

B. EDI Action Plan 2020 – 2022

The three-year organizational plan focused on creating meaningful and measurable progress and building a culture that embraces equity, diversity, and inclusion. It included:

- Focused activities and defined deliverables,
- Targeted outcomes and benchmark measures,
- A multi-stakeholder approach for the development, implementation, and monitoring, and
- Five key focus areas of work including: Leadership Commitment, Community and Service Delivery, Diverse Workforce – All Levels, EDI Competent Members, Member Support and Inclusion.



The concise and user-friendly action plan with ten priority items was developed with input from a variety of sources including previously released reports and significant inputs from both police and community members. We also worked closely with the Community Equity Council (CEC) and its working committees to design the plan and set the priorities.

OPS continues to support, resource and co-lead the [CEC](#) under the leadership of OPS and community member co-chairs Deputy Chief Bell and Ms. Sahada Alolo. The CEC and its related committees were instrumental in 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 Committee, are co-led by a community and a police member of the CEC.

C. Progress and Accomplishments on the EDI Action Plan

As reported in past updates to the Board, foundational work has been completed including building a Respect, Values, and Inclusion Directorate, Hate Crimes Section, Employee Resource Groups, and creating an EDI and Engagement Lens to apply to our internal projects, processes, policies, and decision-making as well as to service delivery programs.

This section provides a high-level summary of work to date – much of it done in collaboration with community stakeholders and partners like the CEC. Various update reports were provided to the Board throughout the three-year plan.

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

- A new Respect, Values and Inclusion (RVI) Directorate was announced on May 7, 2020 – effectively launching the EDI Unit as well as the Respect, Ethics, and Values (REV) Unit and the Strategic Partnerships and Engagement (SPE) Unit. The EDI Unit is focused on bringing the membership together

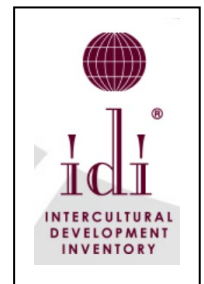
by implementing equitable and inclusive practices, both internally and externally, as well as leading and incorporating systemic change throughout the organization. The unit also continues to develop important stakeholder partnerships with representation on Equity Ottawa and the Ontario Association of Chiefs of Police EDI committees.

- The EDI Unit developed the OPS EDI Action Plan as the guiding strategy to support the Service's and the Board's strategic priority to advance EDI. The unit was responsible for leading or contributing to several of the Plan's priority action items: Leadership and coaching sessions, custom EDI & Engagement Lens for the organization, Intercultural Development Inventory (IDI) assessments for leadership, human rights and EDI learning curriculum for all members, and other partnership initiatives in addition to ensuring the coordination and monitoring of the overall action plan. Of the two newly identified EDI positions, EDI Specialist Alexandra Sheremeta officially joined the OPS EDI Unit in November 2020. Funding was identified to fill the EDI Coordinator position in late 2021, and the position will be filled in Q1 2023.

TARGET OUTCOME: 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 community.

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

- EDI leadership and coaching sessions were provided to all senior staff with group sessions on EDI, trauma-informed learning, racial profiling, anti-Black racism, and intercultural competency development with Intercultural Development Inventory (IDI) assessments for all senior staff.
- To support continued intercultural competency development, OPS is expanding the use of Intercultural Development Inventory assessments and development plans to other areas of the organization, including Field Training Officers and Human Resources. Full program roll-out will continue into 2023.
- The organization cultivated EDI commitment and mentoring with several important leadership positions: Senior leadership on CEC, Executive Sponsors for ERGs, and senior officer liaisons for VAW, Indigenous Women's Safety Table.



TARGET OUTCOME: EDI coaching and mentoring provided to Senior Leadership increases their individual cultural competency and overall EDI awareness.

