



# BUSINESS PLAN

2018/19 – 2020/21

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## Mandate

The Office of the Independent Police Review Director (OIPRD) is an independent civilian oversight agency mandated to receive, manage and oversees all public complaints about the police in Ontario. The OIPRD is an arm's-length regulatory agency of the Ontario Ministry of the Attorney General (MAG). The agency receives its legislative authority from Part II.1 and Part V of the Police Services Act, 1990 (PSA).

The OIPRD ensures that public complaints about police are effectively dealt with in a manner that is transparent and fair to both the public and the police by:

- Overseeing public complaints through to their conclusion
- Investigating complaints and overseeing police service complaint investigations
- Encouraging meaningful resolution of complaints
- Conducting systemic reviews
- Delivering education and outreach to the public and police
- Conducting audits of how police services administer the complaints system.

All OIPRD decisions are independent of the government, the police and the public.

The OIPRD's **vision** is enhanced confidence in the public complaints system through excellence in the independent and impartial oversight of police.

The agency's **mission** is to provide effective management and oversight of public complaints, promote accountability of police services across Ontario and increase confidence in the public complaints system.

In fulfilling its mandate, the OIPRD is guided by the principles of:

- **Accountability:** improving transparency and accountability of the police complaints system and maintaining accountability for actions to stakeholders.
- **Integrity:** providing professional, objective, timely services to all stakeholders, respecting the privacy and dignity of stakeholders and treating them fairly.
- **Independence:** overseeing investigations by police services in a fair, transparent and effective manner and conduct independent investigations thoroughly and fairly.
- **Accessibility:** delivering a modern, accessible system for the public to lodge complaints about police and building public awareness about the complaints system.

- **Diversity and Inclusion:** being responsive to, and inclusive of diversity in delivering OIPRD services.

The OIPRD's mandate aligns with the government's priority of promoting fairness and access to justice, with the Ministry of the Attorney General's vision of an innovative, sustainable and responsive justice system that inspires public confidence and upholds the rule of law, and also aligns with the Agency and Tribunal Relations Division's strategic plan priorities:

- Modern, accessible, effective and efficient agencies and tribunals that deliver quality client and public services
- Agencies and tribunals are highly collaborative among themselves and across the Ontario Public Service and the broader public service and stakeholders to achieve client-centred public service
- Agencies and tribunals have a consistent, comparable, streamlined, transparent accountability framework
- Decisions are based on data and evidence and outcomes are measured for the continued improvement
- An inclusive, flexible, diverse and healthy work environment.

The Premier's September 2016 mandate letter to the Attorney General emphasized the need for strengthening police oversight in Ontario by supporting the independent review conducted by the Honourable Michael H. Tulloch, to enhance the transparency and accountability of the province's police oversight bodies.

## Key Achievements

During 2017–18, the OIPRD accomplished a number of key achievements that support the agency’s strategic goals and priorities and help prepare the agency should Bill 175, the Safer Ontario Act, 2017, be proclaimed by the Ontario legislature.

- The OIPRD assisted the Ministry of the Attorney General (MAG) with the development of a business case to receive the required resources in 2018 to ensure implementation of Bill 175, the Safer Ontario Act, 2017, if passed.
- As a key stakeholder, the OIPRD contributed to discussions regarding the recommendations of the Independent Police Oversight Review and the proposed Safer Ontario Act, 2017, to support changes that would bring improvements to the police complaints system and allow the OIPRD to be more transparent and better serve the public. This included internal consultations with staff to gain their perspective on how best to implement the recommendations, and develop impact assessments to inform the implementation of new police oversight legislation.
- The agency piloted a new three-day training program for OIPRD investigators. This program will be transformed into a seven day program to ensure that all investigators receive thorough training on the investigative process prior to initiating their first OIPRD investigation.
- The OIPRD implemented the pilot of the Enhanced Mediation Program with an agreement between the OIPRD and 12 police services. Full implementation for police services across Ontario began in 2018–19.
- The OIPRD increased public awareness by delivering more than 175 outreach presentations and training/information sessions to stakeholders such as youth and youth workers, police foundations, criminology and social sciences students, Indigenous groups, legal clinics, mental health organizations and other community support groups, police and police services boards.
- Work continued on several systemic reviews and the OIPRD will release a systemic review report on Ontario police services’ policies and practices for conducting strip searches of people arrested or otherwise detained.
- The OIPRD partnered with MAG, in cooperation with the Anti-Racism Directorate, to participate in a race-based data collection pilot project. As part of this pilot the OIPRD online complaint form includes a section for complainants to voluntarily provide their race data.
- The agency launched a website renewal project. Phase one, which involved updating the content of the OIPRD website has been completed. In phase two the website will be redesigned to make it mobile-friendly, easier to navigate and more user-centric. In phase three a web portal will be created to serve as a single entry point for members of the public to access all of Ontario’s police oversight bodies.

