

**Report to / Rapport au:**

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

**30 May 2022 / 30 mai 2022**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

**Supt. David Zackrias, Respect, Values, and Inclusion Directorate  
*ZackriasD@ottawapolice.ca***

**SUBJECT: HUMAN RIGHTS AND RACIAL PROFILING ANNUAL REPORT**

**OBJET: RAPPORT ANNUEL SUR LA POLITIQUE RELATIVE AUX DROITS DE  
LA PERSONNE ET AU PROFILAGE RACIAL**

**REPORT RECOMMENDATIONS**

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

**RECOMMANDATIONS DU RAPPORT**

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

**BACKGROUND**

The Ottawa Police Service (OPS) is committed to fostering a culture that is equitable, diverse, and inclusive.

The Human Rights and Racial Profiling Policy (CR-16), released by the Ottawa Police Services Board (Board) in 2013, provides high level policy direction and closely mirrors the 2011 operational policy of the Ottawa Police Service (OPS), titled the Racial Profiling Policy. This has ensured meaningful policy direction for compatible language, consistent definitions, prohibition of discrimination with a specific emphasis on racism and racial profiling, as well as implementation, training, and reporting requirements. These policies have been instrumental in guiding the Service and entrenching the importance of this ongoing work.

This annual report to the board is an opportunity to provide a progress update on the organization's Equity, Diversity and Inclusion (EDI) Action Plan by highlighting significant 2021 human rights and EDI work that also directly contributes to the requirements of the Board's CR-16 policy.

## **DISCUSSION**

### **OPS EDI ACTION PLAN 2020-2022 (Tabled Jan. 2020; Approved Feb. 2020)**

The EDI Action Plan (2020-2022) is a major deliverable of the Board's Strategic Plan, in the priority area of making "meaningful progress on equity, diversity and inclusion". In recent years, there have been a number of independent reports and recommendations, as well as significant input from police and community members through many different formats including: meetings, focus groups, surveys, and forums.

Following the release of two independent reports in November 2019, the second Traffic Stop Race Data Collection Report, and the Diversity Audit, the OPS made a firm commitment to make meaningful and measurable progress and move from reports and recommendations to greater action.

At our fifth Annual Human Rights Learning Forum on December 4, 2019, the OPS made a commitment to community and police members that we would continue our leadership and partnership work on EDI and release a strategic action plan in January 2020. The Service delivered on that commitment by tabling and presenting the Draft EDI Action Plan 2020-2022 at the January 27th, 2020 Board meeting. It was subsequently approved by the Board at the February 24, 2020 meeting. The plan is available to review at: [ottawapolice.ca/EDI](http://ottawapolice.ca/EDI).

The three-year Action Plan focuses on creating meaningful and measurable progress and building a culture that embraces equity, diversity, and inclusion. It includes:

- Focused activities and defined deliverables;
- Targeted outcomes and benchmark measures;
- Regular updates and progress reporting;
- Culture change and engagement actions;
- A multi-stakeholder approach – development, implementation, and monitoring; and
- Five key focus areas of work represented by a "house" image: Leadership and Accountability, Community and Service Delivery, Diverse Workforce – All Levels, EDI Competent Members, Member Support and Inclusion.

The short and user-friendly action plan with ten priority action areas of work were built on many different sources, including the previously released reports and significant inputs from both police and community members who contributed to the many meetings, interviews, forums and surveys. We also worked closely with the Community Equity Council (CEC) and its working committees to design the plan and set the priorities.

The OPS continues to support, resource, and co-lead the [CEC](#) under the leadership of co-chairs Interim Chief Bell and Ms. Sahada Alolo. The CEC, and its related committees, are advising on the priority action items, assisting in identifying target outcomes and success indicators, and conducting important relationship-building activities, including listening circles in the community. The CEC committees, which include but are not limited to: an Anti-Racism Committee, an Indigenous Relations Committee, a Communications Committee, and an EDI Implementation Committee, are co-led by a community and a police member of the CEC.

## **2021 Progress on EDI Action Plan**

As previously reported to the Board in past updates, significant foundational work was completed with city partners and community stakeholders in the first year of the EDI Action Plan. The focus of the second year, in 2021, was to build on that momentum by focusing on implementation. This section provides a summary of that 2021 priority action work – much of it done in collaboration with community stakeholders and partners like the CEC.

