

#### Overview:

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

The EDI Action Plan was approved at the 2020 February Board meeting. It is built on significant police and community engagement efforts and responds to various recommendations from surveys, research, complaints, and audit reports. It was developed in collaboration with community, and includes important accountability and monitoring measures with the Board and the Community Equity Council (CEC).

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

#### EDI Action Plan – Key Focus Areas of Work



#### Looking Ahead to 2021 EDI Action Plan:

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

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



## Year One: Foundational Building – Status Update

### #1| Create an EDI Office to enhance EDI efforts and coordination across the Ottawa Police Service (OPS) (Leads: Supt. Granger, Director Snoddy)



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

**Potential Measurements:** Logic model, dashboard and annual reports.

**#2| Provide EDI coaching and mentoring to equip leaders with culture-change and EDI tools**

(Leads: Supt. Granger, Director Snoddy, Executive Director John Steinbachs, Director Michelle Gauthier)

*Note: Impacted by Covid-19 related delays*



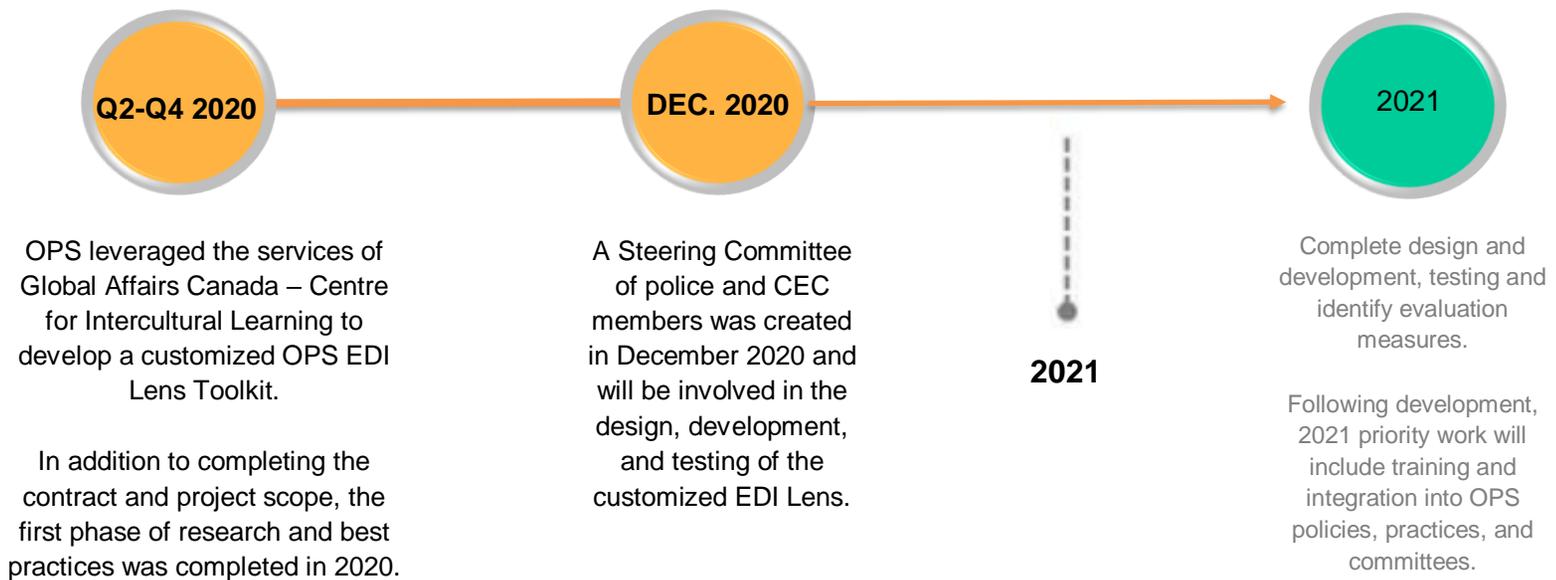
**Target Outcome(s):** OPS Senior Leadership received a solid base of EDI coaching and mentoring in 2020, with continued development in 2021 to increase understanding of individual cultural competency and overall EDI awareness.

