, I have witnessed far more bad attitudes than positive ones, officers arguing with sergeants over wanting to leave their post early to complete notes despite being understaffed. I recently witnessed an officer light a cigarette at a call out of frustration for being assigned report writing for the incident. This

behavior denotes a lack of professionalism and decorum. I have recently gone on 4 ride-alongs in the past month only to notice that the vast majority of officers attend calls with haste and display obvious signs of aggression and lack of emotion in their dealings with the public. Suffice it to say, while I'm not undertaking a thorough analysis of OPS officers' behaviors in public interaction, I am alarmed at their lack of empathy and overall conduct with the public. This deduction is based on several interactions and observations, both public and personal, and are not limited to one incident in particular. I am reluctant to share these stories with any person because I aim to maintain and preserve the integrity of the OPS in the eyes of the public. I strongly believe that it is only through programs like these that we can slowly progress to modernize OPS staffing and better community-police relations.

All we have received as an “audience” is what the OPS offers to its community and various training to its officers. There hasn’t been a demonstration of theory being put into practice – of course this is difficult to obtain. In terms of my community – all I can hope for is that officers obtain a meaningful understanding of my community which can be obtained through proactive engagement.

This initiative has shown me that OPS officers are willfully uneducated and ill equipped

(because of poor training), to understand social issues that impact my and other marginalized communities. Furthermore, this initiative has shown me that there is a culture of compliance, perpetration, contribution to those issues on an institutional level.

PHASE 3: Ride-along – OPS Pre-survey

There were seven responses to this survey.

Q1: What prompted you to agree to participate in this initiative?

Two officers cited being asked by their sergeants to attend while four others felt it was important to engage with the community. One participant shared the following:

“Speaking to Sgt Elmi and seeing the effects of the media’s false narrative on the community’s faith in our service. Also a lack of leadership in our service prompted us to take our own actions.”

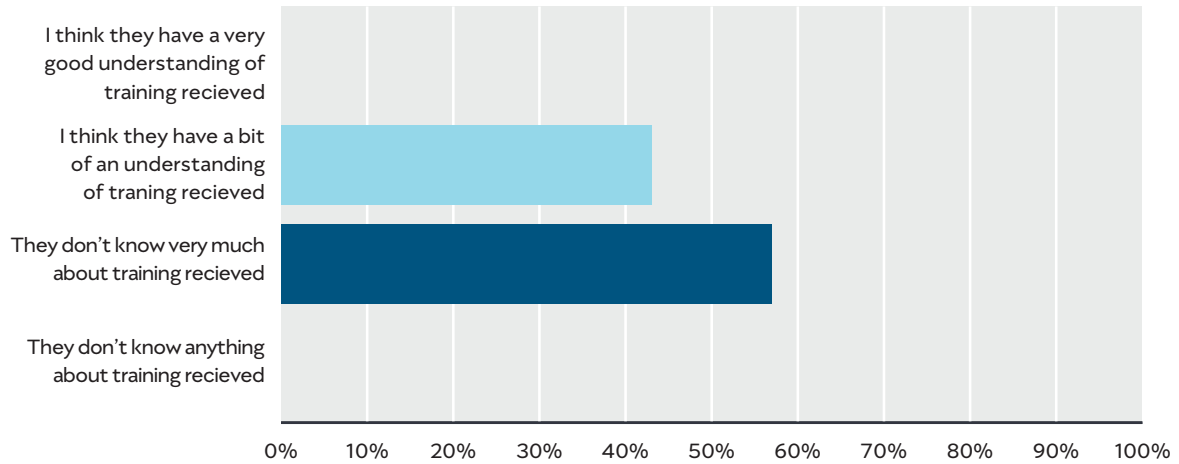
Q2: What are you most looking forward to in the upcoming ride-along with a community member?

Answers varied and include:

- Learning about issues that matter to them
- To show them what policing in Ottawa is really like
- Every time I meet someone new it is an opportunity to learn something. I always welcome the opportunity to learn from others
- To show he or her what its like to patrol the community, through our eyes
- Meeting a community member and gaining an understanding or their expectations of police within our community. I look forward to building trust based on a positive experience.
- Meeting new people and providing the community member with more information about policing and our profession.
- Engaging in meaningful discussion and exposing them to the reality of policing.



