



I. Overview of 2020 Progress to Date:

- 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 2020 EDI Action Plan (Year 1) was tabled with the Board in January 2020 and approved at the 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. The current version is available at ottawapolice.ca/edi.
- Despite some challenges and delays caused by high profile complaints and investigations, staffing issues, and the impacts of COVID19, the EDI Action Plan is well underway and the majority of the ten priority action items are on track to be completed by end of year.
- We will continue to listen and act on important areas of systemic discrimination including: gender-based discrimination (including sexual violence and harassment in the workplace), racial profiling, anti-black racism, anti-indigenous racism,
- Continue to focus on building an equitable and inclusive police service together – a police service that our police and community members deserve.

II. Next Steps – September to December 2020:

- Continue to focus on key focus areas with CEC and other partners on remaining 2020 priority work areas –member wellness, sexual harassment and violence in the workplace, and other systemic issues such as gender based discrimination, racial profiling, anti-black racism, and anti-indigenous racism.
- Continue to work with the Community Equity Council (CEC) and their committees on EDI, Trending Issues, Communications, Indigenous Relations, Anti-Racism, and Training and Outreach Recruiting.
- Complete 2020 EDI Action Items with CEC, community and police partners, and stakeholders.
- Developing measurement indicators in collaboration with partners.

III. Looking Ahead to the 2021 Action Plan:

The Ottawa Police Service will continue to work with stakeholders, including the Police Services Board and the Community Equity Council and committees to ensure



that the 2020 EDI Action Plan Report and the Draft 2021 Action Plan are tabled with the Ottawa Police Services Board in December 2020.

| 2020 Priority Action Item | Status & Sources | % Complete | Remaining Activities |
|--|--|---|---|
| <p>#1 Creating an EDI Office to enhance EDI efforts and coordination across the OPS</p> <p>Leads: Supt. Granger, Director Snoddy</p> | <p>In Progress – Due to be completed by October 31, 2020.</p> <p>A new Respect, Values and Inclusion (RVI) Directorate was announced on May 7th – effectively launching the EDI Section as part of the new directorate.</p> <p>A hiring competition for the EDI Specialist position began in May and is currently at the final stage of the hiring process. It is expected that a job offer will be made to the successful candidate in September.</p> <p>Sources:</p> <ul style="list-style-type: none"> - 7 May 2020 announcement of Respect, Values, and Inclusion Directorate (and tweet). - Ottawapolice.ca/rvi; ottawapolice.ca/edi | <p>80%</p> | <p>Complete RVI Directorate Build complete with:</p> <ul style="list-style-type: none"> - Section mandates - Job Descriptions and full staffing - Evaluation/Measurement of Impact(s). - 2021 work and budget plans |
| <p>#2 Providing EDI coaching and mentoring to equip leaders with culture-change and EDI tools</p> <p>Leads: Supt. Granger, Director Snoddy</p> | <p>In progress – Due to be completed by September 30, 2020 (with ongoing work into 2021).</p> <p>EDI Leadership Session for all senior staff featuring global human equity strategist and author of The Human Equity Advantage scheduled for Sept.22. CEC community leader, Mr. Gerard Etienne also facilitated a session with senior leaders on Sept. 8th on EDI and systemic discrimination.</p> <p>Intercultural Developmental Inventory (IDI) assessments and group session is also being planned for Q4 2020 for all senior staff.</p> <p>2021 planning is also underway to provide leadership and intercultural development training for managers and all OPS members.</p> | <p>80%</p> <p>Covid19 related delays</p> | <ul style="list-style-type: none"> -IDI assessments and group session Q4 2020. -2nd EDI leadership session. -Experiential learning strategy -Culture change strategy. |

