

## **Scope of Work**

### **Ottawa Police Services Board Strategic Planning Process**

#### **1. Statement of Purpose**

In the next several months, the Ottawa Police Services Board (OPSB), in partnership with the Chief of Police, needs to develop a new Strategic Plan that will guide the work of the Ottawa Police Service (OPS) over the next three years and help inform budget allocations and priorities.

More broadly, the results of the Board's strategic planning process will also feed into the City of Ottawa's Community Safety and Well-Being Plan – a plan intended to bring residents, organizations, and governments together to collaborate on addressing well-being and safety issues in our community using a more holistic and integrated approach; a approach which will help get to the root causes of the complex issues of crime, social disorder, and harm.

The OPSB is seeking a consultant to provide professional services to assist the Board in developing the plan, consistent with its existing framework for business planning (see *supporting documents – Board Policy AI-001 Framework for Business Planning*).

As part of this work, the consultant will be expected to:

- Review a variety of inputs and data previously collected by OPSB and OPS to inform the development of the public and stakeholder consultation strategy and strategic plan priorities.
- Develop and implement a public and stakeholder consultation strategy to gather input on strategic priorities from a diverse range of residents and stakeholders (including but not limited to school boards, community organizations and groups, and businesses). The strategy should include a means for validating any findings or conclusions drawn from the consultation exercises, prior to finalizing any reports or recommendations.
- Develop a communication strategy to support the strategic planning process from start to finish, including communications pertaining to the public and stakeholder consultation strategy, as well as general communications to keep members of the police service and members of the public apprised of the process.

This work will lead to two key deliverables for the consultant:

1. A preliminary report outlining recommendations regarding priorities for the next OPSB three-year strategic plan (informed by the public and stakeholder consultation and review of background information referenced above); and
2. A three-year strategic plan which includes an implementation plan and timelines, and addresses:

- the objectives, core business and functions of the police service, including how it will provide adequate and effective police services;
- quantitative and qualitative performance objectives and indicators relating to the police service's provision of community-based crime prevention initiatives, community patrol and criminal investigation services; community satisfaction with police services; emergency calls for service; violent crime and clearance rates for violent crime; property crime and clearance rates for property crime; youth crime and clearance rates for youth crime; police assistance to victims of crime and re-victimization rates; and road safety;
- information technology;
- resource planning; and,
- police facilities.

(as required by [O.Reg. 3/99: Adequacy and Effectiveness of Police Services under the Police Services Act, R.S.O. 1990](#))

The preliminary report outlining recommended priority areas for the strategic plan will be developed first to summarize the key findings from the public and stakeholder consultation process. This preliminary report will be used to inform discussions with the Board and the Chief of Police to develop the three-year Strategic Plan, as well as help inform the draft 2022 budget. It is expected that the Strategic Plan will outline strategic priorities for the Ottawa Police Service for the next three years, describe the current state, articulate a vision for a future state, and outline clear and quantifiable objectives as well as an implementation plan, complete with proposed timelines.

It is critically important that the Board's strategic plan be properly situated within the broader context of community safety and wellbeing. Locally, provincially, nationally, and globally, there are calls for public safety to be reimagined; for service providers to be more integrated and collaborative; and for police to be de-tasked so other more suitable service providers can step in and provide their expertise and experience to better assist those who need it. While the Board has a legislative responsibility to provide adequate and effective policing services in the city of Ottawa under the *Police Services Act*, its discussions around how it will fulfill those obligations cannot occur in a vacuum and must take into account the other components of effective community safety and wellbeing.

## **2. Background**

Under the *Police Services Act*, the legislation that governs policing in the province, the Board is responsible for the provision of adequate and effective police services in the municipality. It is also responsible for determining, after consultation with the Chief of Police, objectives and priorities with respect to the police service; submitting operating and capital budgets to maintain the police service and provide it with equipment and facilities; and establishing policies for the effective management of the police service.

The Board's last strategic plan was developed in 2019. Since that time, the world has been faced with an ongoing global pandemic as well as what some would characterize as an existential crisis in policing, following the death of George Floyd at the hands of a Minneapolis police officer.