### **1. Create an EDI Office to enhance EDI efforts and coordination across the OPS.**

- A new RVI Directorate was announced on May 7, 2020 – effectively launching the EDI Unit as well as the Respect, Ethics, and Values (REV) Unit and the Strategic Partnerships and Engagement Unit. The new EDI Unit is focused on bringing the broader membership together by implementing inclusive practices as well as leading and incorporating systemic change throughout the organization. The unit also continued to develop important stakeholder partnerships with representation on Equity Ottawa and the Ontario Association of Chiefs of Police EDI committees.
- The section developed the OPS EDI Action Plan which is the guiding strategy for the section and this work across the Service. The section was responsible for leading or contributing to several 2021 priority action items: leadership and coaching sessions, culture change strategy, custom EDI Lens Toolkit for the organization, Intercultural Development Inventory (IDI), human rights and EDI learning curriculum, and other partnership initiatives in addition to ensuring the

coordination and monitoring of the overall action plan. Of the two newly identified EDI positions, the EDI Specialist position was filled in November 2020; however, funding was not approved to fill the EDI Coordinator position in 2021.

**2. Provide EDI coaching and mentoring to equip our leaders with culture change and EDI tools.**

- EDI leadership and coaching sessions continued in 2021 with group sessions on trauma-informed learning and intercultural competency development with Intercultural Development Inventory (IDI) assessments for all senior staff. Diversipro Inc. also provided contract coaching services to improve understanding of EDI and systemic discrimination to leaders in the organization.

**3. Develop an EDI Lens Toolkit to improve our external systems (i.e. service delivery) and internal processes – including updates to the Human Resources transfer and promotions processes.**

- A customized EDI Lens Toolkit was developed in partnership with the Centre for Intercultural Learning, Global Affairs Canada. Already in use at the OPS, the focus in 2022 will continue to be on providing training and integrating the lens into key OPS areas and procedures as a requirement to continue identifying barriers and improving processes and programs.

**4. Reintroduce Hate Crime Unit to Improve Response and Support to Impacted Communities.**

- The Hate Crime Section was reintroduced on January 23, 2020, and has completed major activities including section realignment and staffing as well as major partnership work with United for All – a coalition of 44 organizations representing over 150 partners who are all committed to overcoming hate-based violence, racism, and extremism in East Ontario. A number of OPS members are part of the coalition's incident response teams that respond to hate-related incidents in our city. This year the Hate Crime Unit is working with other internal and external partners on an anti-hate campaign.

**5. Enhance community policing, including the expansion of Neighbourhood Resource Teams (NRTs).**

- As already reported to the Board, the planned expansion of Neighbourhood Resource Teams (NRTs) continued into 2021. Additional activities include continued work with the City of Ottawa and stakeholders on the Community Safety and Well-Being (CSWB) Plan.

**6. Update Outreach Recruitment and Background Check Processes to remove unintended barriers and increase competitive applications.**

- The Outreach and Recruitment Team has made significant progress to remove barriers and improve the recruiting process, including changes to the background process and training, fitness testing, and interview process. Improved processes and results have been presented to the Board on a number of occasions to highlight success indicators over the last two years, including:
  - Replacing the ATS testing with a local, more inexpensive approach that has created a much larger diverse pool of candidates; removal of ATS testing removed barriers to applying like cost, accessibility and time.
  - Background investigators are provided with human rights and unconscious bias training. The background stage is not the last and final stage of the process any longer, but it is a report that is considered and reviewed by a team as part of the decision-making process.
  - A mentorship program was created to match potential new recruits with officers.
  - Historically we have 650 applicants a year. In 2020, the OPS received almost 2,700 applications: 18.25 percent women (versus 12 percent previously), 36.43 percent racialized (versus 13 percent previously), and 4 percent Indigenous.
  - In 2020, the December graduation class of 48 new recruits was the most diverse in the Service's history with 40 percent women, 50 percent identifying as a member of a racialized group, and 6 percent identifying as Indigenous. Additionally, many of the new recruits had achieved college or university degrees, and as a collective, speak over 20 different languages. To-date in 2022, we have hired 13 new officers.
  - And last month to keep the momentum going, the OPS launched a new campaign featuring our own members to ensure our recruiting efforts continue to be competitive and strive to better reflect the diversity of the communities we serve for the eighty hires planned for this year.

**7. Initiate community dialogue and work with stakeholders for more effective mental health response (including training) with interagency and intersectional approach that addresses gaps, improves service delivery, builds collective action, and contributes to community safety and well-being.**

- The priority action item is related to several ongoing projects including the development of the Community Safety and Well-being Plan. As per the 2021 change budget and accompanying presentation, the OPS worked to ensure a community-led mental health strategy was developed in 2021 and included a partnership with the City, the development of the Guiding Council of

stakeholders, as well additional paid positions to support the work of the council and special project.

