2023 – 2027 DRIVE^2 Strategy

OTTAWA POLICE

Mid-Year Update
July 22, 2024

2027
2026
2025
2024
2023

The Ottawa Police Service Roadmap to Change
DRIVE^2 Strategy 2023-2027
Diversity, Respect, Inclusion, Values, Equity, and Engagement

#DRIVEaction
#DRIVEchange
#DRIVEbelonging

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DIVERSITY - RESPECT - INCLUSION - VALUES - EQUITY - ENGAGEMENT

Community Equity Council
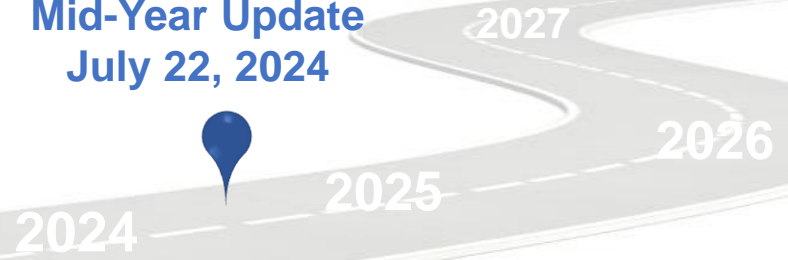
EDI Action Plan 2020 - 2022

The OPS DRIVE^2 Strategy is the Roadmap to continue our journey of transformative change that we seek for each other and the communities we serve.

This Mid-Year Update Report Includes:

1. Check-in and progress on DRIVE^2 Strategy and action items

2. Measurement Framework

   - Ensuring meaningful and measurable progress

   - Key performance indicators

3. 2023 - 2027 DRIVE^2 Strategy – Version 2 (July 2024)

   - Minor updates, show alignment with the Board's Strategic Direction

2023 – 2027 DRIVE^2 Strategy: Focus Areas & Action Items

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COMMUNITY – Service Delivery

- **Use of Force Community Review Panel**
- **Violence Against Women**
- **2SLGBTQQIA+ Relationship Initiative**
- **Hate Crime Response**
- **Traffic Stop Race Data Collection**
- **Race and Equity Data Strategy**
- **Call Referral Model**
- **Indigenous Relations Journey**
- **Diversity Celebration 2024**
- **Human Rights Learning Forum 2024**
- **Multi-Language Translation Services**
- **In-car cameras and Body Worn Cameras**

Leadership & Accountability

- **Strategy: vision, design, implementation, monitoring, governance**
- **Leadership development & coaching**
- **Intercultural development assessments**

MEMBERS – Work Environment

- **Employment Systems Review implementation**
  - **Recruiting**
  - **Orientation/Onboarding**
  - **Professional Development**
  - **Promotions/Transfers**
- **Safe Workplace Program – Project implementation of restoration and prevention pillars**
- **Member wellness and inclusion programs**
  - **Interfaith Prayer Spaces**
  - **Chaplain Program**
  - **Employee Resource Groups**

Connecting & Learning

- **Measurement/KPIs**
- **Engagement & Communications**
- **Learning & Development**
  - **Anti-Black Racism Learning Sessions & Evaluation**
  - **Active Bystandership Training**
  - **Indigenous Cultural Awareness**

Community - Service Delivery

Connecting & Learning

Leadership & Accountability

Members - Work Environment

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How Are We Doing? Making Progress Together

✓ Over 30 action items across the OPS

✓ Majority of action items are partnership projects/programs

✓ Most projects are underway and on-track

✓ Project delays due to staffing and/or contract delays – expected to recover by year-end report

✓ No red lights/major concerns

✓ **Focus on Measurement Framework**

Project Stopped = **0%**

Project Delays = **5%**

Project Underway/ On-Track = **90%**

No update for this report = 5%

Ensuring Meaningful & Measurable Progress

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Global Diversity, Equity & Inclusion Maturity Assessment Scale

2027 Goal

2023

1

2

3

4

5

INACTIVE
No EDI work has begun; diversity, equity, and inclusion are not part of organizational goals.