| | | | | |
|---|--|---|--|--|
| | <p>Following the racist meme investigation, an experiential learning strategy is being developed by end of Q4 2020 to support traditional training methods and the need for culture change.</p> <p>A culture change strategy is also being developed for implementation in 2021.</p> | | | |
| <p>#3 Developing 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</p> <p>Leads: Supt. Granger, Director Snoddy</p> | <p>In progress – Due to be completed by November 30, 2020.</p> <p>A customized EDI Lens Toolkit is being developed in partnership with Global Affairs Canada – Centre for Intercultural Learning.</p> <p>In addition to completing the contract and project scope, the first phase of research and best practices has been completed. Both police and community members will be involved in the design, development, and testing.</p> <p>Tool kit mentioned in Diversity Audit recommendations (Nov.2019) and by Chief in his July 2020 speech to Standing Committee on Systemic Racism (“Human rights experts have helped to identify the following three things that police services should do to build a healthier police culture while also specifically dismantling systemic racism: ... developing an equity, diversity, and inclusion toolkit)</p> | <p>40%</p> <p>Covid19 related delays</p> | <p>-Design, development, and testing phases.</p> <p>-Evaluation measures.</p> | |
| <p>#4 Reintroducing the Hate Crimes Section to improve response and support to impacted communities</p> <p>Lead: Supt. Renwick</p> | <p>In progress – Due to be completed by December 31, 2020.</p> <p>Hate Crimes Section Reintroduced on January 23, 2020:</p> <ul style="list-style-type: none"> - A 23 January 2020 news release announced the reintroduction of the Hate Crimes Section and received much stakeholder support (add link to public letter) and media coverage. <p>Examples of the Hate Crimes Section In Action with Partners:</p> <ul style="list-style-type: none"> - 31 July 2020 news release about hate crimes charge - 12 May 2020 news release about hate crime incidents - 5 May 2020 news release about anti-Asian hate crime - 31 January 2020 news release about Holocaust | <p>85%</p> | <ul style="list-style-type: none"> - Section mandate and web/comms updates - Job Descriptions - Work with Community Equity Council and/or United for All on evaluation/measurement of progress and impact(s). | |

| | | | | |
|--|---|-------------------|--|--|
| | <p>Memorial hate crime</p> <ul style="list-style-type: none"> - OPS is a partnership member of the United For All Coalition and is represented by Chief Sloly, Manager Hamid Mousa (Partnerships & Stakeholder Engagement), Detective Ali Toghrol (Hate Crime Section). | | | |
| <p>#5 Enhancing community policing, including expansion of Neighbourhood Resource Teams</p> <p>Leads: Supt. Jamie Dunlop Insp. Ken Bryden</p> | <p>In progress – Due to be completed soon (with ongoing work into 2021).</p> <p>In a January 2020 news release, OPS announced the addition of three new NRTs as part of the enhancing community policing.</p> <ul style="list-style-type: none"> - 31 July 2020 news release about new NRT in Bayshore - 16 July 2020 news release about successful response by NRT in ByWard Market - 4 May 2020 news release about ByWard/Lowertown NRT - 20 March 2020 news release about community vigilance on abuse of women and children - 21 February 2020 news release about crying woman helped by officer - 21 January 2020 news release about NRT helping woman who ran out of gas - 20 January 2020 news release about helping seniors with snow | <p>85%</p> | <p>Remaining activities</p> <ul style="list-style-type: none"> - Evaluation ongoing - Training ongoing - Community and stakeholder mapping ongoing <p>Evaluation plan with Dr. Linda Duxbury</p> <p>Continued work with City of Ottawa and partners on Community Safety and Well Being Plan.</p> | |
| <p>#6 Continuing anti-racial profiling efforts on addressing over and under policing concerns using a multi-stakeholder approach to policies, procedures, and accountability measures</p> <p>Leads: Multiple</p> | <p>In progress – Due to be completed by December 31, 2020 (with ongoing work into 2021).</p> <p>OPS has continued leadership work to address racial profiling and will focus on a full strategy by year end. So far, a number of activities have been undertaken – including:</p> <ul style="list-style-type: none"> - January 2020 – Implementation of new provincial race data collection standards for use of force (policy, procedures, training). - January 2020 – Regulated Interactions/Street Checks Annual report to the Police Services Board. | <p>50%</p> | <p>Ongoing 2020 work and beyond in partnership with Community Equity Council and other stakeholders:</p> <ul style="list-style-type: none"> -Racial profiling policy review - Explore anti-black racism training approach/model -Continue to work with the Aboriginal Working Committee and the City Reconciliation Plan to implement recommendations including | |