**8. Enhance member wellness supports and inclusion efforts – Accommodations, Early Intervention, and formalizing Employee Resource Groups (ERGs).**

- The Wellness Team contributed to supports, resources, and expertise in response to pressing OPS-specific needs related to COVID-19.
- With extra resources, planned improvements to service and programs for members is well underway including the introduction of a new digital wellness platform for members, retirees, families, and veterans.
- Employee Resource Groups (ERGs) continue to be developed and formalized with support from the RVI Directorate, and leadership from OPS members leading each ERG. The groups provide important input into projects and events (such as the sexual violence and harassment advisory team and a discussion forum to mark the International Day for the Elimination of Racial Discrimination).

**9. Improve complaint resolution process for members and supervisors – including the joint OPS/Board workplace sexual violence and harassment project.**

- As presented to the Board on July 27, 2020, partnership work with the Board and a community advisory committee began for the special project focused on addressing sexual violence and harassment in the workplace. A third party, Rubin Thomlinson, was engaged to develop and implement third-party intake, investigation and reporting of complaints. The report and recommendations for program and culture change were presented to the Board in January 2022 and incorporated into this year's budget for implementation in 2022.

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

- The OPS continues collaborative leadership work to address systemic racism barriers and racial profiling concerns. There were three main categories of work carried out in 2021 including:
  - Use of Force Reporting & Race Based Data Collection  
New provincial regulations were recently added to the province's Anti-Racism Act requiring public service organizations in the education, child welfare, and justice sectors to collect race-based data to help monitor, measure, and address systemic racism in Ontario. This regulation known as Ontario's Data Standards for the Identification and Monitoring of Systemic Racism came into effect on January 1, 2020, and provides direction to police services to collect

disaggregated race-based data for Use of Force reports. These new requirements were added to the existing provincial Use of Force incident forms that must be completed by police officers immediately following a call for service involving an application of use of force that meets the provincial legislation and guidelines.

In another report to the Board this month, there is an overview of the race-based data findings for the Use of Force reporting. The Use of Force report findings as well as the engagement plans needed to respond to the recommendations with meaningful and collective action also provides a preview of the collaborative work we must undertake this year to ensure we remain focused on continuing to improve Use of Force procedures and training while addressing the disproportionate findings that negatively affect communities and our service.

- Policy Review

While the OPS Racial Profiling Policy is well regarded by subject matter experts, significant changes in the environment, legislation, policy guidance, research and best practices have occurred since it was originally launched in 2011. The OPS has also embarked on major partnership projects in collaboration with the community in recent years including a major racial profiling study called the Traffic Stop Race Data Collection Project and a diversity audit. Further, major community feedback and recommendations for change have also been received through various engagement efforts with partners and other stakeholders including the groundbreaking Outreach Liaison Team in late 2017 to the Human Rights Learning Forum held in December 2020 that focused on understanding and addressing systemic racism.

As a result of this context, OPS is conducting a review of the racial profiling policy with the assistance from the Community Equity Council's Anti-Racism Committee to examine research and best practices, changes in provincial legislation, and community feedback. In terms of next steps, OPS will publicly present the results of this review and table the updated policy to the Board in Q3 of 2022.

- Training

As identified in the 2021 change budget, and to support this priority area of the EDI Action Plan, important anti-racism training that is focused on anti-Black and anti-Indigenous racism was developed with community partners.

Since the introduction of the “Racially Biased Policing” e-learning training module in 2011, OPS members now receive significant mandatory training that supports the training requirement of the Board’s policy.

In collaboration with community partners, new important training was added to the Ottawa Police Service EDI and Human Rights learning program including:

- Call it Out! Understanding Systemic Racism
- Indigenous Cultural Awareness
- Anti-Black Racism
- Trauma Informed Training

The organization has a duty to equip members with learning that is interactive and based on current needs and trends. Human rights and EDI learning is an important part of the overall corporate learning approach to understanding and addressing long standing systemic and institutional concerns. The OPS also introduced an online learning platform known as Degreed that allows members to continue their learning with dedicated pathway web pages for EDI and Human Rights, along with many other self-directed learning opportunities. In addition, human rights, anti-racism principles and scenarios have also been incorporated into existing operational training, including Use of Force., anti-racism, etc. To see the full list of Human Rights and EDI learning curriculum to date, please see the appendix A.