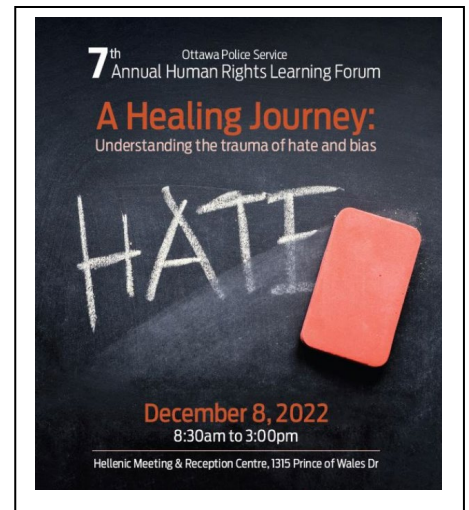
3. Develop an EDI & Engagement Lens to improve our external systems (i.e. service delivery) and internal processes – including updates to the Human Resources transfer and promotions processes.

- A customized EDI & Engagement Lens was developed in partnership with the Centre for Intercultural Learning, Global Affairs Canada. Already in use at OPS, the 2022 focus was to integrate the Lens into key OPS areas, projects, and policies as a requirement to continue identifying barriers and improving processes and programs that will continue into 2023. There is also a need to create training opportunities, automate the Lens, and evaluate its effectiveness.
- EDI reviews were conducted for a number of areas including transfer review process, new competency framework, leadership development program, performance management system.
- Based on research, best practices, and inquiries from police and community members, the EDI Unit created an Inclusive Language Guide as a resource to support police in working with colleagues and in serving the diverse communities in Ottawa. A dedicated 2SLGBTQQA+ Inclusive Language Guide was also released to provide additional guidance on how to use language respectfully and inclusively when working with and referring to individuals from 2SLGBTQQA+ communities.

TARGET OUTCOME: 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.

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

- The Hate and Bias Crime Unit was reintroduced on January 23, 2020 and has completed major activities including 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. OPS members are also part of the coalition’s incident response teams that respond to hate-related incidents in our city.
- The Ottawa Police Service in partnership with United for All Against Hate Coalition and the Community Equity Council hosted the Seventh Annual Human Rights Learning Forum – A Healing Journey: Understanding the Trauma of Hate and Bias.



TARGET OUTCOME: The reintroduction of a Hate and Bias Crime Unit at the OPS results 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.

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

- As already reported to the Board and media, the planned expansion of NRTs continued. Additional activities include continued work with the City of Ottawa and stakeholders for the Community Safety and Well-being Plan.

- Starting in 2023, the Community Equity Council is creating a new committee with police and community members to focus on evaluating outcomes and enhancing the NRT program.
- OPS continued to work with partners on the priority area of violence against women with an intersectional lens, including additional resources and a focus on working with Indigenous women with the creation of an Indigenous Women's Safety Table.
- Partnering with the Ottawa Aboriginal Coalition, OPS sits on the Indigenous Women's Safety Table and the Police Working Group to respond to the specific needs of Indigenous women's safety.
- Committee participation with communities and stakeholders remain important to this collaborative work. Some examples include: Youth Advisory Committee, CDF Steering Table, Equity Ottawa, Aboriginal Working Committee, Community Safety and Well-being Planning Table, Human Needs Task Force.
- OPS partnered with the Canadian Institute for Conflict Resolution and some marginalized communities to address gun violence with healing circles and a peacebuilding program.
- OPS recognized national/international events of significance for: women, 2SLGBTQIA+, Indigenous peoples, religious/faith based, Black, and racialized communities.

TARGET OUTCOMES: Expanding and enhancing community policing leads to improved relationship building and trust with communities, service providers, and other stakeholders.

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

- In response to the Diversity Audit findings, the Outreach and Recruitment Team has made 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 three years, including:
 - Replacing the ATS testing with a local, less expensive approach that has created a much larger and diverse pool of candidates; removal of ATS testing removed barriers to applying such as 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 OPS has 650 applicants a year. In 2020, OPS received almost 2,700 applications: 18.25% of applicants identified as women (vs 12% previously), 36.43% identified as racialized persons (vs. 13% previously), and 4% as Indigenous. At the end of 2020, OPS hired some of the most diverse classes in OPS history and made several presentations to the board on that important progress.
 - To keep the momentum going, OPS launched a new campaign in 2022 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.