REACTIVE
A compliance-only mindset; actions are taken primarily to comply with relevant laws and social pressures.

PROACTIVE
A clear awareness of the value of EDI; starting to implement EDI systemically. This is what is required and expected of all organizations.
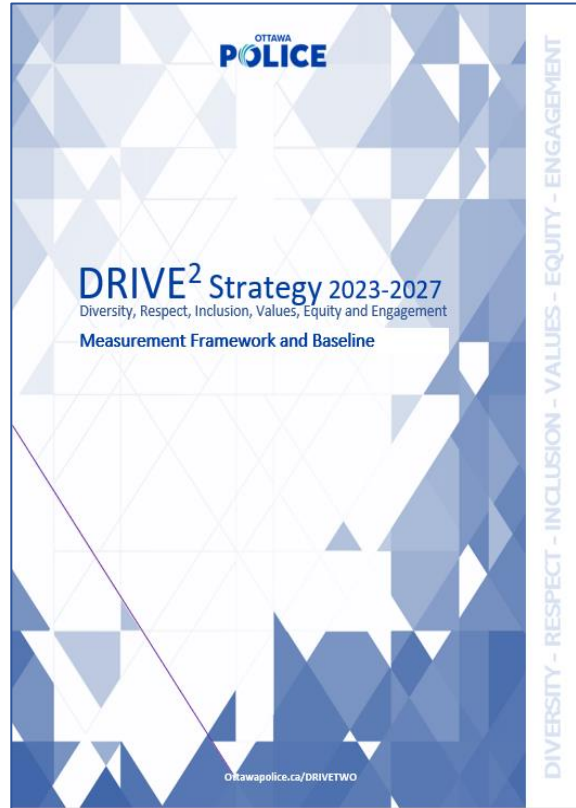
PROGRESSIVE
Implementing EDI systemically and showing **improved results and outcomes** beyond what is required or expected.

BEST PRACTICE
Demonstrating current global **best practices** in EDI; exemplary.

Global Diversity, Equity & Inclusion Benchmarks

Measurement Framework & Baseline - Data Sources

Action Area	Key Performance Indicator						
	Public Opinion Survey*	Member Engagement*	Demographics*	Complaint type/Frequency	Race-Based Data (Use of Force & traffic-stops)*	Learning Evaluation	Crime Statistics*
Community - Service Delivery	⊙			○	⊙		⊙
Members – Work Environment		⊙	⊙	○			
Leadership & Accountability	○	⊙					
Connecting & Learning	⊙	⊙		○		⊙	

* Baselined
⊙ Strong correlation
○ Some correlation

DRIVE² Strategy 2023-2027
Diversity, Respect, Inclusion, Values, Equity and Engagement
Measurement Framework and Baseline

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DRIVE² Key Performance Indicators

4 First-Level KPIs

12 Second-Level KPIs

Public Trust
64%

Member Engagement
43%

EDI Culture
58%

EDI Benchmark
2.7/5

- **Community Engagement**
- **Stakeholder relationship building**
- **Cultural sensitivity**

- **Overall wellness**
- **Overall respectful workplace**
- **Overall job satisfaction**

- **Senior leaders model EDI**
- **Senior leaders promote health and wellness**
- **Diverse identities and ways working are valued**

- **The OPS is open and transparent**
- **The OPS promotes EDI**
- **The OPS provides meaningful updates on DRIVE²**

65+ project/program level measures

Sources: Public Research Report, 2018 (IPSOS); 2020 Member Engagement Survey, 2020 (TALENTMAP); 2022 Global Diversity, Equity & Inclusion

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Next Steps:

- Continuing to move from recommendations to action across the OPS with the Community Equity Council (CEC) and the CEC-EDI Committee

- Fine-tune and implement measurement framework

- Ongoing feedback and engagement opportunities

- DRIVE^2 Strategy Year-End Report to PSB - January 2025

Information:
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Special Thanks to:

Community Equity Council