Q3: Based on your experience with the community, to what degree do you feel community members have a good understanding of the role, responsibilities and challenges of frontline officers?



57.14% of officers felt community members don't know very much about a frontline officer's role and **42.86%** I thought they have a bit of an understanding of a frontline officer's role.

Q4: Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good a good understanding of the challenges faced by diverse members of our community in a typical day	Members of the community have a good understanding of the challenges I or other frontline OPS officers face in a typical day
	Strongly Agree	42.86% 3
Agree Somewhat	42.86% 3	28.57% 2
Neither Agree Nor Disagree	14.29% 1	14.29% 1
Disagree Somewhat	0.00% 2	14.29% 1
Strongly Disagree	0.00% 0	42.86% 3
Don't Know	0.00% 0	0.00% 0
Total	7	7
Weighted Average	1.71	3.71

One officer commented:

"I spend a lot of time speaking with various members of the community. The feedback I receive leads me to believe that most people do not know much about the role of police. I also believe as Police officers we do not do enough to engage with our community. I believe that every police officer should have personal ties to the community and should be seen as part of the community we serve. Every member of the community should have a positive association/interaction with police."

Q5: How much previous personal interaction have you had with diverse members of the public (e.g. from racialized communities, LGBTQ, and other groups) in the various circumstances below?

Answer Choices	In the course of your usual shifts	Through special assignments or volunteer work (through OPS)	Through volunteer work (in personal time)	Through personal connections, friendships etc. in leisure time outside of work
A lot of interaction	71.43% 5	33.33% 2	33.33% 2	57.14% 4
Some interactions	28.57% 2	16.67% 1	50.00% 3	28.57% 2
Very few interactions	0.00% 2	16.67% 1	16.67% 1	14.29% 1
No interactions	0.00% 0	33.33% 2	0.00% 0	0.00% 0
TOTAL	7	6	6	7
Weighted Average	1.29	2.50	1.83	1.57

Most police officers encountered community members through the course of their usual shifts and through personal connections, friendships etc.

Q6: How would you characterize these previous interactions with various diverse community groups on balance?

Answer Choices	Responses
Very positive	42.86% 3
Somewhat positive	57.14% 4
Somewhat negative	0.00% 0
Very negative	0.00% 0
Total	7

One officer wrote:

"I work in a very diverse area of the city and easily come in contact with a variety of people each day. I have had very few negative dealings."

APPENDIX SURVEYS



PHASE 1: DRAFT SURVEY QUESTIONS

COMMUNITY PARTICIPANTS

PRE

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *before* participating in the first session at OPS's Professional Development Centre. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual's names will be attributed to any comments.

Questions

1) What prompted you to agree to participate in this initiative?

2) What are you most looking forward to about the upcoming session at OPS's Professional Development Centre?

3) Based on your knowledge, experience, and familiarity with OPS frontline officer training at this point, to what degree do you feel you have a good understanding of the amount and type of training a frontline police officer at Ottawa Police Service receives when they are first recruited and on an annual basis?

I think I have a very good understanding of training received	I think I have a bit of an understanding of training received	I don't know very much about training received	I don't know anything about training received
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4) Please indicate your level of agreement or disagreement with each of the statements below based on your knowledge, experience, and familiarity with the topics below at this point.

Answer Choices	OPS frontline officers receive sufficient training relating to delivering fair and impartial policing	OPS frontline officers receive sufficient training relating to use of force and de-escalation techniques	OPS frontline officers receive sufficient training relating to dealing with those in crisis/those with mental health difficulties
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

5) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

6) How much previous personal interaction have you had with Ottawa Police Service's frontline officers?

A lot of interactions	Some interactions	Very Few Interactions	No interactions
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7) How would you characterize these previous interactions with Ottawa Police Service's frontline officers on balance?

Very positive	Somewhat positive	Somewhat negative	Very negative
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



PHASE 1: DRAFT SURVEY QUESTIONS

COMMUNITY PARTICIPANTS

POST

Thank you very much for participating in the session at OPS's Professional Development Centre regarding training provided to frontline officers. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *after* participating in this session. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual's names will be attributed to any comments.

Questions

1) How would you rate the session you attended at OPS's Professional Development Centre overall?

Excellent	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Would you say that the session at OPS's Professional Development Centre met, exceeded or fell short of your expectations?

