



The Ottawa Police Community Equity Council Relationship Framework FINAL

(Approved – December 4, 2018)

A. Introduction

The Ottawa Police Community Equity Council will work within a Relationship Framework (Terms of Reference) that provides a clear foundation around the expectations and supports to the Council. This Draft Relationship Framework will be finalized and approved by the Council at its first meeting in the fall of 2018.

1. Mandate of the Council

Mandate:

The Ottawa Police Community Equity Council, working within an intersectional framework, will collaborate with the Ottawa Police Service to work more effectively with Indigenous, racialized, and faith based communities in Ottawa.
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2. The Objectives of the Council

Objectives

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| <ul style="list-style-type: none"> a) Community and police service members will provide meaningful and honest feedback about the ongoing relationship with the community and police. b) Community members will provide strategic advice, based on input from the community, to the Ottawa Police Service on how to improve the relationship. c) Community members will provide engagement support when a critical incident occurs between the community and the police. d) Police members will offer insights into police processes and systems to influence positive change within the police systems while recognizing the limitations of the police structure. e) Police service members will be advocates for change within the police service. f) The CEC will provide suggestions to change OPS systems and processes. |
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3. Outcomes for the Council

Outcomes
The three initial outcomes for the work of the Council are: a) To improve relationships between Indigenous, racialized and faith-based communities and the Ottawa Police Service. b) To see changes within the OPS are initiated to develop and maintain strength-based relationships with Indigenous, racialized and faith-based communities. c) An increase in the accountability relationship between the police to the Ottawa community.

Specific actions will be identified to achieve these outcomes and to measure the progress in the work of the CEC.

4. A principle based relationship

- Solution focused
- Strength based
- Transparent
- Respectful and honest.

Principles will continue to be developed by the CEC that will inform the work of the Council.

Roles and Responsibilities

5. Collective roles and responsibilities of the Council

The roles of the council are:

- Respond to community around specific situations and facilitate resolution within the OPS. (Bridge or liaison role)
- Provide advice and solutions from a bigger perspective (post incidents and based on thematic trends) on the relationships between OPS and the community.
- Provide advice and solutions to the OPS around internal changes that they need to make to address thematic trends.

6. Individual Council members' roles and responsibilities

- Attend Council meetings every second month.
- Adhere to the Code of Conduct of the Council (to be developed by the Council at their first meeting).
- Work on at least one committee or work group.
- Meet with members of the public (outside of your community) at least once a year to get feedback on the relationship with the police. (This will be part of the work plan.)
- Use the key communication messages developed by the Council when participating in the public meetings.
- Stay connected to your nominated community organization through a formal accountability mechanism. (e.g. attending meetings to give and receive feedback)

7. Chairpersons' role and responsibilities

There are four leadership roles on the Council:

- a. Community chair and vice chair (selected by the Community members of the CEC)
- b. Police chair and vice chair (based on position within the organization)

Both chairpersons have responsibilities to:

- a) Work with the Facilitator in preparing the agenda.
- b) Follow up on specific actions that come out of each meeting.
- c) Support the conversations in a leadership role, including elevating the conversations to strategic discussions.
- d) Speak to the media on the collective positions of the Council.
- e) With the facilitator, address conflict of interest and violations of the code of conduct.

The Police Chairperson has the responsibility to ensure that items that are directed to the Chief of Police are shared in a timely manner that reflects the direction of the Council.

8. Facilitator's role and responsibilities

The Facilitator will support the process of the Council including:

- a) Work with the Chairpersons in preparing the agenda.
- b) Facilitate the Council meetings, including summarizing discussions and decisions.
- c) With the co-chairs, address conflict of interest and violations of the code of conduct.
- d) Provide templates and processes to support the Council in their work.

9. Administrative support person's role

The Administrative support person works closely with OPS Diversity and Race Relations to support the smooth operations of the Council. The specific tasks for the Administrative support person will be identified in their job description. Key tasks include:

- Attend all meetings of the Council and record the deliberations. Prepare the minutes and submit no later than 2 weeks after the meeting.
- Coordinate the logistical support to the meetings.
- Maintain the contact information for all Council and committee members.
- Ensure that all members of the Council and committees are informed of meetings.

10. Diversity and Race Relations roles and responsibilities

The Diversity and Race Relations office of the Ottawa Police Services will provide ongoing logistical, management and administrative support to the Community Equity Council including:

- Managing the budget for the Council.
- Supervision and support to the administrative people providing support to the Council.
- Logistical coordination for the Council and the Committees.

