

**Report to / Rapport au:**

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

**22 February 2021 / 22 février 2021**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

**Isobel Granger, Superintendent; Respect, Values, and Inclusion Directorate**

[GrangerI@ottawapolice.ca](mailto:GrangerI@ottawapolice.ca)

**SUBJECT: 2020-2022 EDI ACTION PLAN UPDATE**

**OBJET: VERSION FRANÇAISE**

**REPORT RECOMMENDATIONS**

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

**RECOMMANDATIONS DU RAPPORT**

**Version française**

**BACKGROUND**

We are committed to a professional and positive workplace that exemplifies the Ottawa Police Service (OPS) vision, mission, and values. Police members can expect and contribute to a work environment that is not only free of discrimination, but one that fosters equity, diversity, and inclusion. The OPS embarked on important change work in 2020 that is focused on delivering service that enhances community safety and well-being, duty of care, and public trust. Equity, diversity and inclusion is a fundamental over-arching approach that will drive decision-making and change.

The Equity, Diversity, and Inclusion (EDI) Action Plan 2020-2022 is a major deliverable of the Ottawa Police Services Board's (Board) Strategic Plan in the priority area to: "Make meaningful progress on Equity, Diversity and Inclusion."

The EDI Action Plan, with a focus on Year 1 priority action item deliverables, was tabled with the Board in January 2020 and approved at the February Board meeting. The current version is available at [ottawapolice.ca/EDI](http://ottawapolice.ca/EDI).

The EDI Action Plan is built on significant police and community engagement efforts and responds to various recommendations from surveys, research, complaints, and audit reports.

2020 was a foundational first year of the EDI Action Plan, and we are set to continue making progress with collaborative leadership and collective action.

This report is an opportunity to provide an update on 2020 progress and outline 2021 priority action items that align with the Board's strategic direction and the approved 2021 Change Budget – continuing to focus on member wellness, sexual violence and harassment in the workplace, and other systemic issues such as gender based discrimination, racial profiling, anti-black racism, and anti-Indigenous racism, homophobia, xenophobia, etc.

We remain focused on moving from reports and recommendations to acknowledgement and action that leads to meaningful and measurable change. It's about creating a police service our police and community members deserve. While the current environment is presenting some challenges and delays, it is important more than ever to press on and not lose momentum.

And while much has been accomplished in the first foundational building year of the plan, we know that there is more work to be done. We will move from the important collaborative and foundational work of 2020 to implementing programs and focusing on systems and culture change in 2021.

A more detailed progress report on the EDI Action Plan is attached to this report and will be made available to police and community members, internal and external stakeholders, and posted online at [ottawapolice.ca/edi](http://ottawapolice.ca/edi).

## **DISCUSSION**

The OPS continues to demonstrate courage and leadership in Canadian policing, as we address equity, diversity, and inclusion issues in today's unprecedented environment, that includes the COVID-19 pandemic, the ongoing Black Lives Matter demonstrations against systemic racism, #MeToo violence against women movements, Missing and Murdered Indigenous Women calls for action, and other demonstrations taking place against the OPS and policing around the world. There have also been a number of complaints and incidents related to systemic discrimination in the media affecting our membership and the local community.

The 2020-2022 EDI Action Plan is a three-year organizational plan focused on creating meaningful and measurable progress and building a culture that embraces equity, diversity, and inclusion. The short and user-friendly action plan was built on many different sources including the recently released reports and significant inputs from both police and community members who contributed to the many meetings, interviews,

forums, and surveys over the last few years. We also worked closely with subject matter experts and stakeholders like the Community Equity Council (CEC) and its working committees to design the plan and set priorities – including 10 priority action items with defined deliverables for 2020.

The purpose of this report is to provide an update on the EDI Action Plan by providing:

- A progress report on 2020 and the ten priority action items as well as other human rights and EDI related work that was accomplished with police and community as well as other city partners and networks; and
- An outline of 2021 priority action item deliverables.

### **2020 Progress on the EDI Action Plan:**

The police service continues to receive significant attention and requests from other police services and institutions for presentations and meetings on how to build the EDI Action Plan and unit, including background reports such as engagement plans and recently conducted review and audit reports.