Exceeded	Met	Fell Short
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

3) Please indicate how useful each of different aspects of the session at OPS’s Professional Development Centre were.

Answer Choices	Having the chance to interact with OPS police officers and other staff and ask questions	Through special assignments or volunteer work (through OPS)	Seeing some of the training in action/ demonstrated	Through personal connections, friendships etc. in leisure time outside of work
Very Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Somewhat Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neutral	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not Very Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
TOTAL	7	6	6	7
Weighted Average	1.29	2.50	1.83	1.57

4) To what degree would you say that you learned from the session you attended at OPS’s Professional Development Centre:

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I learned a lot	I learned a little	I did not learn anything new

5) What were some of the key things you learned at OPS’s Professional Development Centre session?

6) To what degree do you now feel you have a good understanding of the amount and type of training a frontline police officer at Ottawa Police Service receives when they are first recruited and on an annual basis?

<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I think I have a very good understanding of training received	I think I have a bit of an understanding of training received	I don’t know very much about training received	I don’t know anything about training received

7) Please indicate your level of agreement or disagreement with each of the statements below based on your knowledge, experience, and familiarity with the topics below after attending this session.

Answer Choices	OPS frontline officers receive sufficient training relating to delivering fair and impartial policing	OPS frontline officers receive sufficient training relating to use of force and de-escalation techniques	OPS frontline officers receive sufficient training relating to dealing with those in crisis/those with mental health difficulties
Strongly Agree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

8) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

9) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____

PHASE 1: DRAFT SURVEY QUESTIONS

OPS FRONTLINE OFFICERS

PRE

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *before* participating in the first session at OPS’s Professional Development Centre. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual’s names will be attributed to any comments.

If you have any questions about this survey or this initiative, please contact [INSERT CONTACT NAME, PHONE NUMBER – S/SCT ISOBEL GRANGER??].

Questions

1) What prompted you to agree to participate in this initiative?

2) What are you most looking forward to about the upcoming session at OPS’s Professional Development Centre?

3) Based on your experience with the community, to what degree do you feel community members have a good understanding of the amount and type of training a frontline police officer at Ottawa Police Service receives when they are first recruited and on an annual basis?

I think I have a very good understanding of training received	I think I have a bit of an understanding of training received	I don’t know very much about training received	I don’t know anything about training received
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

5) How much previous personal interaction have you had with diverse members of the public (e.g. from racialized communities, GLBT, and other groups) in the various circumstances below?

Answer Choices	In the course of your usual shifts	Through special assignments or volunteer work (through OPS)	Through volunteer work (in personal time)	Through personal connections, friendships etc. in leisure time outside of work
A lot of interactions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Some interactions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Very few interactions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No interactions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6) How would you characterize these previous interactions with various diverse community groups on balance?

Very positive	Somewhat positive	Somewhat negative	Very negative
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____

PHASE 1: DRAFT SURVEY QUESTIONS

OPS FRONTLINE OFFICERS

POST

Thank you very much for participating in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *after* participating in this session. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual's names will be attributed to any comments.

Questions

1) How would you rate the session you attended at OPS's Professional Development Centre overall?

Excellent	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Would you say that the session at OPS's Professional Development Centre met, exceeded or fell short of your expectations?

Exceeded	Met	Fell Short
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS



3) Please indicate how useful each of different aspects of the session at OPS's Professional Development Centre were.

Answer Choices	Having the chance to interact with members of the diverse communities	Community members receiving a brief overview of some of the training received	Community members seeing some of the training in action/ demonstrated	The opportunity for community members to participate in training simulations themselves
Very Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Somewhat Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not Very Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Not At All Useful	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

4) To what degree would you say that you personally benefitted from participating in the session you attended at OPS's Professional Development Centre:

I personally benefitted a lot	I personally benefitted a little	I did not benefit personally
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

5) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

6) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



PHASE 2: DRAFT SURVEY QUESTIONS

COMMUNITY PARTICIPANTS

PRE

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *before* participating in the second phase – a ridealong with an OPS frontline officer. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual's names will be attributed to any comments.

Questions

- 1) What are you most looking forward to about your upcoming ridealong with a frontline police officer?

- 2) Based on your knowledge, experience, and familiarity with frontline policing at this point, to what degree do you feel you have a good understanding of the role, responsibilities, and challenges of frontline officers?