| | | | | |
|--|--|--|---|--|
| | <ul style="list-style-type: none"> - Human Rights and Racial Profiling Annual Report to the Police Services Board – May 2020. - 1 June 2020 video statement from Chief Sloly - 4 June 2020 news release about march for George Floyd - July 2020 – Chief’s speech to Standing Committee on Systemic Racism - July 28th 2020: OPS participation in Anti-Racism Town Hall with United for All, Equity Ottawa, and the new City of Ottawa Anti-Racism Secretariat. - Ongoing partnership committee work with United for All, Equity Ottawa, and Community Equity Council. - Ongoing race based data collection for traffic stops (reaching the 7th year anniversary on June 27, 2020) - Meetings and advice with other police services seeking to collect race based data. | | <p>Indigenous cultural awareness training.</p> <p>-Develop policy and operational approach for collection and reporting of race based data in service delivery that respect’s current legislation, policy guidance, neighbourhood policing models, and past project experience.</p> | |
| <p>#7 Updating outreach recruitment and background check processes to remove unintended barriers and increase competitive applications</p> <p>Leads: Supt. Mark Patterson;</p> | <p>In progress – Due to be completed by December 31, 2020 (with ongoing work into 2021).</p> <p>The Outreach Recruitment Team has made significant progress to remove barriers and improve the recruiting process including changes to the background check process and training, fitness testing, interview process and has received attention from around the world for their creative promotional campaigns aimed at recruiting a diverse and highly experienced pool of candidates with noted increases with women and racialized hires. Some highlights include:</p> <ul style="list-style-type: none"> o 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. o 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. | <p>80-90%</p> <p>Covid19 related delays</p> | <p>Remaining work with partners like CEC and internal stakeholders like EDI – regular monitoring and reviews of statistics to monitor and evaluate progress.</p> | |

| | | | | |
|--|---|----------------------|--|--|
| | <ul style="list-style-type: none"> o A mentorship program was created to match potential new recruits with officers. o Historically we have 650 applicants a year. Between January and September 2020, we have 2180 applicants. Based on self-identification (not everyone self-identified) of the 2180: 18.25% women (vs 12% previously), 36.43% racialized (vs. 13% previously), and 4% Indigenous. <ul style="list-style-type: none"> - 22 January 2020 news release about accelerated hiring plan. Report and presentation to Board in January. - March 2020 – Overview of the improved process and success indicators (data) in report and presentation to the Board.. | | | |
| <p>#8 Initiating community dialogue and working 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</p> <p>Leads: multiple</p> | <p>In progress – due to be completed by December 31, 2020 (with ongoing work into 2021)</p> <p>Review of 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.</p> <p>The priority action item is related to several ongoing projects including the development of the Community Safety and Wellbeing Plan. Cst. Lisa Deveau is also completing her masters work in this area of de-escalation and mental health response best practices in policing.</p> <p>Examples of mental health related media releases:</p> <ul style="list-style-type: none"> - September 2020 – this week’s Ottawa Citizen article - August 2020 – Ottawa Matters article about mental health and Canadian policing. - 31 July 2020 news release mentioning response to man in mental health crisis - 18 June 2020 news release about seniors’ month - 20 May 2020 news release about successful intervention with teenager threatening self-harm - 17 April 2020 news release about officer follow-up on earlier suicide attempt - 23 March 2020 news release about intervention with | <p>40-50%</p> | | |