**Potential Measurements:** Number of coaching sessions/hours, pre/post questionnaires, member engagement surveys.

**3| Develop an EDI lens toolkit to improve decision-making for internal and external systems and responses i.e., missing persons/Indigenous women and internal transfer, promotions, and developmental rotation processes**

(Leads: Supt. Granger, Director Snoddy)

*Note: Impacted by Covid-19 related delays*

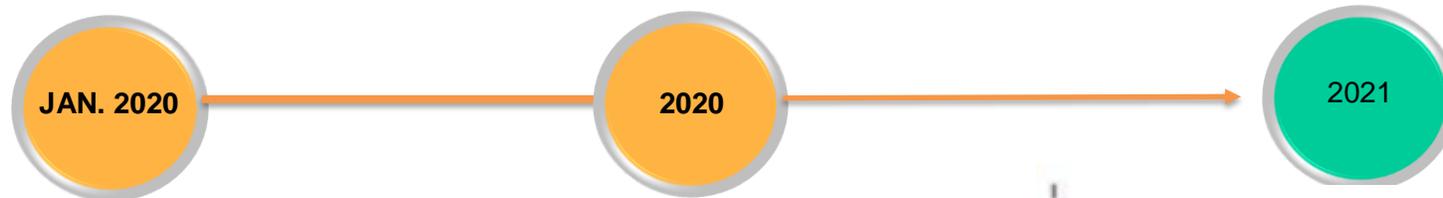


**Target Outcome(s):** A customized EDI Lens Toolkit for the OPS was a recommendation of the [Diversity Audit](#) conducted in 2019. The Toolkit will improve EDI capacity across OPS and increase problem-solving capabilities for members who apply an EDI lens to the work environment and service delivery.

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

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

(Lead: Supt. Renwick)



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

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

Examples of the Hate Crime Section activity:

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

2021

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

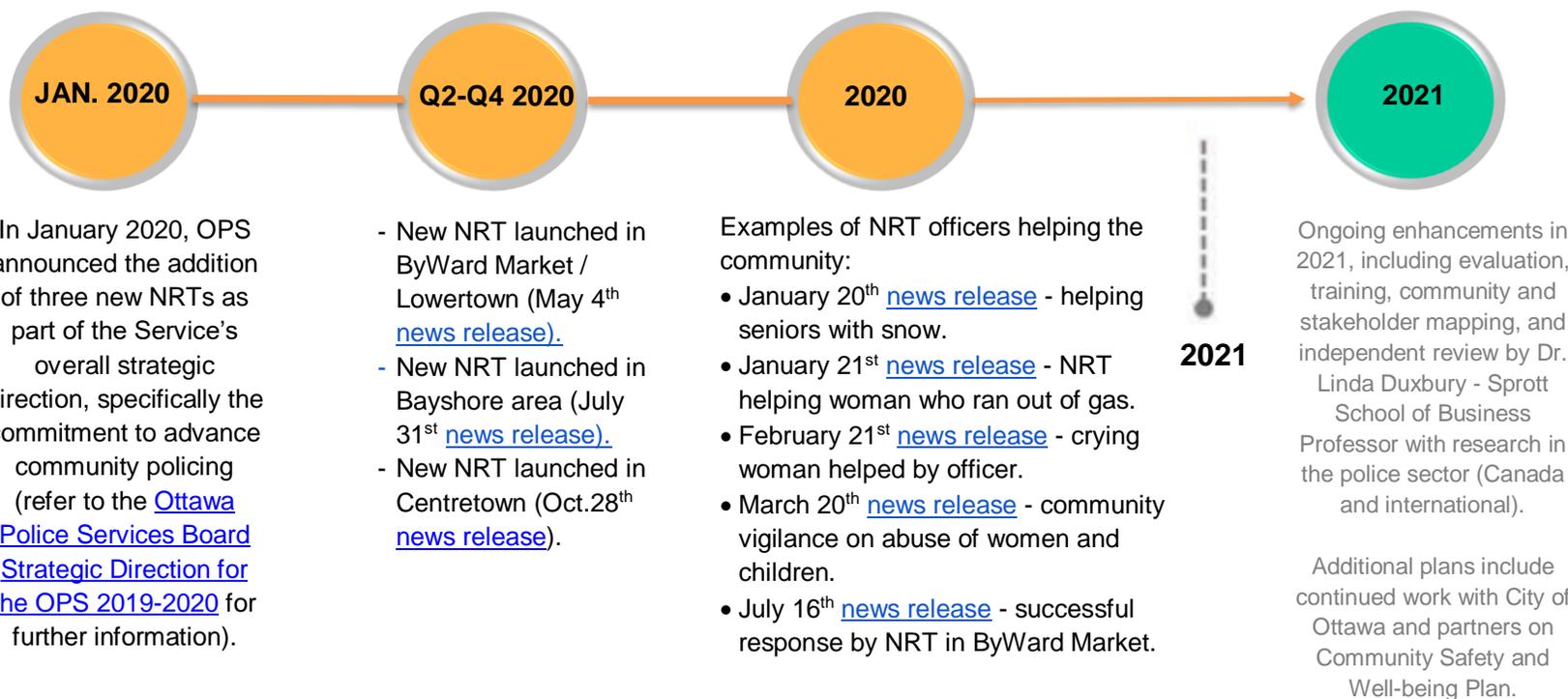
2021 will also focus on collaborating with partners on anti-hate strategies and wider city responses to hate.