- The OIPRD introduced a complaint form survey to obtain feedback on the current complaint form and to allow for the agency to improve the form for future complainants.
- The agency executed a robust training plan that met or exceeded all performance targets. As part of this plan, staff received training on topics such as clear writing, anti-racism and discrimination, work-life balance, unconscious bias, OPP professional standards and effective communication.
- The OIPRD held a number of staff-led diversity and inclusion activities to celebrate diversity, support employee engagement and raise money for charity.
- The agency completed an internal audit to check compliance with various government directives and policies. The findings lead to changes in internal processes, including the creation of a new fleet vehicle reservation system.

## Overview of Programs and Activities

The OIPRD manages approximately 3,000 complaints annually. The agency receives complaints through e-file on its website, by email and on paper by mail or fax and from police services where a complainant makes their complaint at a police station. The administration of the public complaint system involves the following core activities:

- Receiving public complaints and determining, through a screening process, whether they should proceed to investigation and whether the matters should be referred to a police service or retained by the OIPRD for investigation. Starting April 2018, the OIPRD will be gradually retaining more investigations until April 2020 when all investigations will be conducted by the OIPRD.
- Providing opportunities for complainants and responding officers to voluntarily resolve complaints before they are formally screened through the Customer Service Resolution (CSR) Program.
- Corresponding and liaising with complainants and police services, and tracking the progress of complaints through to completion.
- Promoting informal resolution to resolve less serious allegations of misconduct during the investigation of a complaint.
- Providing services to allow complaints to be resolved through mediation between the complainant and the respondent officer. The Enhanced Mediation Program provided for a more systematic process to move complaints into Informal Resolution.
- Overseeing public complaints referred to police services to ensure that all police investigations are fair, complete and meet a reasonable standard to provide consistency of investigations throughout the province through the Investigation Report Review (IRR) process.
- Conducting impartial and independent investigations retained for investigation by the OIPRD, with the same timelines as those imposed on police services.
- Conducting comprehensive investigation file reviews of investigations conducted by police services where complainants have submitted a Request for Review under the PSA. If Bill 157 passes, these reviews will be phased out of the program over the next several years as the OIPRD works toward retaining 100 per cent of investigations.
- Preparing investigative reports for the Director to determine whether reasonable grounds exist to find that misconduct has occurred.
- Conducting systemic reviews and audits as prescribed in the PSA.
- Responding to legal proceedings, such as applications for judicial review, applications for production of OIPRD records, civil claims, and applications before the Human Rights Tribunal of Ontario (HRTO).

- Representing the public interest in appeals from disciplinary hearings to the Ontario Civilian Police Commission (OCPC) and the Divisional Court.
- Ensuring the OIPRD is in compliance with all federal and provincial legislation such as the Youth Criminal Justice Act (YCJA), Human Rights Code and the Freedom of Information and Protection of Privacy Act.
- Advocating for legislative change to the PSA to improve the public complaints system.
- Developing and implementing stakeholder engagement strategies to raise awareness of the OIPRD and provide information and education to members of the public and the police.
- Providing education and information about OIPRD processes, programs and activities through the OIPRD website and printed material, including annual reports.

## Environmental Scan and Risks

The OIPRD operates in the justice sector, providing a system for members of the public to make complaints about the conduct of an officer, the policies of a police service and the services a police service provides. The OIPRD oversees 50 police services across Ontario, including municipal and regional police services and the Ontario Provincial Police. This represents about 24,000 sworn police officers. The OIPRD operates with a compliment of 56 full-time staff.

### External

#### Ontario Government Direction

In April 2016, following public demonstrations of dissatisfaction with policing and police oversight, the government appointed the Honourable Michael H. Tulloch, a judge of the Ontario Court of Appeal, to lead an independent review of the three agencies that oversee police conduct in the province: the Special Investigations Unit, the Office of the Independent Police Review Director and the Ontario Civilian Police Commission.

Justice Tulloch was asked to provide the government with recommendations on ways to enhance the transparency and accountability of the oversight bodies, while ensuring that they carry out their work as effectively as possible, with clear mandates.

In March 2017, Justice Tulloch released the Independent Police Oversight Review, with 129 recommendations to improve the accountability, transparency and effectiveness of the oversight bodies.

Following the release of the Independent Police Oversight Review, Ontario's Attorney General committed to begin building a more transparent and accountable police oversight system to strengthen trust between police and the communities they serve.

#### Potential Legislative Changes

In November 2017, the government introduced a comprehensive public safety legislative package, the Safer Ontario Act, 2017. If passed, the proposed bill would repeal and replace Ontario's Police Services Act, 1990, create two new acts to enhance police oversight in Ontario, including the Policing Oversight Act, 2017, and the Ontario Policing Discipline Tribunal Act, 2017, amend the Coroners Act, 1990, and create a Missing Persons Act, 2017, and a Forensic Laboratories Act, 2017.

