



EXECUTIVE SUMMARY

The Ottawa Police Service (OPS) prides itself on the partnerships it has built with the many diverse communities that make up the city of Ottawa.

In 2000, it established the Community and Police Action Committee, commonly known as COMPAC, which has served as a valuable forum for building awareness and understanding between the OPS and the diverse needs of the residents it serves.

We are proud of what we have accomplished together and are continually looking to expand the scope of these partnerships to evolve and grow with the changing needs of Ottawa.

Over the course of the past 17 years, we have achieved many great things together that has helped to educate both our members and the community on issues concerning racialized populations and Indigenous groups.

Every year we welcome the city to our doorstep on Elgin Street to help celebrate Multiculturalism Day; an inclusive event that allows us to share not only what makes us unique, but also what binds us together as a community.

We also assigned an Outreach Liaison Team to immediately respond to community concerns, in response to the death of an Ottawa resident after an interaction with police. This proactive initiative sought to not only resolve issues that arose from this event, but also to actively listen to the community about concerns around the effectiveness of COMPAC and its impact on the police community relationship.

The Human Rights Learning Forum was lauded by the Ontario Human Rights Commissioner Renu Mandhane, who also singled out the OPS for the work it did on its Traffic Stop Race Data Collection Project – a first of its kind initiative in Canada, establishing a new standard for public interaction through transparency and accountability.

Though we have achieved many great things together, we are now at a point where we have to examine the mandate of COMPAC and how we can better serve the city of Ottawa.



Need for Change

While we value the work we have done together with COMPAC, we recognize that in order to meet the changing needs of the city, we need to evolve and reassess how we can better manage our partnerships; and encourage the growth of new ones.

There is widespread agreement on the need for creative thinking that explores different ways of delivering on the mandate through greater engagement, meaningful consultation, and direct dialogue that generates real solutions to the most challenging issues.

Past COMPAC chairs and current members have made constructive recommendations on how to proceed going forward to better enhance the service and partnerships between the many diverse communities that make up the city of Ottawa. Applicant screening for COMPAC as well as advocacy of police oversight recommendations made by Justice Michael Tulloch in March 2017 are just two examples put forth by past COMPAC chairs and current community COMPAC members.

Both past and current members of COMPAC also believed that having members who were entrenched and known within their communities were keys to enhancing existing relationships and building new ones.

BACKGROUND

COMPAC was formed in 2000 to build bridges between the OPS and specific communities throughout the city of Ottawa. The main objective of the advisory committee is to:

“...nurture and develop a partnership between racialized, Indigenous and diverse communities and the police by means of communication, respect, accountability, freedom from fear, trust, etc.”

Over the years, COMPAC has worked diligently to achieve several key objectives, including:

- To be a forum for ongoing dialogue, communication and consultation including the sharing and exchange of information and analysis;
- To develop, renew and promote shared perspectives, goals and strategies, and pursue common ways of acting; and



- To identify and address community-police concerns and issues using such approaches and techniques as problem solving, as well as conflict and dispute resolution.

Barriers to Progress

Over the summer of 2017, COMPAC's leadership group came together to look at how to address gaps that had been identified in the COMPAC mandate. There was agreement that although members remain committed and well-intentioned, a variety of factors have led to less productive discussions and a diminished ability to generate positive change:

- The committee is not as visible as it would like to be and is not necessarily seen to be credible on key issues affecting under-represented communities;
- There are inherent barriers for the group to challenge the OPS and to criticize its policies and practices;
- Community representatives sometimes bring a narrow perspective to the COMPAC table that does not necessarily reflect the broader interests of marginalized, racialized, and Indigenous communities;
- An ineffective business plan;
- The absence of a formal evaluation process that is also contributing to a general lack of accountability;
- Insufficient capacity to move on issues of primary concern and to ensure consistent, high quality follow-up actions; and
- The need for a well-defined process to deal with critical incidents involving police and members of racialized, marginalized or Indigenous communities.
- Although COMPAC has maintained its process of allowing issues to be discussed at the table, it lacks process to develop solutions in response to those issues.