- Retaining the records and the corporate history of the Council.

The Staff Sergeant for Diversity and Race Relations is the vice-chair of the Community Equity Council.

Selection of Council Members

11. Membership criteria

The criteria for being a Council member is based on a matrix that will be reviewed and updated each time a selection process occurs. The matrix is based on the most recent research and studies that indicate the level and quality of interaction between the OPS and community members. Selection criteria will relate to:

- Community Identity
- Intersectional Identity
- Strategic skills
- Community relationship to the police (arrests, incidents of being stopped)
- Community incidences (gangs, drugs)
- Cross-sector relationship skills

12. Selection process to the Council

a) Community members

- There will be an open and transparent recruitment process for community members, including a clear description of the qualifications that are needed to be on the Council.
- The membership criteria (above) will form the basis for selection of membership to the Council.
- The recruitment information will be distributed broadly throughout the community.
- The process will include an application form, signed agreement to the Mandate, submission of resume, letter of interest and a letter from a community organization that the candidate will be accountable to.
- All final candidates for the Council will go through an interview process.

b) Police members

- Council membership from the Ottawa Police Service is based on position as indicated below:
 - Deputy Chief (Co-Chair)
 - Supt. Criminal Investigations, or designate
 - Supt. Community Safety Services, or designate
 - Supt. Front Line Deployment, or designate
 - Supt. Support Services, or designate
 - Supt. Training & Development, or designate
 - Director of Community Development
 - Executive Officer to the Chief of Police
 - Staff Sergeant, Diversity and Race Relations (Vice Chair)
 - Executive Advisor on Equity, Diversity and Inclusion (under development)

- The OPS Co-Chair of the Council will inform the OPS members of their selection.
- c) Indigenous Elders
- The Council will work with the Ottawa Aboriginal Coalition to select three Elders to represent the Indigenous (First Nation, Inuit and Métis) community in Ottawa. The Elders will rotate so that there is one Elder available for each Council meeting.
- d) The OPS and Community Chairpersons and Vice-Chairpersons
- The Council has two chairpersons and two vice-chairpersons representing the OPS and the Community.
 - The OPS Chair and Vice-Chair positions are based on the position they hold in the organization (see above).
 - The Community Chairperson and vice chairperson are selected by the Community members through a transparent process for a term of two years.
- e) Ex Officio Members
- The RCMP, OPP and Military Police will be invited to participate as ex-officio members of the Council. They will be asked to provide members that are equivalent in rank to the members from the OPS who are on the Council.

13. Terms

- a) Community Council members will be on the Council for two to three year terms, and up to a maximum of six years.
- b) Community Council members will need to take two years off after their six years before being eligible to apply again for the Council.
- c) Police Council members are assigned to the Council through their position. Should their position change, the OPS member will transfer their position and knowledge to the police member replacing them in their Council role.

14. Removal of Council Members

The removal of Council members is considered a very serious situation and would not be done without deliberations between the Council member, the two Co-Chairs and the Facilitator. There are a number of reasons that council members would be removed from the Council.

- a) **Attendance:** Council members who miss three meetings in one year will be asked to reevaluate their commitment. If they cannot reliably attend, they will be asked to remove themselves from the Council.
- b) **Behaviour:** The Community Equity Council will conduct its work based on a Code of Conduct that is agreed upon by the Council Members. Council members who violate the Code of Conduct will be spoken to outside of the meeting with a clear explanation of the violation and the expected change. If the behavior does not change or improve after a discussion has occurred and sufficient time has been given to show evidence of change, the Co-Chairs will

bring forward a motion to the full Council for the member to be removed. The organization that is connected to the Council member will be informed if a Council member is removed.

- c) **Accountability:** Each Community Council member has been asked to identify an organization that they will ensure accountability to. Each Community Council member will be required to fill out the Accountability template and update throughout the year on their accountability activities. (see Appendix A)
- d) **Police Members:** Police members are accountable to their internal performance management system. Concerns that are not resolved through discussions and interventions by the Co-Chairs and/or Facilitator with the CEC-OPS member will be directed to their supervisor.

How We Will Work Together

15. Community Equity Council Meetings

- a) **Frequency of meetings:** Council meetings will happen six times a year. The Council will meet every other month, starting in January of each calendar year. Council meetings will be held in January, March, May, July, September and November of each year.

Committee meetings will be held the alternative months when the Council is not meeting.

- b) **Agenda preparation:** A standard agenda will be developed that will support the Council deliberations and will ensure that there is time for: timely discussions around current issues happening in the community and conversations and recommendations coming from the Committee work.