The proposed changes to police oversight respond to the recommendations made by Justice Tulloch in his Independent Police Oversight Review.

Under the Safer Ontario Act, 2017, the Office of the Independent Police Review Director would be renamed the Ontario Policing Complaints Agency (OPCA). Other key changes for the OIPRD would include:

<b>Present system</b>	<b>Proposed Changes</b>
<ul style="list-style-type: none"> <li>▪ The OIPRD has jurisdiction over sworn police officers in Ontario.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The OPCA would have jurisdiction over sworn police officers, special constables and in some cases, members of First Nations police.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Currently, most complaints to the OIPRD about police officers are referred to their respective police service to resolve.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Within five years, the OPCA would no longer refer public complaints about police officers to police services for investigation. Instead, the agency would investigate nearly all complaints itself.</li> <li>▪ The OPCA would have the power to investigate police officers or special constables without having a public complaint filed, if it is in the public interest.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Police officers are asked to cooperate with the investigations of oversight agencies, but there is no provincial offence for failure to do so.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Police officers would have a duty to comply with OPCA investigations. Failure to do so would result in a provincial offence with a penalty of up to \$50,000 or imprisonment for up to one year, or both.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Investigators working for oversight agencies can be former police officers.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The proposed legislation would give the government the authority to limit the number of former police officers or special constables that could be employed by the OPCA.</li> </ul>
<ul style="list-style-type: none"> <li>▪ There is no mandatory anti-racism training for staff at the police oversight bodies.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The OPCA would have a duty to provide training for the employees that promotes recognition of and respect for the diverse, multicultural</li> </ul>

<b>Present system</b>	<b>Proposed Changes</b>
	<p>character of Ontario society, and the rights and cultures of First Nation, Inuit and Métis Peoples.</p> <ul style="list-style-type: none"> <li>▪ In addition, the OPCA would be able to collect personal information specified by regulation, which could include race-based and other demographic data, and would be required to publish reports to inform, evaluate and improve the policing oversight systems.</li> </ul>
<ul style="list-style-type: none"> <li>▪ Currently, disciplinary hearings resulting from public complaints about a police officer are heard by the relevant chief of police or their delegate and the prosecutor is selected by the chief of police.</li> </ul>	<ul style="list-style-type: none"> <li>▪ All hearings resulting from a public complaint would be heard by one or more independent adjudicators from the Ontario Policing Discipline Tribunal (currently OCPC). In addition, independent counsel at the Ministry of the Attorney General would conduct these hearings.</li> </ul>
<ul style="list-style-type: none"> <li>▪ The Ontario Ombudsman does not have jurisdiction over the OIPRD, and has limited jurisdiction over the OCPC.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The ombudsman would have jurisdiction over all three oversight bodies.</li> </ul>

## **Perceptions of the Public toward Policing**

The vast majority of Ontarians believe that police perform a very important function in society. The vast majority also say that they feel safe in their communities. The role of police is not only to prevent crime, but also to serve and protect the citizens in their communities by responding to a range of challenging social issues that includes intervening in mental health crisis situations, and in circumstances that may require the use of force. The role of police in society must be built on public trust, cooperation and respect.

Incidents over the past several years of police officers being charged with perjury, obstruction of justice, assault and attempted murder have seriously diminish trust in police. When these incidents involve police dealing with people with mental health issues or who are in the middle of a crisis, the public is even more concerned and their view of police worsens.

For some communities, particularly racialized minorities and Indigenous Peoples, there is a prevailing perception that they are over-policed and targeted by police as criminals. In urban areas, and especially Toronto, this has led to protests and demonstrations following police interactions that have resulted in civilian deaths.

In order for the public to have full confidence in police, they need to feel that police are accountable for their actions and are held accountable for wrongdoing and misconduct.

When the public loses confidence in police, the mistrust they feel toward police often extends to police oversight bodies.

It was this sort of dissatisfaction that led the Ontario government to begin a review of the OIPRD, the SIU and the OCPC.

## **Perceptions of the Public toward Police Oversight**

Civilian oversight of police has become an issue of public interest to Ontarians, especially those in urban areas. There has been, over the past two years, an increasing number of stories in the media about civilian oversight of police, use of force incidents, police involvement with people with mental health issues, police street checks and the need for race-based data in relation to policing, along with protests by groups calling for the OIPRD to retain more investigations because they are unhappy with the police investigating police.