And while human rights and EDI work is seen traditionally as Human Resources or Executive main functions, OPS work is being championed not only by the new Respect, Values and Inclusion Directorate (RVI), but also by superintendents and staff in directorates across the organization, including Human Resources, Wellness, Performance and Professional Development, planning and Research, and Criminal Investigative Services – to name a few.

As outlined in more detail in the attached progress report, significant foundational work was completed in 2020 with city partners and community stakeholders.

### **2020 Priority Action Items – Status Updates (see attached progress report for more details)**

1. Create EDI Office to enhance EDI efforts and coordination across the OPS.
  - Substantially complete. A new RVI Directorate was announced on May 7 – effectively launching the EDI Section. The new section is focused on bringing the broader membership together by implementing inclusive practices as well as leading and incorporating systemic change throughout the organization.
  - The section developed the EDI Action Plan which is the guiding strategy for the section and this work across the organization. The section was responsible for several 2020 priority action items: Leadership and Coaching Sessions, culture change strategy, custom EDI Lens Toolkit for the organization and other partnership initiatives in addition to ensuring the coordination and measurement

of the plan. EDI specialist, Alexandra Sheremeta, officially joined the OPS EDI Unit on November 23, 2020.

2. Provide EDI coaching and mentoring to equip our leaders with culture change and EDI Tools.
  - 85% Complete. EDI Leadership Session featuring global human equity strategist and author Mr. Peter Trevor Wilson of The Human Equity Advantage took place on September 22, 2020, with all senior staff. Senior staff also attended a session with CEC Community Vice-Chair Mr. Gerard Etienne on understanding EDI and systemic discrimination, on September 8, 2020. Planning is already underway for Intercultural Developmental Inventory assessments (IDI) and additional leadership sessions in Q1 2021.
3. Develop an EDI Lens Toolkit to improve our decision-making and Internal and External systems – including updates to the Transfer, Promotions, and Developmental Rotation processes.
  - 60% Complete. A customized EDI Lens Toolkit is being developed in partnership with the Centre for Intercultural Learning, Global Affairs Canada. Once completed and tested, the focus will be on providing training and integrating the lens into OPS key areas and procedures as a requirement.
4. Reintroduce Hate Crime Unit to Improve Response and Support to Impacted Communities.
  - Substantially complete. 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 Coalition against hate.
5. Enhance community policing, including the expansion of Neighbourhood Resource Teams (NRTs).
  - Substantially complete. Planned expansion of NRTs with three additional units was completed in 2020. An ongoing program evaluation is being carried out by Dr. Linda Duxbury.
6. Continue anti-racial profiling efforts on addressing over- and under-policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.
  - 50% Complete. The OPS continues collaborative leadership work to address racial profiling concerns with a number of partnership projects and activities taking place throughout 2020 that are outlined in the attached progress report. Review of the racial profiling policy began in October with research and best practices reviews. The 2021 change budget also includes a training efficacy

review and building new anti-racism training with community that includes anti-Black and anti-Indigenous racism.

7. Update Outreach Recruitment and Background Check Processes to Remove Unintended Barriers and Increase Competitive Applications.
  - Substantially complete. The Outreach and Recruitment Team has made significant progress to remove barriers and improve recruiting process, including changes to the background process and training, fitness testing, interview process. Overview of improved processes and early success indicators, presented to the Board in March 2020, include:
    - Replacing the ATS testing with a local more inexpensive approach that is also later in the process has created a much larger diverse pool of candidates because we 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 more, but it is a report 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% women (vs 12% previously), 36.43% racialized (vs. 13% previously), and 4% Indigenous.
8. 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.
  - 100% Complete. Review of the OPS' mental health strategy and response is underway. Work is also taking place at the national level with the Canadian Association of Chiefs of Police.
  - 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 presentation, the OPS will ensure a community-led mental health strategy is developed in 2021.
9. Enhance member wellness supports and inclusion efforts – Accommodations, Early Intervention, and formalizing Employee Resource Groups (ERGs).
  - 50% Complete. Planned improvements to service and programs for members, families and retirees is underway; however, the Wellness Team is also

contributing supports, resources, and expertise in response to pressing OPS-specific needs related to COVID-19.