Public trust, racism, and use of force have been some of the issues that have increasingly risen to the forefront by those advocating for reforms, defunding, and in some cases, the abolishment of policing.

As part of its approved workplan for 2021, the Board is looking to develop a new strategic plan that takes into account how this shifted narrative around policing has impacted the expectations of the Ottawa community with respect to its police service, in order to help inform service delivery and future budget decisions in the context of the broader discussion around how community safety and wellness needs to be reimagined.

### **3. Objectives**

- Identify priorities for the OPSB 3-year strategic plan, informed by public expectations for the police service, members from targeted stakeholder groups, the needs of the OPSB and the Service, environmental factors, and priorities of Ottawa City council.
- Develop quantifiable objectives linked to the strategic plan priorities, and an associated, achievable 3-year implementation plan.
- Develop a 3-year strategic plan incorporating the identified strategic priorities and objectives, as well as an implementation plan to support achievement of objectives, and other components as required by [O.Reg. 3/99: Adequacy and Effectiveness of Police Services under the Police Services Act, R.S.O. 1990.](#)

### **4. Deliverables**

#### **4.1 Strategic Planning Process and Strategic Plan**

The consultant will be required to lead the development of the strategic plan, in close consultation with the Board as the Board holds responsibility for the strategic planning process. Strategic plan priorities will also need to be determined in consultation with the Chief of Police. The process therefore needs to include both the Board and the Service.

The consultant will be expected to identify priority areas for the strategic plan using a combination of sources, including (but not limited to):

- Results of past research and evaluations conducted by OPSB/OPS:
  - Public opinion research;
  - Community stakeholder surveys;
  - Surveys of city leaders;
  - Workload assessments and service delivery evaluations;
  - Member surveys; and

- Environmental scan of emerging trends in policing.
- Results achieved by the police service in relation to the plan currently in effect.
- Results from the public consultation strategy conducted as part of this consultancy.

The OPSB will provide all relevant documentation referenced above to the successful consultant when the contract has been awarded.

It is expected that the consultant will produce a preliminary report outlining the findings from the public consultation process.

The final strategic plan produced by the consultant is expected to include or address the following components:

- Overview of the current state and a vision for the future state of the OPS;
- The strategic priorities for the Ottawa Police Service for the next three years as determined by the consultation process with stakeholders, members of the public, the OPSB and the Chief of Police;
- The objectives, core business and functions of the police service, including how it will provide adequate and effective police services;
- Clear, quantitative and qualitative performance objectives and indicators relating to the police service's provision of community-based crime prevention initiatives, community patrol and criminal investigation services; community satisfaction with police services; emergency calls for service; violent crime and clearance rates for violent crime; property crime and clearance rates for property crime; youth crime and clearance rates for youth crime; police assistance to victims of crime and re-victimization rates; and road safety;
- Information technology;
- Resource planning;
- Police facilities; and
- An implementation plan, complete with timelines, to support the achievement of the objectives.

More detailed information can be found in Board Policy AI-001 Framework for Business Planning.

#### 4.2 Public Consultation Strategy & Communications Strategy (+ implementation)

The Board is envisioning the development of a consultation strategy, and related communications strategy, that will ensure feedback is obtained from a representative sample of key stakeholders as well as members of the public.

The Board expects that at minimum, the following groups are engaged:

- School boards
- Community organizations and groups
- Businesses

- Members of the public
- Community Equity Council

The Board would like the consultation strategy to address gaps and shortcomings of past consultations that have been conducted, such as connecting with hard to reach populations and underrepresented groups (i.e. BIPOC/racialized/visible minority groups; low socioeconomic status; non-English/French speaking residents; newcomers; youth); increasing the diversity and breadth of community voices heard; leveraging a variety of methods for promotion and data collection to ensure a greater reach and proper accessibility; and collection of detailed demographic information. The Board would also like to be in a position to compare the data, either to past survey results or other police services for benchmarking purposes. More information on gaps and shortcomings identified in past consultations can be provided to the consultant after the contract is awarded.