16. Community Equity Council Processes

- a) **Code of Conduct:** The Council will develop a Code of Conduct that all Council members will be expected to follow. **The Code of Conduct will be inserted into the Terms of Reference once it is completed.**
- b) **Meeting process:** The meetings will be facilitated to support full participation by each Council member. The discussions will be focused and be referenced to the mandate. In preparing for discussions, a briefing note or presentation will be provided so that Council members can start the discussion with the same foundational information. A round will be conducted so that we hear from each member of the Council on key discussions and decisions. Before the end of each meeting, a summary will be provided on the key messages coming out of the Council including decisions. These will be uploaded to the website and shared publicly 24 hours after the meeting.
- c) **Meeting minutes and key messages:** Meeting minutes are prepared by the Administrative Support person to the Community Equity Council. The minutes will be a high level summary of the discussions and decisions made. The key messages, agreed by the Council at the end of each session, will be inserted into the minutes.

- d) **Addressing conflict:** Conflict is natural and healthy in any group environment. Conflict at the table and in Council discussions will be respectful. When there is conflict between individuals and/or groups within the Council, we will require Council members to initiate resolution of a conflict between themselves. If they cannot reach a resolution, they can ask the Co-Chairs and/or Facilitator to help resolve the issues. Conflicts that are adversely affecting the Council will be addressed by the Co-Chairs and the Facilitator in a pro-active, constructive way.
- e) **Conflict of Interest:** In some discussion within the Council it may be important to identify a conflict of interest. Council members can declare a conflict or the co-chairs or facilitator can name a conflict. A conflict of interest can be: where family members or close friends of a Council member are involved in a specific situation or where the situation includes police members that a Council member directly supervises. The Co-Chairs and facilitator will decide on whether the conflict will adversely impact the discussions or decisions and how to address it.
- f) **Guests and public participation:** Council meetings are open to the public however only members of the public that are on the CEC agenda and have been identified as guests or speakers will have the opportunity to speak at the Council meetings.

17. Decision-Making Process

The decisions that the Council makes will primarily be recommendations to the police on how to make improvements around their relationship between the OPS and the Indigenous, racialized and faith based communities. The decision-making process will be a modified consensus model.

- a) Appropriate time will be given to have full discussions to support informed decisions. Specific time will be allocated in the meeting agenda for the discussion for each item and can be extended when necessary.
- b) Using the consensus model, the table will have the opportunity to discuss the item and identify whether the Council has consensus.
- c) The 1-6 ranking adopted at the First National Meeting is:
 - 1) Fully support
 - 2) Support with reservations
 - 3) Acceptable
 - 4) Will not block it, can live with it
 - 5) Need more information or discussion in order to support
 - 6) No; cannot accept it.
- d) If everyone is at level #4 or above, consensus has been reached.
- e) If there is consensus in the room with some reservations, the reservations will be considered in order to make the decision stronger. If this requires changes to the item, these will be discussed and posted in the meeting,
- f) If there is no consensus and there is a time restriction, the group will move to a vote.
- g) A decision has been achieved if there is agreement by at least 75% of the leaders at the meeting voting to support the motion.
- h) If the motion goes to a vote, each person who is not part of the majority can request to have their name noted along with the concerns that prevented them from supporting the motion.

18. CEC Committees

There are six Standing Committees for the Community Equity Council. Each will have their own Terms of Reference. The mandates for each committee are:

a) **Committee mandates**

Communications committee: This committee has three responsibilities:

- Review and ensure that the CEC website is up to date.
- Develop a social media policy for the CEC
- Review and summarize the Community Engagement feedback and present a report to the CEC on the issues emerging from the community.

Bias Neutral Policing: This committee will work closely with the internal OPS members that are implementing the Bias Neutral Policing initiative. Under the initiative there are three key areas that require focus:

- Community engagement performance indicators in the Performance Management system
- Training and Ongoing Professional Development
- Recruitment and Selection

Anti-Racism Committee: This committee will look at ways that the OPS can work with communities who have identified the OPS as being racist or where incidents occur and racism is named as one of the dynamics in the situation.

Indigenous Relations Committee: This committee will work on areas that need strengthening between the Indigenous community and the OPS.

LGBTQ2S+: This committee will identify and work on areas that need strengthening between the LGBTQ2S+ community and the OPS that intersect sexual orientation, gender fluidity, race and Indigeneity.