| | | | | |
|--|--|--|--|--|
| | <p>distraught man</p> <ul style="list-style-type: none"> - 6 March 2020 news release about OPS participation in Special Olympics fundraising - 7 March 2020 news release about suicidal woman <p>OPS Web Info: https://www.ottawapolice.ca/en/about-us/Mental-Health-Unit.aspx</p> <p>City of Ottawa CSWBP Info: https://engage.ottawa.ca/Community-Safety-Well-Being-Plan</p> | | | |
| <p>#9 Enhancing member wellness supports and inclusion efforts - accommodations, early intervention, and formalizing Employee Resource Groups (ERGs)</p> <p>Leads: Supt. Patterson; Director Slobodian (Wellness Program)</p> <p>Leads: Supt Granger; Director Snoddy (ERGs)</p> | <p>In progress – due to be completed by December 31, 2020 (with ongoing work into 2021)</p> <p>Significant work is underway with the Wellness Team including hiring of a permanent Director position, an additional WSIB Coordinator, Wellness Analyst, and Wellness Resource Liaison. This additional staff will assist with improved service to members, families, and retirees. The team also played, and continues to contribute significantly to providing supports, resources, and expertise in response to OPS specific needs related to Covid19.</p> <p>Employee Resource Groups are being formalized with support from RVI Directorate and leadership from officers leading each ERG. Best practices, target outcomes and success indicators being identified.</p> | <p>50%</p> <p>Major delays - unplanned Covid19 related work</p> | | |
| <p>#10 Improving the complaint resolution process for members and supervisors – including a special</p> | <p>In progress – due to be completed by December 31, 2020 (with ongoing work into 2021)</p> <p>A new Respect, Values and Inclusion (RVI) Directorate was announced on May 7th – effectively launching the Respect, Ethics and Values Section as part of the new directorate. The section is mandated to implement proactive and responsive strategies to</p> | <p>65%</p> | | |

| | | | | |
|---|--|--|--|--|
| <p>project focused on addressing sexual violence and harassment in the workplace.</p> <p>Leads: Supt. Granger, Supt. McKenna, Director Aarenau</p> | <p>improve professional, ethical, values-based behaviour for all members.</p> <p>Significant foundational work is underway including completing the mandate and staffing model, program alignment, and improving the complaints resolution policies and process for members and supervisors.</p> <p>Significant partnership work is also underway for a special project focused on addressing sexual violence and harassment in the workplace. Detailed update was provided to the Board in July.</p> | | | |
|---|--|--|--|--|

Other 2020 EDI Activities:

- Community Equity Council – OPS continues to support, resource and co-lead the [Community Equity Council](#) under the leadership of co-chairs Deputy Chief Bell and Ms. Sahada Alolo. The CEC and committees are advising on the priority action items, assisting in identifying with target outcomes and success indicators, conducting important relationship building activities including listening circles in the community. The CEC committees including Anti-Racism, Indigenous Relations, Trending Issues, Communication, EDI Action Plan are co-led by a community and police member of the CEC.
- Youth Advisory Committee (YAC) – Statement and video chat on systemic racism and policing (March and August). YAC is planning to a virtual YAC Chat on systemic racism.
- Committee Representation and Partnership Work with [Aboriginal Working Committee](#) and [City Reconciliation Plan](#), new City of Ottawa Anti-Racism Secretariat, [United for All Coalition](#), and [Equity Ottawa](#).
- Ongoing work with the 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 Ontario Association of Chiefs of Police – Diversity Committee.
- Pride Week 2020 – Virtual celebrations in the city complete with OPS planned activities (Rainbow pin sharing, Pride Flag raising at all Police buildings, focus on education and awareness of Pride internally and externally with social media, internal messages and posters,
- Review of LGBTQ2 Police Liaison Committee. Next steps include reviewing recommendations with stakeholders.
- Ongoing development of ERGs and collaboration for investigations/complaints, international events, and policy/procedures reviews
- International Day – member recognition events and social media activities (examples):

- Black History Month Speakers Panel and Recognition Event (February)
- International Women Day Remarks and Gathering (March)
- International Day Against Homophobia and Transphobia awareness posters (May 2020)
- Monthly Dates of Significance and Implementation of Multi-Cultural calendar for all police members (new software implementation of MS Office calendar system).
- Performance Management Program – mandatory refresher training for all supervisors was delivered by the Talent Development and Performance Management team in Q3. The team will also undertake a review of the core competencies with stakeholders in Q4 2020.
- OPS Member Engagement Survey is currently underway with all members.