### **Additional 2021 EDI Work**

In addition to the 10 priority action items, the EDI strategic priority can be found at play throughout other OPS areas and partnership initiatives in 2021 operational work, some of which include:

- Ongoing committee representation and partnership work with Ottawa’s [Aboriginal Working Committee](#) and related [City Reconciliation Action Plan](#), the City of Ottawa’s new Anti-Racism Secretariat, the [United for All Coalition](#), and [Equity Ottawa](#).
- Ongoing work with Ottawa Coalition to End Violence Against Women (OCTEVAW) stakeholders to address violence against women and improve service delivery, including new Indigenous relations position and plan to address some of the recommendations stemming from OCTEVAW and the Murdered and Missing Indigenous Girls and Women reports.
- Provincial partnership and committee work with the Ontario Association of Chiefs of Police – Equity, Diversity, and Inclusion committees.



- International days of recognition at OPS – member recognition events and social media activities, such as:
  - o Black History Month recognition and celebrations in February;
  - o International Women’s Day Remarks and Gathering in March;
  - o March 21<sup>st</sup> - International Day to Eliminate Racial Discrimination panel presentation led by the ERG;
  - o International Day Against Homophobia and Transphobia awareness posters (May); and
  - o Pride Week (August) – Virtual celebrations in the city complete with OPS planned activities (Rainbow pin sharing, Pride Flag raising at Ottawa Police Service buildings, focus on education and awareness of Pride internally and externally with social media, internal messages and posters).

## **CONSULTATION**

From the co-development of the EDI Action Plan to the implementation of priority action items discussed in this report, EDI and human rights work will continue to be built on collaborative engagement with police and community members. Meaningful engagement with stakeholders is fundamental to successfully fostering an equitable and inclusive police service that we are all striving to achieve.

## **FINANCIAL IMPLICATIONS**

There are no additional financial implications beyond what is already included in the 2021 approved operational budget.

## **SUPPORTING DOCUMENTATION**

Appendix 1: Inventory of OPS Human Rights & EDI Learning Modules

## **CONCLUSION**

The OPS is committed to continue confronting systemic and institutional issues by addressing systemic barriers and making progress on our journey to a more equitable, inclusive, and diverse police service. While we have outlined much progress towards this end in this report, we know we have more work to do.

The EDI Action Plan is our roadmap – together we’ll continue moving from reports and recommendations to greater action – making more meaningful and measurable progress on EDI by focusing on culture change, removing barriers, and improving systems and service delivery. It’s critical that we continue the momentum on creating a police service that police and community members deserve.

## Document 1

### Appendix A: Inventory of OPS Human Rights & EDI Learning Modules

#### 1. Understanding Systemic Racism Module (2021): Mandatory – All Members

An e-learning session provided by the Ontario Human Rights Commission, the Call it Out! learning module provides introductory learning on how systemic racism impacts employment and service delivery.

#### 2. Anti-Black Racism Training (2021-2022): Mandatory – All Members

Throughout 2021, Dr. Rev. Anthony Bailey worked with OPS, Community Equity Council and the CEC Anti-Racism Committee, as well as other community stakeholders to develop an anti-Black racism learning session. The session builds on the importance of history of racism, the social construction of race, and current events to improve our understanding of systemic racism, white supremacy and white privilege, and bias awareness. The learning encourages self-reflection and applications to community policing and service delivery. The session was provided to all senior staff in late 2021, and it will be provided to all OPS members in 2022.

#### 3. Indigenous Cultural Awareness Learning Series (2021-2022): Mandatory – All Members

A five-part e-learning series call The Path provided members with Indigenous cultural awareness training to all members including the history of systemic racism of Indigenous peoples in Canada that still affects them today.

#### 4. Trauma Informed Learning for Service Delivery (2021): Mandatory – All Members

Trauma informed awareness learning was first provided to senior officers in a session with community partners and subject matter experts. It was later made available to all members to provide practical awareness and key tips needed to when providing service delivery to the communities we serve.

#### 5. Authentic Inclusion Training (2019 and 2020): Mandatory Training – All Supervisors

This new mandatory training was developed in partnership with the Intercultural Learning Centre, Global Affairs Canada. The full day interactive training session was provided to all managers and supervisors in 2019 and covered ethical leadership and EDI principles, human rights and equitable work environment policies and procedures including a focus on accommodation, as well as practical training on the Gender Based Analysis Plus known as the GBA+ model.