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

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

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

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



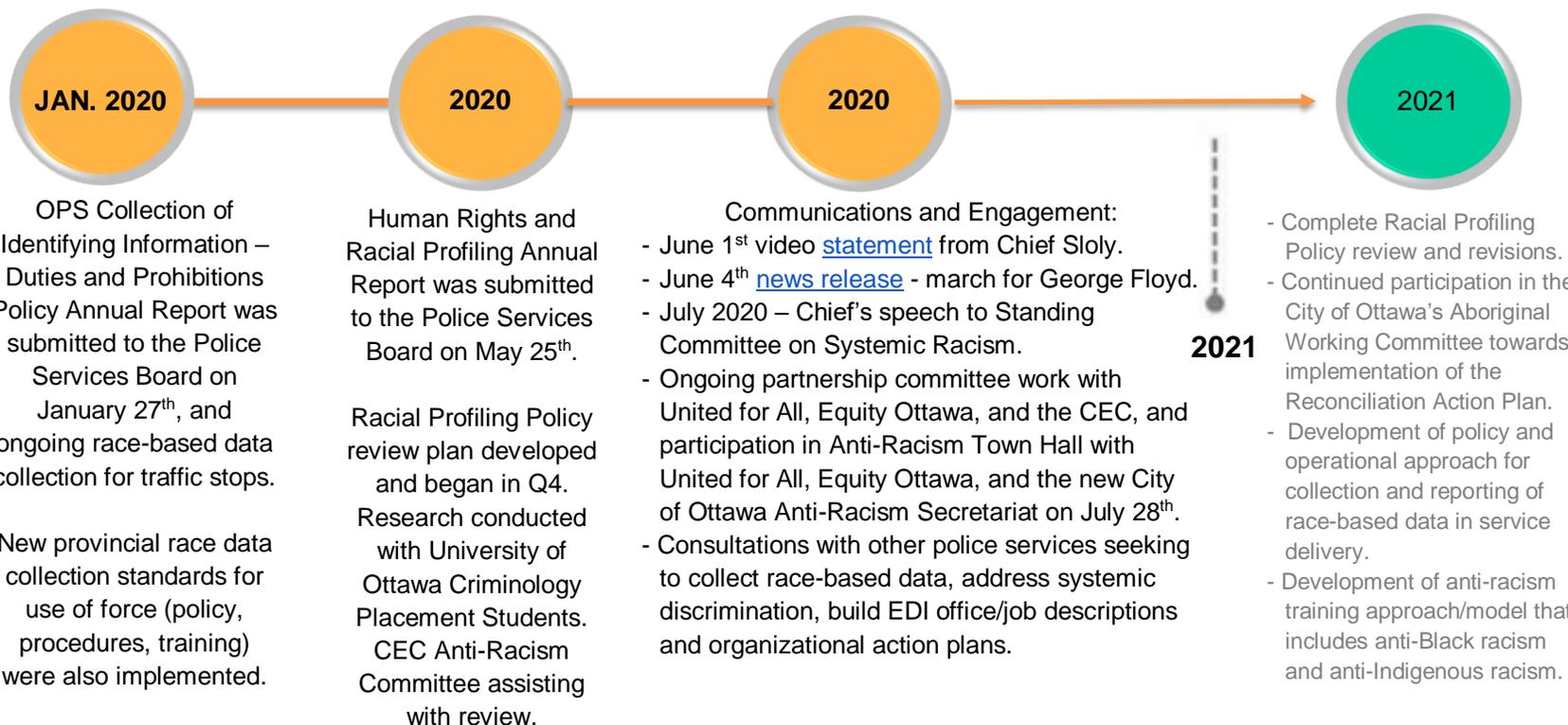
**Target Outcome(s):** NRTs are the centrepiece of the OPS’s neighbourhood policing strategy. Officers are provided with specialized training and development in areas of problem-solving, conflict mediation, effective communication, and intercultural competence in order to best support local communities.