I think I have a very good understanding of a frontline officer's role	I think I have a bit of an understanding of a frontline officer's role	I don't know very much about a frontline officer's role	I don't know anything about a frontline officer's role
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3) Please indicate your level of agreement or disagreement with each of the statements below based on your knowledge, experience, and familiarity with the topics below at this point.

Answer Choices	OPS frontline officers have a complex and challenging role	OPS frontline officers perform their duties in a professional, impartial manner
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

4) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

5) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____

PHASE 2: DRAFT SURVEY QUESTIONS

COMMUNITY PARTICIPANTS

POST

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *after* participating in the second phase – a ridealong with an OPS frontline officer. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual’s names will be attributed to any comments.

Questions

1) How would you rate the ridealong you participated in with an OPS frontline officer overall?

Excellent	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Would you say that the ridealong met, exceeded or fell short of your expectations?

Exceeded	Met	Fell Short
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

3) Based on your knowledge, experience, and familiarity with frontline policing, to what degree do you feel you now have a good understanding of the role, responsibilities, and challenges of frontline officers?

I think I have a very good understanding of a frontline officer's role	I think I have a bit of an understanding of a frontline officer's role	I don't know very much about a frontline officer's role	I don't know anything about a frontline officer's role
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

4) Please indicate your level of agreement or disagreement with each of the statements below based on your knowledge, experience, and familiarity with the topics below.

Answer Choices	OPS frontline officers have a complex and challenging role	OPS frontline officers perform their duties in a professional, impartial manner
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

5) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

6) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



PHASE 2: DRAFT SURVEY QUESTIONS

OPS FRONTLINE OFFICERS

POST

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *before* participating in the second phase – a ridealong with a community member. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual's names will be attributed to any comments.

Questions

1) What are you most looking forward to about your upcoming ridealong with a community member?

2) Based on your experience with the community, to what degree do you feel community members have a good understanding of the role, responsibilities, and challenges of frontline officers?

I think I have a very good understanding of a frontline officer's role	I think I have a bit of an understanding of a frontline officer's role	I don't know very much about a frontline officer's role	I don't know anything about a frontline officer's role
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by diverse members of the community in a typical day	Members of the community have a good understanding of the challenges I or other frontline OPS officers face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

4) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



PHASE 2: DRAFT SURVEY QUESTIONS

OPS FRONTLINE OFFICERS

POST

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *after* participating in this second phase – a ridealong with a community member. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual’s names will be attributed to any comments.

Questions

1) How would you rate the ridealong with the community member overall?

Excellent	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Would you say that the ridealong with the community member met, exceeded or fell short of your expectations?

Exceeded	Met	Fell Short
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

3) To what degree would you say that you personally benefitted from participating in the session you attended at OPS’s Professional Development Centre:

I personally benefitted a lot	I personally benefitted a little	I did not benefit personally
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

4) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by diverse members of the community in a typical day	Diverse community members have a good understanding of the challenges faced by myself and other frontline OPS officers in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

5) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____

PHASE 3: DRAFT SURVEY QUESTIONS

COMMUNITY PARTICIPANTS

PRE

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *before* participating in the third phase – a community tour with an OPS frontline officer to provide the community’s perspective. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual’s names will be attributed to any comments.

Questions

- 1) What are you most looking forward to about your upcoming community tour with a community member?

- 2) Based on your previous personal interactions with diverse members of the public (e.g. from racialized communities, GLBT, and other groups) through performing your policing duties, volunteering, or through personal relationships in your leisure time, to what degree do you feel you have a good understanding of the typical concerns, needs, and challenges of diverse communities?

I think I have a very good understanding of diverse communities	I think I have a bit of an understanding of diverse communities	I don't know very much about diverse communities	I don't know anything about diverse communities
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by diverse members of the community in a typical day	Members of the community have a good understanding of the challenges I or other frontline OPS officers face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

4) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



PHASE 3: DRAFT SURVEY QUESTIONS

COMMUNITY PARTICIPANTS

POST

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *after* participating in the third phase – a community tour with an OPS frontline officer to provide the community’s perspective. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual’s names will be attributed to any comments.

Questions

1) How would you rate the community tour with the community member overall?

Excellent	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Would you say that the community tour with the community member met, exceeded or fell short of your expectations?