There is now a much greater public expectation for accountability and transparency from civilian agencies that oversee police. The OIPRD is experiencing greater public scrutiny of its decisions and processes. While the OIPRD works hard to maintain accountable and transparent practices regarding the public complaints system, it also

seeks to preserve confidentiality regarding individual police complaints as mandated by the legislation.

The OIPRD is accountable to individual complainants for communication throughout the complaints process and by providing comprehensive written investigative reports to the complainant, for every complaint that the OIPRD investigates. The agency also oversees police services to provide an investigative report to complaints where matters are referred to them for investigation.

## **Internal**

### **Potential Expansion of Mandate**

The Safer Ontario Act, 2017, if passed, would mean an expansion of the OIPRD's mandate and jurisdiction and with it, an expansion in the agency's workload. A transition team is in place to develop and implement a transition plan to change operational processes, polices, programs and strategies in order to effectively carry out a new mandate. The plan will include:

- Streamlining the screening process
- Developing and implementing a new investigation model to increase efficiency and effectiveness of the investigation process
- Creating a systemic review unit to better support the work of systemic reviews
- Phasing in an increased staff compliment over a three-year-period to meet the increased workload, as the agency moves to become the only body investigating police misconduct in the province
- Sourcing facilities for the increased staff numbers and expanding current work space and retrofitting areas to allow for additional space
- Continuing with technology renewal opportunities and integrating technology into our business processes, such as the LFS web portal.

### **Legal Issues and Challenges**

The number of legal matters involving the OIPRD has increased over the past several years. Legal counsel has responded to numerous applications for judicial review, applications before the Human Rights Tribunal of Ontario, appeals before OCPC and applications seeking access to OIPRD records. The OIPRD has also been involved in matters where the applicants have sought leave to appeal to the Court of Appeal and expects that these kinds of applications will continue in the future. In addition, OIPRD

counsel are overseeing and instructing outside counsel on a number of civil proceedings and judicial reviews. These applications are in addition to the legal and strategic advice, and preparation of other documents. Additionally, the legal unit drafts the Director's reasons for decisions on Requests for Reviews. The increased pressure on the legal unit has the potential to affect the timelines of the OIPRD processes and investigations and as a result impact stakeholder satisfaction.

## Strategic Directions and Implementation Plan

The OIPRD has identified four clear priorities that will shape the agency's direction over the next three years.

These priorities align with the ministry's key priorities to modernize and streamline processes and supporting technology while maintaining core functions, develop and retain a skilled workforce and promote accountability and value for money. These priorities take into account changes as a result of Bill 175, the Safer Ontario Act, 2017, if passed.

### **Build confidence in the complaints system:**

- Ensure efficient intake and case management of complaints with clear communications to complainants and police.
- Develop accessible and effective dispute resolution processes for informal resolution of complaints.
- Ensure public complaints are managed and investigated in a timely and impartial manner through to completion.
- Increase the percentage of retained investigations so that by 2020 the OIPRD will retain 100 per cent of police conduct investigations in Ontario.
- Demonstrate transparency through posting anonymized complaint investigation summaries on the website.
- Engage the public and targeted stakeholders through strategic stakeholder relations, outreach and comprehensive online information.

### **Achieve excellence in police oversight:**

- Create an agency transition team that will develop and implement a strategic transition plan to move the agency towards its new mandate if Bill 175 passes.
- Develop and implement a complaint case triage process for both incoming complaints and for complaints that have been designated for investigation.
- Improve the quality and timeliness of OIPRD investigations through the development of a new investigation model.
- Improve police service investigations through timely and high-quality review processes.

- Implement an investigations training program to roll out on a regular basis.
- Increase the number of cases informally resolved through Customer Service Resolution and mediation.
- Implement transformative information technology and business processes to support case management and investigations, research and analytics.
- Promote accountability of police services.

### **Influence change in police policies and practices:**

- Conduct responsive and timely systemic reviews on policing issues of concern.
- Publicly report on emerging legal issues and cases involving complaints about police.
- Lead and promote innovations and best practices in police oversight.
- Improve policing practices through audits. Conduct performance audits of police services administration of complaints.

### **Professional, committed and engaged employees:**

- Build a flexible and responsive workforce that rapidly adjusts to changing business environment.
- Create a knowledge management framework to support the implementation of an ongoing comprehensive training program to enhance staff skills.
- Develop a human capital plan to include strategies for succession planning and future operational needs.
- Implement an employee engagement strategic plan to increase employee engagement while fostering an inclusive work environment that respects and embraces diversity.

These strategic priorities rest on having appropriate resources and funding for the agency along with legislation, regulations and policies that support the agency mandate. The agency continues to meet the challenges of ongoing fiscal constraints and manages resources efficiently and effectively to meet the agency's operational and strategic goals.

## Human Capital Plan

New legislation would have significant impacts on the Human Capital Plan for the OIPRD and forecasts may change depending on whether Bill 175 passes.