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

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

(Leads: Multiple)

*Note: Impacted by Covid-19 related delays*



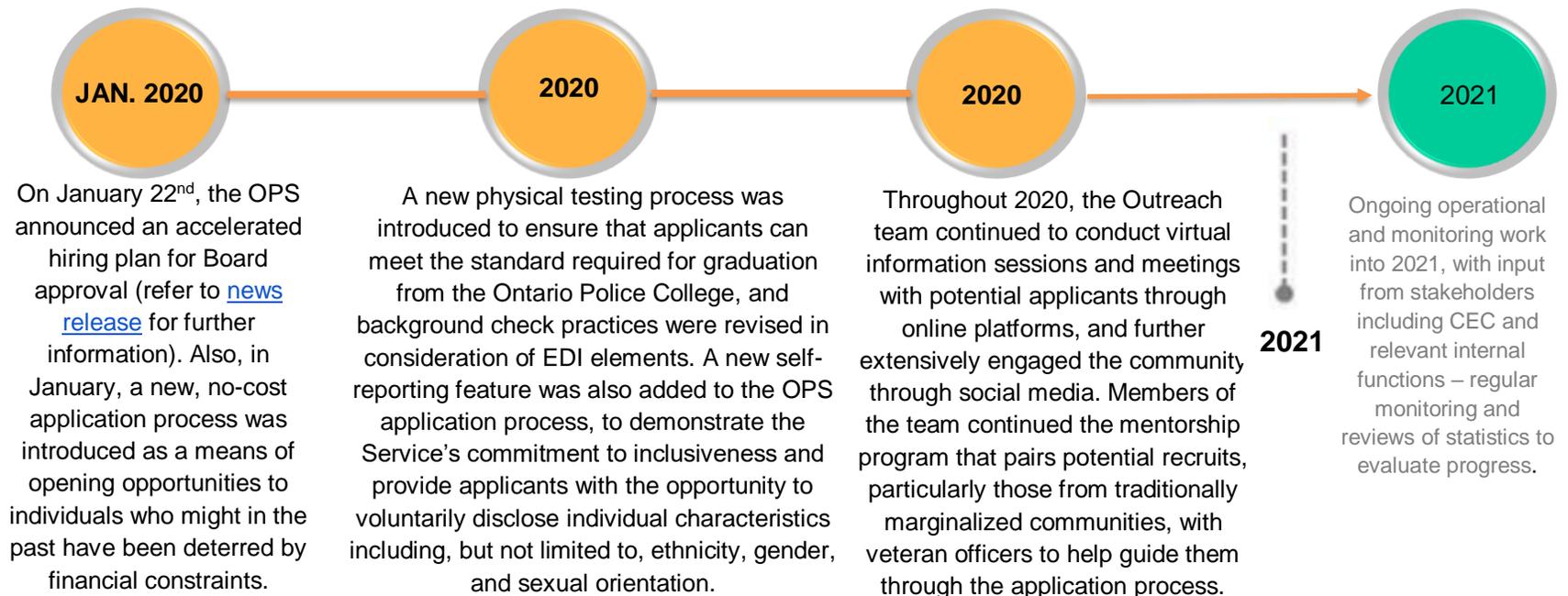
**Target Outcome(s):** OPS has continued leadership work to address racial profiling and will focus on building on this strategy in 2021.

