

social

ethnocultural

# Serving the population in all its diversity!

sexual

THE  
**SPVG** ACTION  
PLAN  
2023–2025







The Service de police de la Ville de Gatineau (SPVG) wishes to acknowledge that the land on which its buildings are located is part of the unceded traditional territory of the Algonquin Anishinabeg people, who have been present on this site since time immemorial.



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# Message from the director

Dear citizens, partners and colleagues,

Public trust in police services and institutions is more fragile than ever. And yet, this trust is necessary and at the very heart of the legitimacy of the actions of the Service de police de la Ville de Gatineau (SPVG). In recent years, several studies have shown that Canadians belonging to population groups designated as visible minorities are much less likely to have confidence in the police than those who do not belong to a visible minority. There were also situations that contributed to a sense of mistrust of policing in Canada by sexually diverse communities.

With its 88 cultural communities (2022) and its social and sexual diversity, Gatineau is an open and dynamic city. It is in the context of this rich diversity that the SPVG wished to take concrete action to cultivate and strengthen the trust of the communities it serves.

It is therefore with pride that we present our action plan "**Serving the population in all its diversity!**". This three-year plan is the result of more than a year of exhaustive research, consultations and scientific readings, in conjunction with multiple partners at the regional and provincial levels. It illustrates our determination to implement best practices in ethnocultural, social and gender diversity, with an approach that is adapted to the reality of Gatineau and the communities we serve and protect.





This plan is certainly ambitious, but according to the SPVG and its partners, it is the only possible response to such important issues. Indeed, with the community policing approach as a pillar, it was inconceivable for the SPVG to design this action plan without engaging diversity in a concrete way in the whole process. Therefore, we have set up two partner committees, one composed of adults and the other of youth, both coming from or representing diversity. Respect for expertise, mutual understanding and shared responsibility are the foundations that guide our collaboration with the members of these committees. This philosophy has allowed us to validate the actions and strategies to be favored in the plan to meet the needs and expectations of our communities in a contemporary manner. Moreover, the fact that the SPVG has committed itself to a process of accountability towards its communities is the symbol of a real desire to move forward and to adjust itself as and when needs arise.

Finally, the SPVG reiterates its commitment to people of all backgrounds by doing everything possible to remove barriers to equity, diversity and inclusion. This plan is perfectly aligned with our vision: a police service that is transparent, that inspires trust by building on mutual understanding, in order to offer a service of proximity, with a caring, proud and committed staff!

Enjoy your reading,

**Luc Beaudoin**

Director



# Action plan development process

The development of this action plan took over a year and is the result of a rigorous process of analysis, research and consultation. In fact, it flows from the first SPVG diversity action plan (2017-2021), which was entitled “Practice Accommodation Plan – Becoming more accessible to ethnocultural groups”.

## PHASE 1

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### ANALYSIS AND RESEARCH

- Research of best practices (in Quebec, Canada and internationally).
- Benchmarking with police services in Quebec and Ontario.
- Comprehensive literature review on the topic of diversity and inclusion in policing (definitions, Canadian context and academic research).
- Consultation of official reference documents.

## PHASE 2

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### IDENTIFICATION OF THE STRATEGIES AND GOALS TO BE IMPLEMENTED TO MEET THE NEEDS AND ISSUES PREVIOUSLY IDENTIFIED

## PHASE 3

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### CREATION OF THE DIVERSITY PARTNERS COMMITTEE

- Identification and solicitation of members.
- Development and adoption of the committee’s mandate by the members.
- Holding work meetings to advise the SPVG on the actions proposed in the action plan.
- Approval of the final version of the plan.



#### PHASE 4

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##### CREATION OF A YOUTH COMMITTEE

- Identification and solicitation of members.
- Holding consultation and exchange meetings.
- Identification of a first activity to develop with the youth.

#### PHASE 5

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##### IMPLEMENTATION AND EVALUATION OF THE SPVG'S ACTION PLAN

- Official launch of the SPVG's action plan "Serving the Public in all its Diversity!".
- Monitoring of performance indicators.
- Holding meetings with committee members for feedback and accountability.

#### OFFICIAL REFERENCE DOCUMENTS

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*Bilan de la mise en œuvre des recommandations du rapport de la consultation de la Commission des droits de la personne et des droits de la jeunesse sur le profilage racial et ses conséquences, Gouvernement du Québec, 2020.*

*Public Inquiry Commission on relations between Indigenous Peoples and certain public services in Québec: listening, reconciliation and progress. Final Report, Gouvernement du Québec, 2019.*

*Racial and Social Profiling Prevention, Detection, and Intervention Guide, Ministère de la Sécurité publique, 2020.*

*Le racisme au Québec : Tolérance zéro, rapport du Groupe d'action contre le racisme, Gouvernement du Québec, 2020.*

*Plan d'action gouvernemental de lutte contre l'homophobie et la transphobie 2017-2022, Gouvernement du Québec, 2017.*

*Rapport final du Comité consultatif sur la réalité policière, Ministère de la Sécurité publique, 2021.*

*Réalité policière au Québec : modernité, confiance, efficience, Ministère de la Sécurité publique, 2019.*

*Reclaiming Power and Place: A Supplementary Report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, Government of Canada, 2019.*





Ville de  
Gatineau  
STATIONNEMENT

Ville de  
Gatineau  
STATIONNEMENT



## DEFINITION OF DIVERSITY

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In order to broaden the scope of its action plan and to make it more inclusive and representative of Gatineau's reality, the SPVG has considered all facets of diversity. In this context and taking into account government definitions, the SPVG adheres to a global approach of "diversity" which includes ethnocultural, social and sexual diversity. By considering diversity as a whole, the SPVG is responding to the recommendations and strategies set out in various government plans.