- In December, the Wellness Team introduced a new digital wellness platform for members, retirees, families and veterans.
- Employee Resource Groups (ERGs) are being formalized this year with support from the RVI Directorate, and leadership from officers leading each ERG.

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

- 85% Complete. Significant foundational work is underway since the launch of the Respect, Ethics and Values (REV) Section on May 7, 2020.
- As presented to the Board on July 27, 2020, partnership work began for the special project focused on addressing sexual violence and harassment in the workplace.
- In October, a third party was engaged to develop and implement third-party intake, investigation and reporting of complaints that was launched in December 2020 for a six-month period.

### **Additional 2020 EDI Work**

In addition to the ten priority action items, a number of other initiatives were carried out in 2020:

- Community Equity Council (CEC)– The 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 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.
- 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 the 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 the OPS planned activities (Rainbow pin sharing, Pride Flag raising at OPS 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.

### **2021 Priority Action Items**

2020 was an important first foundational year of the EDI Action Plan that focused on building an EDI infrastructure with our community partners and stakeholders. In 2021 priority work will focus on collaborative implementation of programs, systems, and culture change. Key 2021 priority work is outlined in the attached EDI Progress Report and includes:

EDI Coaching and Mentoring to equip OPS leaders with culture change tools to build momentum and inclusion.

- Senior Leadership IDI Assessments and Group Session
- OPS licensing for IDI; development of wider roll out plan
- Co-Develop and Implement Culture Change Strategy

EDI Lens Toolkit to improve decision-making across functions and internal and external systems – including updates to the transfer, promotions, and developmental rotation processes.

- Complete and test toolkit
- Develop evaluation plan
- Training and integration of toolkit into OPS policies, processes, and committees

Hate Crime Section - focus on improving response and support to impacted communities.

- Complete unit build (mandate, job descriptions, evaluation measures)
- Collaborate with partners on city strategies for improved responses to hate in Ottawa

Community Policing enhancements and expansion of Neighbourhood Resource Teams (NRTs).

- Continued expansion
- Evaluation of NRTs
- Training

Anti-Racial Profiling - continued focus on addressing over- and under-policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.

- Complete racial profiling policy review and revisions
- Standardize race-based data reporting requirements in policy and operations
- Develop anti-racism training with a focus on anti-black and anti-Indigenous racism

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.

- The OPS to support and ensure community-led mental health strategy is developed and implemented



Complaint Resolution Process improvements for members and supervisors – continued project focus on addressing sexual violence and harassment in the workplace.

- Third-party reporting pilot through June 2021
- Results and recommendations of pilot
- Improvements to complaint process
- Focus on internal training and capacity building to champion change.

## **CONSULTATION**

The EDI Action Plan is built on significant police and community engagement efforts and responds to various recommendations from surveys, research, complaints, audit findings, and community outreach and consultation efforts such as the Outreach Liaison Report.

Through further consultation activities with police and community members via the Community Equity Council committees and the 2019 Human Rights Learning Forum, OPS was able to build the multi-year action plan and set priorities.

Human rights and EDI priority work to date is built on a lot of critical consultation and collaboration work with internal and external stakeholders, and that will continue with ongoing development, implementation of priority action items, and monitoring of the EDI Action Plan.

OPS is grateful for the ongoing input and partnership work with the Community Equity Council and other stakeholders such as Ottawa Aboriginal Coalition, United for All, Equity Ottawa, and Violence against Women coalitions.

## **SUPPORTING DOCUMENTATION**

2020-2022 EDI Action Plan – 2020 Progress Report

## **CONCLUSION**

We are committed to a professional workplace focused on delivering service that enhances community safety and well-being, duty of care, and public trust. Equity, diversity and inclusion is a fundamental over-arching approach that will drive our decision-making and change.

The OPS will move from the collaborative and foundational work to implementing programs and focusing on systems and culture change in 2021.

The Service will work closely with stakeholders including the CEC and the Board's Policy and Governance Committee to ensure accountability with ongoing monitoring of the implementation of the plan.

We will continue to honour the past reports and recommendations for change by continuing to focus on collaborative partnerships and collective action. This is about ensuring meaningful and measurable progress on EDI – creating a police service our police and community members deserve.