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

**#7| Update outreach recruitment and background check processes to remove unintended barriers and increase competitive applications**

(Leads: Supt. Mark Patterson; Insp. Dave Zackrias)

Note: Impacted by Covid-19 related delays



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

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

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

(Leads: multiple)



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

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

### #9| Enhance member wellness supports and inclusion efforts - accommodations, early intervention, and formalizing Employee Resource Groups (ERGs)

(Wellness Program Leads: Supt. Patterson; Director Slobodian, ERG Leads: Supt Granger; Director Snoddy)

Note: Impacted by Covid-19 related delays



Significant work to build capacity of the OPS Wellness Directorate, including completed hiring of a Director of Health, Safety and Wellness; a WSIB Coordinator; a Sergeant - Wellness; and Wellness Resource Liaison. The increased team capacity will contribute significantly to providing supports, resources, and expertise in response to members, families, retirees and veterans for life challenges and additional demands related to the impact of COVID-19.

Employee Resource Groups are being formalized with support from respective Executive Sponsors, RVI Directorate and officers leading each ERG. Best practices, target outcomes and success indicators are being identified.

In December, the Wellness Directorate introduced *LifeSpeak* to OPS members - a fully bilingual digital wellness platform that provides members, retirees, families and veterans with around-the-clock access to leading experts in mental health, physical wellness, financial health, family relationships and professional skills development.

2021

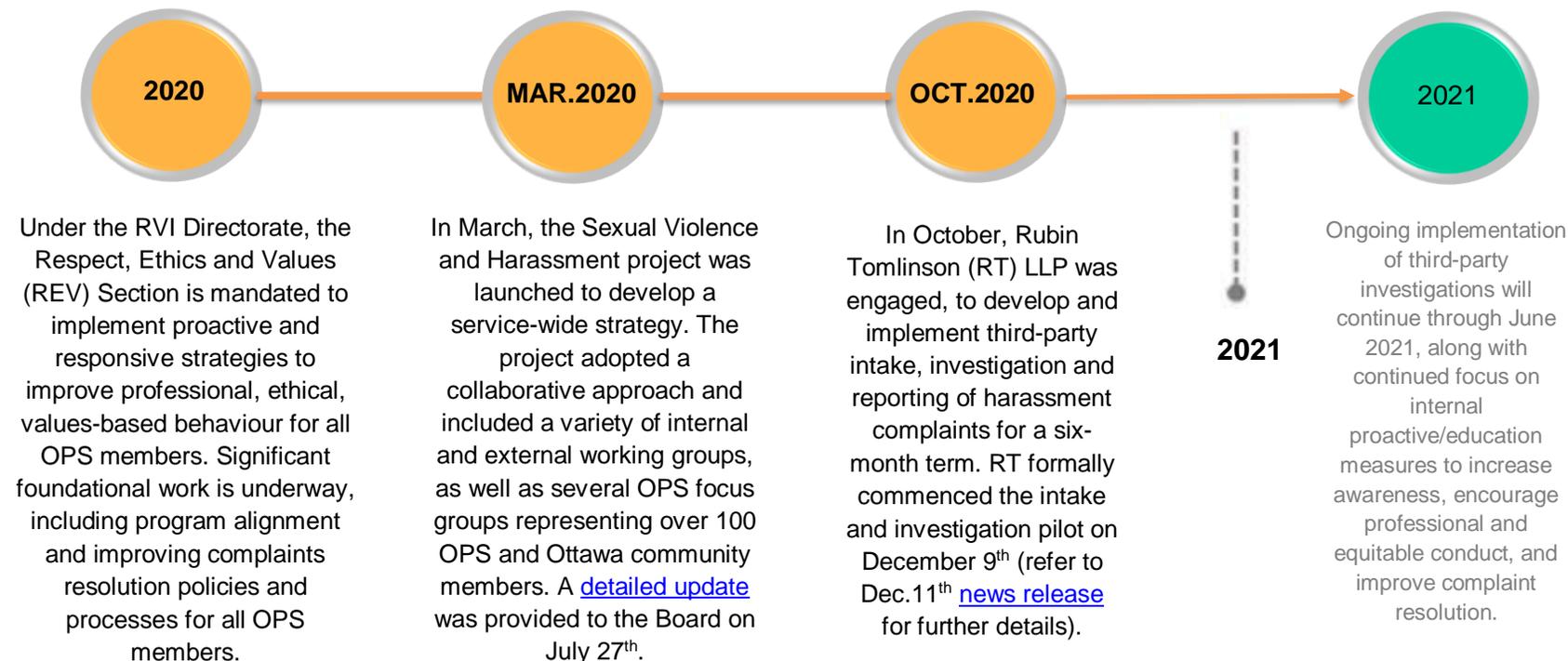
Ongoing development of member wellness supports and programs.