The OIPRD has four main goals related to the growth and development of our human capital, these are:

### **Be an employer of choice:**

- Increase employee engagement through the implementation of an employee engagement strategic plan.
- Foster an inclusive work environment that respects and embraces diversity.
- Continue to accept students to provide training and mentoring in police oversight processes. In 2017–18, the OIPRD had co-op students from Humber College, University of Waterloo and Ryerson University, a law articling student and a law student from the Ryerson University Law Practice Program.

### **Develop leadership, management and professional skills:**

- Implement strategies for succession planning in prepare for future operational needs in all units.
- Introduce a knowledge management framework for the agency and other initiatives such as improving the on-boarding protocol, conducting cross-training initiatives and exit interviews.
- Support continuous training and development through the agency's training plan
- Conduct specialized OIPRD investigations training programs.

### **Increase workforce flexibility and mobility:**

- Continue to support a job shadowing program internally (within OIPRD) and externally (other agencies, boards, commissions and/or ministries).
- Continue to use opportunities for telework where operationally feasible.
- Explore “hoteling” opportunities in government-owned locations in Thunder Bay, Ottawa and Windsor.

## **Human resource initiatives that align with its strategic goals and priorities:**

- Implement changes to support a restructured investigations unit, including an additional management layer to meet the expected increase in work.
- Assess the impact of the enhanced mediation program, and respond to demand and any associated human resource needs.
- Evaluate the operational and human resources impacts and adjust the Human Capital Plan requirements to support the potential implementation of the Safer Ontario Act, 2017.
- Create a three-year outlook for succession planning throughout the agency. Given the relatively young age of the OIPRD workforce, it is not anticipated that staff turnover would have any negative impact.





# Information Technology/Electronic Service Delivery Plan

The Information and Information technology (I&IT) strategic plan supports the OIPRD's priority of ensuring excellence in police oversight, through innovative and transformative information technology and business processes. This plan identifies three I&IT priority areas that will guide the agency over the next three years.

**Digitalized User-Centric Design:** This means providing accessible services through the implementation of user-centric design, ensuring that the needs of users are identified and agency I&IT projects fit their needs. Implementing digitalized user-centric design includes an updated, more accessible and mobile responsive website.

**Innovative I&IT Solutions:** The OIPRD is addressing shortfalls in I&IT solutions and continuing to create innovative remedies and long-term solutions. This includes developing storage solutions, piloting electronic tablets (smaller laptops) and integrating technology such as the LFS web portal into agency business processes.

**Build Capacity in Data Analytics:** The agency is implementing strong data governance to ensure the availability, usability, integrity and security of data that can inform decision making and enable evidence-based policies to be developed.

The OIPRD has made huge progress over the past few years in ensuring the continuity of IT solutions through virtualization; however, there is still much to be done. The next phase of this strategy will focus on I&IT innovation and programs to set the groundwork for future initiatives that will contribute to business decisions based on evidence and data analytics.

## Initiatives Involving Third Parties

In 2013, the OIPRD launched two complaint resolution programs — Customer Service Resolution (CSR) and Informal Resolution via Mediation — with the support of police services and associations. In January 2017, the OIPRD launched a pilot Enhanced Mediation Program (EMP) to encourage Informal Resolution through Mediation after a complaint has been screened-in but before the start of the investigation.

In order to accommodate a large number of mediations across the province, the OIPRD has been working with a number of service providers: the Community Justice Alternatives of Durham Region, Community Justice Initiatives of Waterloo Region, MED-ARB Solutions Ltd. and St. Stephens Community House to coordinate and perform these mediations. To ensure the accountability of these vendors the OIPRD has a set of deliverables, including a report on the mediation, which vendors are required to prepare for each mediation.

The power of the OIPRD to conduct systemic reviews fulfills an important public interest function and is one of the primary ways that the agency can influence change in police policies and practices. Systemic reviews are complex. The OIPRD engages specialized private sector lawyers to assist in the discovery of issues and to ensure that all recommendations have a solid foundation in law.

# Communication Plan

## Context and Strategy

The OIPRD believes that providing clear and timely communications regarding the public complaints process and engaging stakeholders proactively and collaboratively contributes to building and maintaining public trust and confidence in the police complaints system.

The OIPRD's strategic communications plan, developed in 2016–17, supports the OIPRD's mandate and its four strategic priorities: building confidence in the public complaints system; achieving excellence in police oversight; influencing change in police policies and practices and maintaining a professional, committed and engaged workforce. With the proposed changes to the OIPRD's mandate in the Safer Ontario Act, 2017, the OIPRD communications plan will be revised and updated to reflect additional roles and responsibilities, changing operations and new and increased stakeholder needs.