## **6. Bias-Awareness and Gender Based Analysis Plus (GBA+) Training (2018): Optional – Select Members**

Completed as part of the OPS Gender Project, Bias-Awareness training was implemented in 2017 and focused on priority areas of transfers and promotions. A two-day Gender Based Analysis Plus (GBA+) training session for managers was delivered by Global Affairs Canada. The interactive session provided managers with a practical approach and tools to apply GBA+ to projects, programs, and decision-making that considers gender and intersectionality of diverse perspectives (race, age, ability, etc.).

## **7. Regulated Interactions (Introduced 2016-2017): Mandatory – Sworn Members**

The implementation of Ontario Regulation 58/16 “Collection of Identifying Information in Certain Circumstances – Prohibition and Duties” required substantial training for officers to conduct regulated interactions (formerly called street checks).

The mandatory eight-hour training developed by the Ontario Police College and a roundtable of provincial subject matter experts includes online and in-class training that focuses on the regulation requirements as well as a focus on:

- The right of a person not to provide information to the police;
- The right of a person to discontinue an interaction with an officer;
- Bias-awareness, discrimination and racism and how to avoid them when providing police services;
- How a person may access information about themselves held by this service under the Municipal Freedom of Information and Protection of Privacy Act; and
- The initiation of interactions with members of the public.

The legislation outlines retraining requirements for police members every three years.

## **8. Fair and Impartial Policing Program Training (2016): Mandatory – Sworn**

The Fair and Impartial Policing (FIP) training was introduced in 2016 and delivered to all sworn officers and Communications Centre members. Research tells us that even well-intentioned people manifest biases that can impact their perceptions and behavior. FIP uses science-based research to understand human bias and develops tools to recognize conscious and implicit biases to implement controlled (unbiased) behavioural responses. This training leads to more effective policing by equipping officers with information, understanding, and practical tools they can use when recognizing and dealing with issues of bias.

Members of the Professional Development Centre have continued to update their FIP training with the latest program upgrades so they can continue to deliver the training to new recruits. The master trainer has also integrated FIP training into other use of force and scenario-based training.

#### **9. Accessibilities for Ontarians with Disabilities Act (AODA): 2014 – Mandatory – All Members**

Mandatory AODA training was implemented to meet legislative compliance. Police members must complete multiple e-learning modules on AODA.

#### **10. Canadian Centre for Diversity and Inclusion (CCDI): Employer Partner Since 2014**

OPS became an Employer Partner of the CCDI in 2014. As an Employer of Partner, OPS employees have access to a number of benefits including monthly newsletters, professional development and training opportunities such as free webinars, annual conferences, seasonal workshops/events, resources, and research.

An important partner and resource to OPS, CCDI is a national non-profit organization that provides innovative and proven strategies, research, tools, and educational supports to leaders, professionals, and employees in organizations across Canada with the goal to help improve overall inclusivity of the Canadian Workforce.

#### **11. Traffic Stop Race Data Collection Project: Race Based Data Collection (Began in 2013; Mandatory – All Sworn)**

Since June 27, 2013, all Ottawa Police officers who perform traffic stops have been required to complete the mandatory CPKN e-learning course entitled “Traffic Stop Race Data Collection.” The training module provides instruction to officers for the process of race-based data collection during traffic stops including how and what data to collect, perception of race, and citizen engagement. Additional training resources and videos are also available to officers and supervisors to support compliance of race-based data collection.

#### **12. Racially Biased Policing: E-Learning Module (Introduced in 2011) – Mandatory – All Members**

Developed by the Toronto Police Service with subject matter expertise from the Ontario Human Rights Commission and the Ontario Police College, Racially Biased Policing is a one-hour e-learning module available to police services on the Canadian Police Knowledge Network (CPKN).

Through examples and exercises as well as relevant case law decisions, this e-course assists officers to develop critical thinking skills about their actions when engaged in their duties and take reasonable steps to avoid racially biased policing.

Introduced in 2011, the learning objectives of this mandatory training include understanding:

- The definition of race and where the concept originated;
- The difference between racial and criminal profiling; and
- How decisions can be affected by biases that we may not even know we have.

### **13. Diversity and Race Relations – New Recruit Training**

In partnership with community partners, the Diversity and Race Relations Section delivers human rights related training to new recruits through an interactive full day session in a community environment that is focused on experiential learning techniques and dialogue with speakers from diverse communities.

### **14. Respectful Workplace Policy and Training (Introduced in 2009) – Mandatory – All Members**

Police members began receiving mandatory respectful workplace training in 2009. The mandatory half day session is delivered in an interactive classroom setting.