Furthermore, the SPVG adheres to the "principles of living together and inclusion, i.e., openness to the participation of people of all origins in the collective life of society, accepting their differences and respecting democratic values, in particular by removing obstacles to equal rights and conditions".<sup>1</sup>

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<sup>1</sup> QUÉBEC. MINISTÈRE DE LA SANTÉ ET DES SERVICES SOCIAUX. *Une passerelle vers un avenir en santé*, [Fichier PDF], Ministère de la santé et des services sociaux, 2018, 31 p.





THE  
**SPVVG**  
ACTION  
PLAN



# Ensuring the accountability of the action plan

## TARGET 1

### ESTABLISH A GOVERNANCE STRUCTURE TO ENSURE THE IMPLEMENTATION OF THE ACTION PLAN

#### Action 1.1

Create a committee composed of individuals representing organizations working with diversity whose purpose will be to accompany the SPVG in the implementation and reporting of the action plan.

#### Action 1.2

Create a committee composed of individuals representing youth and diversity that will be responsible for accompanying the SPVG in the implementation of the action plan – youth component (ages 12 to 17).

#### Action 1.3

Appoint a person who will be responsible for coordinating and monitoring the progress of the actions and ensuring regular evaluation.

#### Action 1.4

Appoint a person responsible for the implementation of each action.





# Understanding the nature of interactions between the SPVG and diversity

## TARGET 2

### COLLECT RELIABLE DATA ON POLICE WORK WITH DIVERSITY

#### Action 2.1

Implement indicators that measure our interactions with diversity and analyze them on a regular basis.

#### Action 2.2

Continue our involvement in the working committee of the Canadian Centre for Justice Statistics of Statistics Canada and implement its recommendations.

#### Action 2.3

Implement a system to collect and analyze data on a regular basis following an interpellation.

## TARGET 3

### CONSULT WITH DIVERSITY REGARDING THEIR INTERACTIONS WITH THE SPVG

#### Action 3.1

Consult all of our Gatineau community partners working with diversity.

#### Action 3.2

Consult Gatineau's citizens of diverse backgrounds.



# Creating spaces of exchange with diversity

## TARGET 4

### CONTRIBUTE TO DIVERSITY FORUMS AND COMMITTEES

#### Action 4.1

Collaborate as a resource organization with the City of Gatineau Living Together Commission.

#### Action 4.2

Continue our involvement in the Provincial Coordinating Committee on Hate Crimes.

## TARGET 5

### MAINTAIN, INCREASE AND PROMOTE INTERACTIONS WITH DIVERSITY

#### Action 5.1

Participate and engage in community exchange activities and develop partnerships.

#### Action 5.2

Assign each staff member a community or organization representing diversity in order to maintain and develop lasting and trusting relationships.

#### Action 5.3

Develop initiatives to connect with youth from diverse backgrounds.







# Establishing clear organizational policies

## TARGET 6

*ENSURE THAT POLICE PRACTICES REFLECT THE ORGANIZATION'S COMMITMENT TO DIVERSITY*

### Action 6.1

Continue our involvement in the Police Sector Committee on Racial and Social Profiling of the Ministry of Public Security of Quebec and commit to implementing its recommendations.

### Action 6.2

Continue our involvement in the committee for the implementation of the data collection framework on arrests of the Ministry of Public Security of Quebec.

### Action 6.3

Maintain the regular evaluation and revision of police policies and practices.

### Action 6.4

Maintain a watch on court decisions related to the police community and diversity.

### Action 6.5

Make Gatineau's diverse citizens aware of the various processes for filing complaints against the SPVG or its staff.

## TARGET 7

*PROVIDE CLEAR EXPECTATIONS TO STAFF REGARDING OUTREACH TO DIVERSITY*

### Action 7.1

Disseminate the SPVG's action plan and position on diversity and engage staff in carrying out activities.

## TARGET 8

*STRENGTHEN THE ETHICAL CULTURE THROUGH A COMPREHENSIVE APPROACH TO INCLUSION AND THE FIGHT AGAINST RACISM AND DISCRIMINATION WITHIN THE ORGANIZATION*

### Action 8.1

Define and implement mechanisms for detecting inappropriate behaviors.

### Action 8.2

Maintain management of staff displaying inappropriate behavior.

### Action 8.3

Develop and disseminate new tools on the importance of ethics and non-discrimination to all staff.