Comprehensive external and internal communications and engagement strategies, activities and products will be developed and implemented to manage change and provide stakeholders and OIPRD staff with needed information on the progress and operational impacts to ensure a smooth transition to the new organization, should the Safer Ontario Act 2017, be proclaimed.

### Roll-out and Products

## Communications support for potential legislation implementation

Bill 175, the Safer Ontario Act, 2017, would, if passed, provide separate legislation for police oversight bodies in Ontario and expand the OIPRD's mandate and its jurisdiction.

Implementing the proposed legislation will require ongoing communications support to:

- Develop and roll out external communications to ensure the public and stakeholders are aware of changes as they unfold.
- Re-brand the agency, including a name change.
- Write and design an entire suite of communications products, including new complaint forms, complaint process guides, brochures, educational material, videos and other communications products.
- Expand social media channels to deliver key messaging.
- Prepare summaries of complaint investigations for posting on the website.

- Roll out communications products and educational material aimed at special constable employers and special constables on the agency's role and responsibilities.
- Develop communication material for First Nations police stakeholders to provide information about the agency to assist in decision-making regarding the potential for opting-in to OIPRD police oversight.
- Develop and roll out communications products to promote complaint resolution through alternative dispute resolution.
- Develop and roll out communications products to support increased networking and relationship building with community and policing stakeholders.
- Roll out internal communications regarding the implementation of the proposed legislation.

## **Redesign of the OIPRD website**

The OIPRD website ([www.oiprd.on.ca](http://www.oiprd.on.ca)) is the primary vehicle for the OIPRD's communication with stakeholders and the general public. Annually, the website is visited by more than 42,000 users who view more than 180,000 pages.

Plans for redesigning and restructuring the OIPRD website are underway in order to make the site mobile responsive, easier to navigate and more user-friendly.

If Bill 175 is passed, phase two of the website restructuring would begin. This restructuring would include rebranding the website as the proposed legislation also renames the OIPRD the Ontario Policing Complaints Agency. It would include revising website content to reflect changes to complaints system, and expanding content to include elements such as summaries of complaint investigations.

## **Stakeholder Relations and Outreach**

The OIPRD's stakeholders include police services, police services boards, police associations, complainants, youth and youth workers, students in social sciences, criminology and police foundations courses, legal clinics, mental health organizations, a wide variety of community organizations, Indigenous communities and groups, along with the general public.

In the coming years, the OIPRD will implement stakeholder engagement strategies among community groups and organizations to raise awareness of the changing OIPRD mandate and to build networks that may assist members of the public in making a complaint. The OIPRD will develop and deliver an approach to increase outreach to

Indigenous people and establish meaningful relationships with Indigenous organizations.

The agency will implement engagement strategies among policing stakeholders to raise awareness of the changing OIPRD mandate and police responsibilities under it. The agency will also work to forge strong collaborative relationships that would help build and maintain trust between the OIPRD and policing stakeholders.

## **Communications Support for OIPRD Initiatives**

Initiatives requiring communications support in the coming years include:

- Systemic reviews, including announcements, updates and review reports
- Alternative dispute resolution programs.
- Current and new feedback mechanisms to seek feedback from the public and from stakeholders on the effectiveness of the public complaints system.
- The collection of personal information, such as race data, ethnicity and gender, to help the agency identify patterns of concern in relation to complaints, to improve programs and services and to help ensure fair and equitable treatment in policies, programs and services.

## **External Communications**

Communicating effectively with the general public, stakeholders and the media continues to be a priority for the OIPRD. The communications unit develops strategies and delivers campaigns that raise awareness, motivate people and mitigate issues.

The unit produces communications plans as well as products (speeches and presentations, news releases, backgrounders, fact sheets, etc.), ensuring that public information is consistent with OIPRD priorities and is respectful of stakeholder's rights. The communications team also writes and publishes brochures, informational material, the annual report and other external reports. The Communications Unit creates high-quality digital products and memorable online experiences to reach and impact diverse audiences. Additionally, the unit administrators the OIPRD's external website. The unit will expand electronic channels to include more social media.

The communications unit identifies and tracks issues that affect public trust in the complaints system and in police, develops issues management strategies that provide analysis, advice and messaging to the Director and executive team to manage potential reputational and contentious issues. The media relations strategy aims to communicate with media outlets in a timely manner, usually the same day.

## **Internal Communications**

The OIPRD's internal communications plan promotes an inclusive and accessible workplace and ensures inclusion and accessibility considerations are built into policies and service delivery. The OIPRD communicates to staff through a variety of channels including staff meetings, newsletters and email memos regarding operational processes, employee engagement initiatives and training, such as cultural competency and anti-racism.

Should the Safer Ontario Act, 2017, pass, OIPRD staff will likely triple. In order to ensure that staff in a larger organization is kept informed on the operational business, the OIPRD will consider developing and implementing an intranet site.