- As a follow-up to the 2019 Diversity Audit findings and the work carried out to remove barriers in different areas of the employment system (including recruiting, transfer, and promotional processes), the EDI unit is currently working with Human Resources to implement a full employment system review to identify barriers and opportunities for further improvements.
- The EDI Specialist has been able to provide subject matter expertise and apply an EDI Lens on other program developments and projects within Human Resources, including the new competencies framework, performance review program, and leadership development program.

TARGET OUTCOMES: Changes implemented to outreach and recruitment processes at the OPS in 2020 resulted in unprecedented strides towards a more diverse workforce. The Outreach Recruitment Team made progress in removing barriers and improving the recruiting process, and has received attention from around the world for their creative promotional campaigns, which have resulted in noted increased hires of women and racialized individuals.

7. Initiate community dialogue and work with stakeholders for more effective mental health responses with an 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, 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 OPS funding for additional paid positions to support the work of the council and special project that is now community-led.

TARGET OUTCOME: Community and service provider stakeholders will guide an interagency and intersectional approach that will lead to more effective service delivery for mental health responses.

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 accommodations, health, and safety needs related to COVID-19 pandemic.
- 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 sponsoring each ERG. The groups provide input with respect to important projects and events (such as the sexual violence and harassment advisory team and an internal panel discussion forum marking the International Day for the Elimination of Racial Discrimination).

- The OPS Pride ERG worked closely with the new OPS Liaison Officer to ensure OPS participation in the 2022 Pride Parade. The ERG was also represented at the 2022 Serving with Pride Gala in November.
- The Police Service also continued to recognize International Inuit Day and renamed the Executive Board Room in honour of Annie Pootoogook in 2022. Annie was a prominent artist from Kinnigait, Nunavut, who lived in Ottawa prior to her tragic death in 2016. Her artwork and life story are reminders of the need to consistently work toward inclusion and reconciliation.
- Based on requests from police members, a project is underway to create multi-faith prayer spaces in the workplace. Additionally, plans are also underway to re-launch a Chaplain Program to support members religious and spiritual needs.

TARGET OUTCOMES: Member wellness and inclusion enhancements. OPS member wellness was 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). Celebrating international days of significance, such as International Women’s Day, and creating ERGs also supports workplace inclusion.

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

- Significant foundational work is underway since the launch of the Respect, Ethics and Values (REV) Unit on May 7th, 2020. More information on the unit’s accomplishments is tabled in an annual Positive Workplace report to the Board.
- In July 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 LLP, was then engaged on a temporary basis to develop and implement third-party intake, investigation and reporting of complaints. At the end of the term, Rubin Thomlinson presented a report with recommendations for program and culture change to the Board in January 2022, which was then incorporated into the 2022 budget for implementation.
- As part of the Rubin Thomlinson report, the Safe Workplace Program was developed, and a new Safe Workplace Office (SWO) was launched on October 1, 2022. The SWO is an independent body and will offer a wide range of services to all members including:
 - A centralized complaint/issue intake process
 - Complaint/issue assessment and triage
 - Independent workplace assessment and mediation services
 - Conducting confidential workplace discrimination, harassment, violence, and reprisal investigations
 - Monitoring subsequent actions to follow-through and resolution.

TARGET OUTCOME: An improved complaint resolution process with Safe Workplace Program and independent Safe Workplace Office address complaints and support member inclusion.

10. Addressing systemic discrimination and racial profiling including 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 discrimination and racial profiling concerns.

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 2022 reports to the Board, OPS included an overview of the race-based data findings for the Use of Force reporting for 2020 and 2021. The Use of Force report findings, as well as the engagement plans needed to respond to the recommendations with meaningful and collective action, also provide a preview of the collaborative work we are currently undertaking with the Community Equity Council 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.

Human Rights and Anti-Racial Profiling 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. 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 in policing.

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, court decisions, legislative changes (including new race-based data collection requirements), and community feedback. In terms of next steps and in order to align with the development of the new equity data strategy, OPS will publicly present the results of this review and table the updated policy with the Policy and Governance Committee in 2023.

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 and implemented through 2022.