Alignment with Other Directional Documents

Also factoring into the review of COMPAC are the OPS *2016-2018 Business Plan* and the *Multi-Year Action Plan for Bias-Neutral Policing (MYAP)* that flowed out of the largest race based data collection project in Canadian policing history.

The *2016-2018 Business Plan* confirms engagement with Ottawa's diverse communities as a key activity in building trust in the police. Specifically, it calls for the use of an Equity, Diversity and Inclusion (EDI) lens in all OPS "business practices, processes, planning and culture."

The EDI principles are:



- **Equitable** – treating everyone fairly by acknowledging their unique situation and addressing systemic barriers; ensuring everyone has access to equal results and benefits;
- **Diverse** – drawing upon a wide range of experiences, perspectives and skills within a person, group or community to make our communities and workplaces richer; and
- **Inclusive** – acknowledging and valuing people’s differences so we all have a sense of belonging, acceptance and recognition as valued and contributing members of society.

The MYAP is a product of the Traffic Stop Race Data Collection Project (TSRDPC) that began in April 2012. Based on the results of the project and a commitment to bias-neutral policing, the OPS has taken a number of specific actions (e.g., policy, training, outreach, and recruitment), much of it in collaboration with community stakeholders, including COMPAC.

The MYAP has six Key Action Areas of which one is engagement with community, which identifies the following priorities:

- Ensure meaningful community-police engagement opportunities during the development, implementation, and monitoring of MYAP – focused on creating partnerships and collaborative action;
- Continue building trust and confidence in policing with communities who are most affected by focusing on community-police engagement and outreach opportunities in OPS service delivery: events, programs, committees;
- Improve community engagement efforts at the neighbourhood level, including with youth; and
- Improve community-police response to critical incidents.

In order to align with priority areas as identified by various communities and reports, the forward work of MYAP and to ensure continued relevance and effectiveness, a re-imagined and restructured community and police approach is required.

There are lots of examples to be explored and in continued collaboration, we are committed to developing a new structure that meets our current and future needs.

RECOMMENDATIONS

With the help of an outside facilitator, COMPAC’s leadership group has put forward a series of recommendations to create the conditions for open, candid



and constructive conversation, and to put the committee in a stronger position to deliver on its mandate.

The restructuring of COMPAC should include the following key recommendations:

- Review and edit the mandate;
- Create well-defined processes tied directly to COMPAC's overall mandate (e.g., community consultation, recruitment, selection, orientation for new members, professional development, etc.). Consider updated demographic data when determining community representation;
- Collaboratively create a new *Terms of Reference* to ensure a clear understanding of respective roles, responsibilities, accountabilities and length of term;
 - Establish a work plan that defines specific goals, objectives, actions, timeframes, and performance measurements;
 - Consider supplementing the work of COMPAC through other forms of community engagement and through the integration of other advisory groups (e.g., LGBTQ2S, Youth Action Committee, etc.);
 - Be intentional about integrating COMPAC's mandate with other priorities at the OPS as part of an overall effort to foster positive culture change within the organization; and
 - Ensure sufficient capacity within COMPAC to deliver on the core elements of its mandate.

NEXT STEPS

Following a presentation to the COMPAC membership in early October, it is proposed that the leadership group (current OPS Chair and Vice Chair; current Community Chair and Vice Chair) be tasked with exploring viable options for moving forward, based on the recommendations from the June 2017 meeting.

Short-term priorities should include:

- A celebration event to acknowledge COMPAC's successes over the years and to thank current members for their longstanding support and contribution;
- Formal community engagement activities as part of the MYAP initiative;
- Create a new mandate and *Terms of Reference*;
- Updated recruitment and selection processes; and,



- Starting in the spring of 2018, launch of the reconstituted community advisory group.