Continued growth of ERGs (Group Charters/ Terms of Reference, membership, community activity, measurement tools and support mechanisms).

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

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

**#10| Improve Complaint Resolution Process for members and supervisors – including a special project focused on addressing sexual violence and harassment in the workplace.**



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

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

**Other 2020 EDI Activities:**

- [Community Equity Council](#) (CEC) – OPS continues to support, resource and co-lead the CEC under the leadership of co-chairs Deputy Chief Bell and Ms. Sahada Alolo. The CEC and its related Committees are advising on the priority action items, assisting in identifying target outcomes and success indicators, and conducting important relationship building activities including listening circles in the community. The CEC Committees, which include but are not limited to an Anti-Racism Committee, an Indigenous Relations Committee, a Communications Committee, and an EDI Implementation Committee, are each co-led by a community and a police member of the CEC.
- 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 led by CID.
- Provincial partnership and committee work with the Ontario Association of Chiefs of Police – Diversity Committee.
- Review of the [OPS GLBT Liaison Committee survey report results](#). Next steps include reviewing recommendations with stakeholders.
- Ongoing development of Employee Resource Groups (ERG) and collaboration for investigations/complaints, international events, and policy/procedures reviews.
- International days of recognition at OPS – member recognition events and social media activities, such as:
  - Black History Month Speakers Panel and Recognition Event (February)
  - International Women’s Day Remarks and Gathering (March)
  - International Day Against Homophobia and Transphobia awareness posters (May)
  - 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).
- Monthly Dates of Significance and implementation of Multi-Cultural calendar for all police members (new software implementation of MS Office calendar system).
- OPS Member Engagement Survey was conducted with members in Q4 2020. Other important data collection improvements were made to help track progress in representation and other target outcomes.
- Performance Management Program – mandatory refresher training for all supervisors was delivered by the Talent Development and Performance Management team in Q3 2020 that helped to address some of the issues raised by the 2019 Diversity Audit. The team also contracted a review of the core competencies with stakeholders in Q4 2020.
- The Sixth Annual Human Rights Learning Forum took place virtually on December 10<sup>th</sup>, 2020, with over 200 attendees. The Forum focused on understanding systemic racism and the need for collective action – with important lived experience from police and community members, organizational change speakers, and discussion groups with participants.

## Year Two: Implementation of Programs/Systems Changes – 2021 Focus

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



Action Plan Priority Items - 2021 Focus	2021 Target Completion	Target Outcomes Potential Measurement Tools
<p><b>EDI Office Plan management - focus on enhanced EDI efforts and improved coordination across OPS.</b></p> <ul style="list-style-type: none"> <li>- Complete RVI Directorate and EDI section build, staffing, and logic model.</li> </ul>	Q2	Increased EDI coordination and capacity for OPS – moving from project approach to operations (annual report).
<p><b>EDI Coaching and Mentoring to equip OPS leaders with culture change tools to build momentum and inclusion.</b></p> <ul style="list-style-type: none"> <li>- Senior Leadership IDI Assessments and Group Session</li> <li>- OPS licensing for IDI; development of wider roll out plan</li> <li>- Co-Develop and Implement Culture Change Strategy</li> </ul>	Q1-Q4	Increased EDI awareness and capacity for leaders and managers (number of coaching sessions/hours, pre/post questionnaire, member engagement survey).