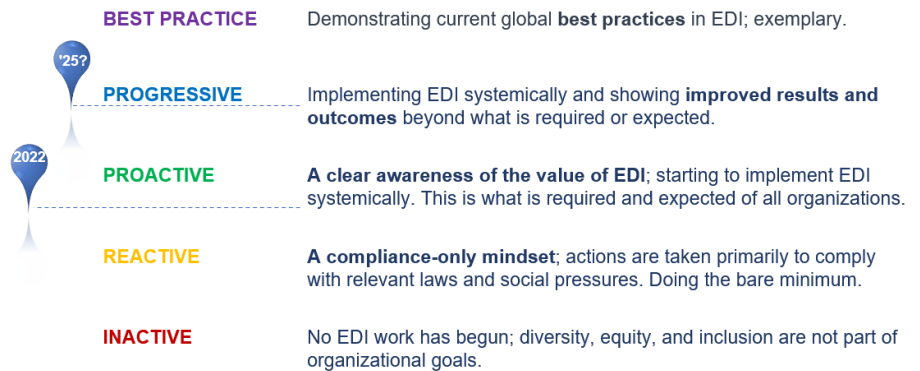
In collaboration with community partners, new important training was added to the Ottawa Police Service EDI and Human Rights learning program for all members including the following modules:

- Call it Out: Racism, Racial Discrimination and Human Rights
- *The Path: Your Journey Through Indigenous Canada*™ 5-part learning series
- Trauma Informed Training
- Cultural Awareness and Humility Online Learning Module
- Anti-Black Racism Learning Sessions
- Active Bystandership for Law Enforcement (ABLE) Training

The organization has a duty to equip members with learning that is interactive and based on current needs. 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. OPS also introduced an online learning platform known as Degreed that allows members to continue their learning with micro learning opportunities and dedicated pathway web pages for EDI and Human Rights. In addition, human rights, anti-racism principles and scenarios have also been incorporated into existing operational training, including Use of Force.

D. Measuring and Assessing Our Progress

The OPS revisited the Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) to assess organizational progress and maturity on the globally recognized model. The Service has come a long way but also has plenty of work ahead. While now past the Reactive compliance only mindset with respect to human rights and EDI, the organization has not fully reached the Proactive Phase, which is characterized by a clear awareness of the value of EDI and starting to implement EDI systematically. The Police Service should aim for the Progressive Phase in the next three-year plan.



In reviewing our accomplishments against the GDEIB model, it is also important to identify strengths and weaknesses, as opportunities to design a new and improved plan that aims for the Progressive Stage. Key strengths we can build on and challenges we can address in the next plan include:

Strengths & Opportunities:

- Commitment for collaborative action and change at the OPS, Board, and CEC
- Foundational structures, learning, and tools were built to support the long-term journey for transformational change
- Leadership development and capacity building for EDI was expanded greatly including in many areas including CEC, Employee Resource Groups (ERGs), Senior Leadership Team, Executive Sponsorship for EDI and Safe Workplace Program

Challenges, Barriers, and Risks:

- Varying degrees of understanding and buy-in
- Organizational culture, churn, and instability issues
- Capacity and capability challenges including budget pressures and resource issues
- Competing priorities and crisis management
- Translation of strategic leadership EDI work to middle management, members, & residents (relevance and impact; change management)
- Strengthen measurement, communications, coordination, & governance

E. Conclusion

The OPS has been a national leader in this important work and shows much courage in Canadian policing, as we continue to improve individual awareness while acknowledging and confronting systemic and institutional issues by addressing barriers and making progress on our journey to a more equitable, inclusive, and diverse police service. While we have outlined much progress after completing the organization’s first EDI Action Plan, we know we have more work to do.

The EDI Action Plan has been our roadmap for the last three years. Together we have focused on 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. It’s critical that we continue the momentum on creating a police service that police and community members deserve.

The new and improved EDI Strategy 2023 – 2025 will be tabled with the Ottawa Police Services Board in March 2023.

Special thanks to partners, coalitions, and committees:

- Ontario Association of Chiefs of Police, EDI Committees
- Canadian Association of Chiefs of Police, EDI Committee
- United for All Coalition
- Equity Ottawa Coalition and Ottawa Local Immigrant Partnership Network
- Violence Against Women and Indigenous Women’s Safety Tables
- Community Equity Council and Committees – Anti-Racism, Indigenous Relations, EDI, Communications
- And many more!