Issues This committee will review issues that come from the community and indicate that the process that the OPS member(s) used was not productive or effective. This committee will support existing OPS processes to resolve the issue in a constructive and strength based way while also providing recommendations for better or new processes.

b) Membership to the Committees: Committee members will be made up of Community Equity Council members, community members and Ottawa Police Service members. Community and OPS members can indicate at any time an interest in a committee. The Diversity and Race Relations office will maintain the list of interested people. A process will be developed in the first six months of the Council (by April 1st) for ongoing recruitment and selection to committees.

c) Co-Chairs for Committees: There will be two co-chairs (one from the OPS and one from the community) for each committee and at least one co-chair has to be sitting on the Community Equity Council. The other co-chair will be chosen from committee members.

- d) **Frequency of Meetings:** Committee meetings will be held six times a year, in the alternative month that the Council is not meeting. The months for committee meetings are: February, April, June, August, October and December. Committees can also plan supplementary meetings to complete the work of the committee.
- e) **Supports to Committees:** The Diversity and Race Relations office will support the committees including providing the minutes and logistical support.

19. CEC Ad Hoc Workgroups

The Community Equity Council can form a working group to respond to a specific situation. The members of the working group will be identified based on the expertise and experience required to address the situation. The mandate of the workgroup and the membership will be decided by the Council.

A Work Group will have a time limited mandate until the situation is resolved or the work has been absorbed into a CEC committee.

Our role in the Community - Accountability

20. Communication processes

- a) **Formal CEC Media spokespeople:** The Community and OPS Co-Chairs are the media spokespeople for the Community Equity Council unless another person has been delegated to speak on behalf of the Council on a specific issue.
- b) **Collective media messages:** The Community Equity Council, or the Communications Committee, will develop collective media messages that reflect the overall direction of the CEC. Those messages can be shared by all Council members if approached by the media.

Key messages will be developed at the end of each meeting. If anyone on the CEC is contacted by the media they are asked to share CEC key messages. Inform the Diversity and Race Relations office if contacted by the media.

- c) **Website:** The existing website for the Community Equity Council is on the previous COMPAC webpages on the Ottawa Police Services website.
<https://www.ottawapolice.ca/en/news-and-community/Community-and-Police-Action-Committee-COMPAC.asp>

The content for the website is to be updated after a CEC meeting to provide updates on the decisions made at the meeting. The content for the website will be updated by the Communications Committee of the CEC. The management and technical updating of the website will be the responsibility of the Administrative support person through Diversity and Race Relations of the OPS.

- d) **Social Media** The social media protocol will be inserted into the Terms of Reference once the Communications Committee has completed it.

- e) **Tracking CEC Communication:** The Communications committee will track the media stories.

21. Accountability of the Council to the Ottawa Community

- a) **Individual Accountability:** Each Community Council member has been asked to identify an organization that they will ensure accountability to. That accountability includes: updating the organization and getting their feedback on the issues that are arising at the Council and, if possible, presenting a public report through that organization (e.g. AGA or community gathering) on the work of the Community Equity Council. The Council member is required to complete their accountability relationship template on an annual basis.
- b) **Annual work plan with performance indicators:** The Community Equity Council will work with an annual work plan that has specific outcomes and performance measures. The work plan will be developed at the first meeting of each year and will be based on the issues identified by the community and OPS around Indigenous, racialized and faith based communities.
- c) **Annual Orientation:** An annual orientation will be provided that includes an overview of the Ottawa Police Services, the data related to the communities in Ottawa and the intersectional approach.
- d) **Annual evaluation of the Council:** The Community Equity Council will do an annual evaluation that will include an individual assessment by each Council member and a group evaluation. The results will be used to support improvements and changes to the Council. The evaluation will be done in the fall of each year.
- e) **Annual CEC report:** An annual report will be developed each year in late fall that will assess the progress of the Council, including the areas the Council focused on, the impact of the work and lessons learned.

22. Evaluation and Revision of the Relationship Framework.

The Relationship Framework will be reviewed and updated annually at the first meeting of the new year.

Appendix A – Accountability Template

Date _____

Community Council Member _____

Organization that I will be accountable to: _____

Contact person in the organization _____

Meetings where I sought feedback for CEC:

Meetings when I presented information to the organization about the CEC

Other organizations that I connected with on behalf of CEC

Appendix B – Definitions

Indigenous: Includes First Nations, Inuit and Métis people in Canada. The word Aboriginal is also used to describe Indigenous people.

Intersectionality: The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect especially in the experiences of marginalized individuals or groups. (Merriam-Webster dictionary)