## Diversity and Inclusion Plan

The OIPRD endeavours to be responsive to and inclusive of the diversity of both the public it serves and the workforce it employs. Building on the strategic plans of the OPS and MAG, the OIPRD Diversity and Inclusion Strategic Plan adopts these values and combines them with our own unique workplace culture and vision.

The OIPRD strategy focuses on four priorities that will guide us through the transitional period during the next three years. This plan will help ensure that the values of diversity and inclusion remain embedded in all aspects of the organization, both during and after the transition period. The four strategic priorities of the OIPRD Diversity and Inclusion Strategic Plan for 2017–20 are, along with their desired outcomes:

1. Focus on the promotion of diversity and inclusion led through the encouragement and employment practices of executive and senior management:
  - a. The OIPRD hiring practices are fair and transparent, and any systemic barriers to employments are addressed.
  - b. Executive and senior management are inclusive leaders who practice inclusion day to day and provide tools and support for staff.
  - c. The make-up of the organization reflects the demographic diversity of the public we serve.
2. Make inclusion and fairness the foundational principal behind all processes and practices of the organization:
  - a. The policies and practices at the OIPRD are barrier-free and promotes fairness and equitable access for employees and the public.
  - b. Decision making for the OIPRD cultural community reflects the demographic diversity and broad perspectives of all staff.
  - c. All employees understand and contribute to a healthy and safe workplace free from harassment and discrimination.
3. Strengthen the organization's ability to provide services that are inclusive, fair and responsive to the public:
  - a. The services provided by the OIPRD accommodate the diversity of values, norms and challenges of the communities and stakeholders to whom they are provided.
  - b. All public and internal documents are produced in clear, plain and inclusive language.
  - c. Feedback mechanisms for receiving and responding to public input on its services are accessible to all.

4. Focus on a results-driven, evidence-based approach to inform decision making and ensure accessibility and inclusion:
  - a. Results from the annual OPS employee engagement survey are used to identify systemic employment issues.
  - b. Feedback from staff training session is analyzed and used to inform future training initiatives.
  - c. Demographic data of the public accessing our services is collected and used to inform decision making.

Since the agency opened in 2009, diversity and inclusion has been a core component of the OIPRD community, and we continue to maintain an ongoing commitment to employee engagement through various activities and programs dedicated to recognizing the individuality, diversity and culture of our employees.

The OIPRD initiated a Diversity, Inclusion and Employee Engagement Committee in 2010, and annually seeks to recruit new members who represent various diverse backgrounds and bring their own unique perspectives to the table. Each year, the committee plans activities aimed at educating, sharing and celebrating the cultural diversity of our staff and of the community. These activities give employees the opportunity to participate and engage in various cultural events and activities; this fiscal year, the committee has many different initiatives planned, including:

- Canada Day Celebration – June 29, 2017
- Waffles for a Cause – July 24, 2017
- Jays Game – September 21, 2017
- Orange Shirt Day – September 29, 2017
- Halloween Celebration –October 31, 2017
- Christmas Party –December 8, 2017
- Professional Development Day – February 13, 2018

## Multi-Year Accessibility Plan

Under the Accessibility for Ontarians with Disabilities Act (AODA) the OIPRD develops multi-year accessibility plans to ensure that new and continuing priorities and commitments will help the OIPRD's goal to identify, remove and prevent barriers to accessibility.

### Customer Service

An accessible OIPRD includes ensuring people with disabilities receive quality services in a timely manner, supported by effective policies, procedures, tools and resources that promote accessibility in customer service.

2018–22 Commitments:

- Review the OIPRD Accommodation Policy and identify opportunities to reinforce and promote requirements that enhance accessible customer service.
- Examine and address potential physical barriers at the OIPRD.
- Ensure that in the case of planned or unplanned service disruptions, notice is provided explaining the reason for the disruption, estimated duration and any alternative services available.
- Continue to promote training to support OIPRD excellence in accessible customer service.

### Clear and Accessible Communications

The OIPRD will enhance accessibility as it relates to communication supports, formats and websites and web content and ensure that OIPRD staff have the tools and resources to effectively develop information and communications in accessible formats.

2018–22 Commitments:

- A new website will be launched in 2018 that will meet WCAG 2.0 AA standards.
- Ensure that digital services are designed with accessibility at its core, striving for all users to have equal access to information and functionality.
- Ensure all forms are available in accessible formats.

### Accessible Employment

The OIPRD will align its efforts with the province's employment strategy for people with disabilities as the government works to ensure that more people with disabilities are employed, engaged and advancing in the OPS at large and the OIPRD specifically.

Accommodation practices will be reviewed to ensure people with disabilities are able to participate fully and meaningfully as OIPRD employees.