<p><b>EDI Lens Toolkit to improve decision-making across functions and internal and external systems – including updates to the transfer, promotions, and developmental rotation processes.</b></p> <ul style="list-style-type: none"> <li>- Complete and test toolkit</li> <li>- Develop evaluation plan</li> <li>- Training and integration of toolkit into OPS policies, processes, and committees</li> </ul>	<p>Q2-Q4</p>	<p>Increased problem-solving capacity for members who apply an EDI lens to the work environment and service delivery (number of uses, amount of cross-functional use, focus group feedback, questionnaires).</p>
<p><b>Hate Crime Section - focus on improving response and support to impacted communities.</b></p> <ul style="list-style-type: none"> <li>- Complete unit build (mandate, job descriptions, evaluation measures)</li> <li>- Collaborate with partners on city strategies for improved responses to hate in Ottawa</li> </ul>	<p>Ongoing</p>	<p>Enhanced response to hate crime incidents and support to impacted communities (post-issue complainant survey, public engagement survey, stakeholder survey, comparison of pre-unit/unit statistics).</p>
<p><b>Community Policing enhancements and expansion of Neighbourhood Resource Teams (NRTs).</b></p> <ul style="list-style-type: none"> <li>- Continued expansion</li> <li>- Evaluation of NRTs</li> <li>- Training</li> </ul>	<p>Ongoing</p>	<p>Increased support for neighbourhood-specific concerns and issues, increased safety (NRT pilot report/evaluation traffic reports, surveys, community focus groups, other engagements, independent review by Dr. Linda Duxbury).</p>
<p><b>Anti-Racial Profiling - continued focus on addressing over- and under-policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.</b></p> <ul style="list-style-type: none"> <li>- Complete racial profiling policy review and revisions</li> <li>- Standardize race-based data reporting requirements in policy and operations</li> <li>- Develop anti-racism training with a focus on anti-Black and anti-Indigenous racism</li> </ul>	<p>Ongoing</p>	<p>Decrease in racial profiling concerns/complaints and disproportionate rates in traffic stops (t-stop data), increase in compliance rates for data collection, improvements in accountability and training efforts, compliance with race data standards (number of complaints, detailed race-based data collection, annual reports).</p>

<p><b>Outreach Recruitment and Background Check Process</b>                  -continued updates to remove unintended barriers and increase competitive applications.</p> <ul style="list-style-type: none"> <li>- Ongoing monitoring and review of programs and systems</li> </ul>	<p>Q1 – Q4</p>	<p>Increased and more diverse applicant pool (application numbers, diversity of applicants, selection numbers, benchmark with previous year(s) for trend analysis, recruitment process data/records, workforce census, debrief/post-process questionnaire).</p>
<p><b>Community dialogue and stakeholder engagement for more effective mental health response (including training) with an interagency and intersectional approach that addresses gaps, builds collective action, and contributes to community safety and well-being.</b></p> <ul style="list-style-type: none"> <li>- OPS to support and ensure community led mental health strategy is developed and implemented</li> </ul>	<p>Q4</p>	<p>Gaps in training are filled, increased member awareness and capacity about the topic/impacted communities (pre/post training questionnaire, member engagement survey, focus groups with community and police training, stakeholder and public surveys).</p>
<p><b>Member Wellness supports and inclusion enhancements focused on accommodations, early intervention, and formalizing Employee Resource Groups (ERGs).</b></p> <ul style="list-style-type: none"> <li>- Early Intervention Program</li> <li>- Reintegration/Return to Work Support Program</li> <li>- Peer Support Program promotion</li> <li>- Health, Safety and Wellness promotions</li> </ul>	<p>Q1 – Q4</p>	<p>Members are supported with a whole-person approach to overall health, including prevention, support programs, increased awareness to reduce stigma and leverage supports (quarterly and annual reports, member engagement surveys, program participation rates).</p>
<p><b>Complaint Resolution Process improvements for members and supervisors – continued project focus on addressing sexual violence and harassment in the workplace.</b></p> <ul style="list-style-type: none"> <li>- Third-party reporting pilot through June 2021</li> <li>- Results and recommendations of pilot</li> <li>- Improvements to complaint process</li> <li>- Focus on internal training and capacity building to champion change</li> </ul>	<p>Q4</p>	<p>Improved prevention, deterrence and resolution of incidents (number of complaints, resolution timeframes, member engagement surveys).</p>