Exceeded	Met	Fell Short
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

3) To what degree would you say that you personally benefitted from participating in the session you attended at OPS's Professional Development Centre:

I personally benefitted a lot	I personally benefitted a little	I did not benefit personally
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

4) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



PHASE 3: DRAFT SURVEY QUESTIONS

OPS FRONTLINE OFFICERS

PRE

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *before* participating in the third phase – a community tour with community member. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual's names will be attributed to any comments.

Questions

- 1) What are you most looking forward to about your upcoming community tour with a frontline police officer?

- 2) Based on your knowledge and experience with frontline policing at this point, to what degree do you feel frontline officers at OPS have a good understanding of the typical concerns, needs, and challenges of diverse communities?

I think officers have a very good understanding of diverse communities	I think officers have a bit of an understanding of diverse communities	Officers don't know very much about diverse communities	Officers don't know anything about diverse communities
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

3) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by OPS frontline officers in a typical day	OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

4) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



PHASE 3: DRAFT SURVEY QUESTIONS

OPS FRONTLINE OFFICERS

POST

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *after* participating in this third phase – a community tour with a community member. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual's names will be attributed to any comments.

Questions

1) How would you rate the community tour with the community member overall?

Excellent	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Would you say that the community tour with the community member met, exceeded or fell short of your expectations?

Exceeded	Met	Fell Short
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

3) To what degree would you say that you personally benefitted from participating in the session you attended at OPS’s Professional Development Centre:

I personally benefitted a lot	I personally benefitted a little	I did not benefit personally
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

4) Please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	I have a good understanding of the challenges faced by diverse members of the community in a typical day	Diverse community members have a good understanding of the challenges faced by myself and other frontline OPS officers in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

5) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____

PHASE 4: DRAFT SURVEY QUESTIONS

COMMUNITY PARTICIPANTS & FRONTLINE OFFICERS

POST

Thank you very much for agreeing to participate in the Stakeholder Engagement Initiative. Your time and your insights will be very valuable, and will help OPS to improve our service to the community and to build and strengthen relationships. Please take a few minutes to complete this brief survey *after* participating in the fourth and final phase – a facilitated wrap-up session. Feedback will not be collected anonymously, however all data will be kept strictly confidential and no individual’s names will be attributed to any comments.

Questions

1) How would you rate the facilitated wrap-up session overall?

Excellent	Good	Fair	Poor
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2) Would you say that the wrap-up session met, exceeded or fell short of your expectations?

Exceeded	Met	Fell Short
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

3) What were the most useful aspects of the wrap-up session?

4) What were the least useful aspects of the wrap-up session?

5) After completing all four phases of this Stakeholder Engagement Initiative, please indicate your level of agreement or disagreement with each of the statements below.

Answer Choices	After participating in this initiative, I have a good understanding of the challenges faced by OPS frontline officers in a typical day	After participating in this initiative, OPS frontline officers have a good understanding of the challenges I or other members of my community face in a typical day
Strongly Agree	<input type="radio"/>	<input type="radio"/>
Agree Somewhat	<input type="radio"/>	<input type="radio"/>
Neither Agree Nor Disagree	<input type="radio"/>	<input type="radio"/>
Disagree Somewhat	<input type="radio"/>	<input type="radio"/>
Strongly Disagree	<input type="radio"/>	<input type="radio"/>
Don't Know	<input type="radio"/>	<input type="radio"/>

COMMENTS

6) To what degree would you say that you personally benefitted from participating in this Stakeholder Engagement Initiative?

I personally benefitted a lot	I personally benefitted a little	I did not benefit personally
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

COMMENTS

7) What were your biggest learnings from participating in the Stakeholder Engagement Initiative?

8) How likely is it that you will share with others about your experience in participating in this Stakeholder Engagement Initiative?

I definitely will	I probably will	I may or may not
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

9) To what degree do you feel that initiatives like this are useful in helping to build and strengthen relationships and understanding between diverse communities and OPS?

I think they're very useful	I think they're somewhat useful	I don't think they're very useful
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

10) To what degree do you feel that there was a good match between yourself and the police officer/community member you were matched with?

I think we were well-matched	I think we were a somewhat good match	I think we were a poor match
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

11) Please insert your participant code below. **NOTE:** We will keep all comments private and confidential, but would like to be able to look for patterns in survey responses over the different phases of the initiative and using a participant code helps us to do this. **CODE:** _____



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