2018–22 Commitments:

- Continue to regularly review our human resources policies to prevent or remove systemic employment barriers, ensure they are compliant with legislation and reflect best practices.
- Employees will have access to training that helps them understand how hidden biases impact workplace interactions and how to prevent biases from negatively impacting others, including people with disabilities.

## **Enhancing Accessibility of Physical Spaces**

The OIPRD complies with the Ontario Building Code’s requirements for accessibility in the built environment and works toward greater accessibility into, out of and around OIPRD facilities and public spaces. This includes incorporating accessibility retrofits where possible during renovations.

2018–22 Commitments:

- When constructing or renovating OIPRD facilities, all features, such as elevators, doors, washrooms, parking, and furnishings will be fully accessible.
- Ensure that accessibility is addressed in the negotiation of new OIPRD leases and lease renewals.

## **Demonstrating Accessible Procurement**

The OIPRD endeavors to consider the needs of people with disabilities at all stages of the procurement process to help ensure that services are accessible.

2018–22 Commitments:

- Training will be provided by the OPS through a variety of training methods for new and existing employees, as appropriate to their job duties, to educate them on a common understanding of obligations under the AODA.
- Continue to ensure that accessibility criteria are incorporated in procurement processes and platforms. Training and additional resources, such as templates, sample accessibility language and guidelines provided by the OPS, will also be available to help OIPRD staff understand accessibility requirements and how to embed accessibility at all stages of procurement.

## Three-Year Financial Plan

With the upcoming changes to the OIPRD's mandate, there will be an increase in the resources required to ensure that the recommendations will be implemented in a way the complaints system remains transparent, effective and efficient. Over the next few years, the OIPRD will be working within its budget by phasing in the implementation of the recommendations from the Independent Police Oversight Review and reporting back to ensure that, as the requirements of the agency increase, the funding is appropriately distributed.

In 2017-18 there is a forecasted pressure for the OIPRD. Much of this pressure was approved in Q1 and Q2 to address the increased workload in the areas of systemic reviews, mediation programs and the work that has gone into preparing the agency for changes that may come into effect should Bill 175, Safer Ontario Act be proclaimed.

## Multi-Year Operating Budget

Expense Category	2017–18 Budget	2017–18 YE Forecast	Explanation of Variance	2018–19 Budget	2019–20 Budget	2020–21 Budget
<b>Salary, Wages and Benefits</b>						
Salaries and Wages (S&W)	4.9556	5.9132	Restructured Investigations Unit and transition to the enhanced oversight system	8.9256	12.5956	14.5306
Benefits	0.5425	0.6987		0.9792	1.3829	1.5958
<b>TOTAL Salary, Wages and Benefits</b>						
<b>ODOE</b>						
Transportation and Communications (T&C) Services	0.2953	0.2630	Lower projected expenditures	0.4950	0.7020	0.8550
	0.6188	0.9264	IT Costs, Systemic Reviews, Mediations, Preparation for Enhanced Oversight System	1.2607	1.4131	1.3574
Supplies and Equipment (S&E)	0.5452	0.0810		0.2200	0.3120	0.3800
<b>TOTAL Operating</b>	6.9574	7.8823		11.8805	16.4056	18.7188
<b>Capital</b>	0.0000	0.0000		0.0000	0.0000	0.0000
<b>Revenue</b>	0.0000	0.0000		0.0000	0.0000	0.0000

## Performance Measures and Targets

### Comparative Performance Measures Achieved

Performance Measures	Actual Percent Achieved		
	2015–16	2016–17	2017–18 (April 1 – Sept 30, 2017)
60-day report for policy/service complaints	57%	53%	62%
120-day investigation referred and completed	67%	52%	48%
120-day investigation report - retained	20%	5%	6%
10-day screening	60%	68%	63%
Seven-day local resolution	88%	84%	100%
47-day request for reviews	66%	58%	26%

## Three-Year Performance Targets

Performance Measures	Performance Target		
	2018–19	2019–20	2020–21
60-day report for policy/service complaints	60%	60%	60%
*120-day investigation referred and completed	65%	65%	N/A*
*120-day investigation report - retained	50%	50%	50%
130-day investigation report - retained	50%	50%	50%
150-day investigation report - retained	50%	50%	50%
180-day notice of hearing	65%	65%	65%
10-day screening	85%	85%	85%
Seven-day local resolution	75%	75%	N/A**
47-day request for reviews	75%	75%	75%
***Outcome Measures; % of complaints sent to EMP successfully resolved	80%	80%	80%

\*The legislation dictates that investigations must be completed in 6 months (180 days); we have defined our internal measures to complete investigations in 4 months (120 days).

\*\*In 2020-21 the OIPRD will be retaining 100% of its investigations so this performance measure will not be measured.

\*\*\*EMP- Enhanced Mediation Program