# Maintaining and developing staff skills

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## TARGET 9

### DEVELOP SKILLS RELATED TO KNOWLEDGE, KNOW-HOW AND INTERPERSONAL SKILLS

#### Action 9.1

Provide training on arrests to all staff.

#### Action 9.2

Develop and disseminate diversity awareness tools or training to all staff, in partnership with members of diverse communities.

#### Action 9.3

Increase the knowledge of the SPVG's Management Committee regarding diversity and inclusion issues.

#### Action 9.4

Develop and disseminate training and continuing education about First Nations, Métis and Inuit to all staff, in collaboration with Indigenous partners.







# Enhancing our diversity service offering

**TARGET 10**

**ADAPT OUR SERVICES TO DIVERSITY**

**Action 10.1**

Be aware of the needs of diversity in crime prevention and develop or modify our services to adequately address them.

**Action 10.2**

Be representative of diversity in our communications and in our environment.

**TARGET 11**

**DISSEMINATE THE SPVG'S DIVERSITY ACTION PLAN AND POSITION**

**Action 11.1**

Publicize the action plan to citizens and partners.





# Increasing diversity within the SPVG

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## TARGET 12

*INCREASE DIVERSITY REPRESENTATION WITHIN  
THE SPVG'S STAFF*

### Action 12.1

Develop initiatives and create opportunities to maximize diversity recruitment.

## TARGET 13

*PROMOTING THE POLICE PROFESSION TO DIVERSE  
YOUTH*

### Action 13.1

Develop initiatives to interest diverse youth in the police profession.





# Acknowledgements

Although ambitious, this plan reflects the SPVG's desire to maintain lasting ties of trust with the various communities that live and work in Gatineau. The Board of Directors of the SPVG wishes to thank all the personnel who contributed in one way or another to the development of its action plan "Serving the population in all its diversity!".

The commitment and determination of the SPVG's team to give a voice to the diversity communities is evidence of a great openness towards the enrichment of practices and the continuous improvement of service delivery.

The SPVG also wishes to acknowledge and recognize the valuable collaboration of the citizens and organizations that took part in the committees set up. Their desire to help the SPVG in its reflections and to guide it in the strategies to be favored to get closer to the communities is inspiring. The involvement of the committees' members ensures that they participate in the decision-making of the Service de police de la Ville de Gatineau and contributes to deepening the essential relationships that unite us. Bringing together youth and adults from all backgrounds in this practice optimization exercise will make the SPVG a better organization, reflecting the citizens it serves. While it is a privilege to have been able to count on the authenticity, creativity and outspokenness of the youth involved in the Youth Advisory Committee, we cannot overlook the support they received from their parents who encouraged their participation.

#### DIVERSITY PARTNERS COMMITTEE

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#### ACCUEIL-PARRAINAGE OUTAOUAIS

##### **Dominic Lafleur**

Vice President of the Board of Directors  
(September 2020 – June 2022)

##### **Carmelo Marchese**

Health and Early Childhood Social Worker

#### ASSOCIATION DES FEMMES AUTOCHTONES DU CANADA / NATIVE WOMEN'S ASSOCIATION OF CANADA (NWAC)

##### **David Ironstand**

Political Advisor, Community Liaison, Manager  
(Language Project)

#### CENTRE D'INNOVATION DES PREMIERS PEUPLES / FIRST PEOPLES INNOVATION CENTRE

##### **Céline Auclair**

General Manager

##### **Viviane Michel**

Director of First Nations and Inuit Relations

#### CENTRE ISLAMIQUE DE L'OUTAOUAIS (CIO) / THE OUTAOUAIS ISLAMIC CENTRE

##### **Ibrahim Sballil**

Chairman of the Board of Directors

##### **Rachid Srhir**

Administrator of the Board of Directors

#### CONSEIL DE LA COMMUNAUTÉ NOIRE DE GATINEAU (CCNG) / BLACK COMMUNITY COUNCIL OF GATINEAU

##### **Aïchatou Touré**

Chairman of the Board of Directors

#### JEUNESSE IDEM

##### **Alexis Bastien**

Social Worker and Human Resources coordinator

##### **Érik Bisson**

Director General

*The SPVG Directorate thanks the other members who participated in the reflections and exchanges within the framework of the development of this action plan.*

#### YOUTH COMMITTEE

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The SPVG Directorate would like to thank all the diverse youth who have assisted us in our thinking about them. In particular, we would like to thank:

##### **Sébastien Cimpaye**

##### **Issra Idris**

##### **Rania Mesri**

##### **Katanan Youmna Touré**

##### **Serge Gaëtan Yapele**

#### THE SPVG'S COMMITTEE

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##### **Linda Corsius**

Community Policing Research and Development Officer - Research, Development and Organizational Strategy Division

##### **Simon Fournier**

Chief Inspector - Gendarmerie Division

##### **Myriam Houde**

Criminology Analysis and Research Manager - Research, Development and Organizational Strategy Division

##### **Mélanie Périard**

Secretary - Research, Development and Organizational Strategy Division

##### **Isabelle Plante**

Head of the Research, Development and Organizational Strategy Division

##### **Mathieu Tremblay**

Inspector - Resolutions and Preventive Neighborhood Action Section