It is also important to the Board that any findings or conclusions drawn from the consultation process be validated with those who provided their input to ensure the findings or conclusions are an accurate representation of their feedback. This validation exercise would need to take place both at the stage of the preliminary report, as well as with the more comprehensive strategic plan.

Some of the specific topics we would be looking to gather input on may include:

- Perceptions of personal safety and security;
- Neighbourhood/City crime and disorder concerns;
- Ratings of police performance, quality of service;
- Trust and confidence in the OPS and underlying drivers of trust and confidence;
- Incidence of and satisfaction with interactions with police (victim, witness, offender, traffic stop, casual encounter, website, SRO, CRC, front desk, CPC, online reporting, 911/Call Centre);
- Personal experience with crime/victimization;
- Top issues/priorities for the OPS to address;
- Budget allocation;
- Use of force; and,
- Interactions with BIPOC community members.

The consultant will be responsible for developing the overall consultation approach, developing a sampling plan, developing all research instruments and related data collection protocols, data cleaning, coding and analysis. The OPSB will provide information about existing stakeholder networks and key community contacts to assist in the development of the consultation strategy.

Relatively recent consultations with the public have already taken place and this data could be used to help further guide and refine the consultation strategy. This includes a

public survey conducted in the third quarter of 2020 by the Board, in collaboration with the Service, as well as consultations conducted by the City of Ottawa to help inform the Community Safety and Wellbeing Plan that is currently under development.

## 5. Responsibilities/Project Deliverables

The consultant will be responsible to provide the following deliverables:

- Ensuring regular and ongoing project updates to the Project Authority and engagement of Board and Police Service throughout the development of the Strategic Plan and at key decision points.
- Develop an inception report outlining the public consultation process, communications strategy, sampling approach, as well as all research instruments and study protocols in consultation with the Project Authority.
- Oversee all collection, cleaning, coding and analysis of data to meet the objectives outlined in this document.
- Presentation of draft findings delivered to the OPSB and OPS Chief of Police for discussion, validation, and refinement of strategic plan priorities and actions.
- Electronic copy in Microsoft Word of Draft Reports (Strategic Plan Recommendations).
- Electronic copy in Microsoft Word of Final Reports (Strategic Plan), incorporating feedback from the OPSB.
- Electronic copy in Microsoft PowerPoint of final presentation of key findings (Strategic Plan).
- Full, anonymized quantitative data files, and coded qualitative transcripts.

## 6. Timeline and key milestones

As the Board is looking to use the results of the public consultation process to inform its draft budget for 2022, a preliminary report on the findings would be required by no later than July. The more fulsome strategic plan could be delivered later in the year.

Key milestones and proposed timelines are included in the table below however these can be adjusted in consultation with the consultant.

Milestones	Timeline
<u>Start-up meeting</u> Meet with the OPSB to refine areas of focus for the strategic planning process.	May
<u>Preparation for public consultation process</u> Develop an inception report outlining the public consultation process, communications strategy, sampling approach, as well as all research instruments and study protocols.	May-June

<u>Review by project authority</u> Review and approval by the OPSB and OPS Chief of the inception report.	June
<u>Undertake public consultation</u> Inform community members of the consultation, select participants and undertake data collection.	June-July
<u>Data preparation and analysis</u> Manage data entry, quality control, data cleaning, coding/analysis of any open-ended questions/qualitative data collection. Analysis of data, including trend comparison to previous survey results if applicable, and preparation of a presentation of findings.	July
<u>Draft report prepared</u> Draft preliminary report prepared and validated with those who participated in the consultation process.  Draft preliminary report prepared and shared with the OPSB and the OPS Chief of Police, summarizing findings and recommendations.  Feedback provided by OPSB and OPS Chief on both reports.	July
<u>Presentation of draft findings and the development of the Strategic Plan</u> The consultant should present findings and recommendations to the Board/OPS Chief in a series of meetings for discussion, validation and refinement of strategic plan priorities and actions.	August-September
<u>Final Strategic Plan</u> Preparation and submission of the Strategic Plan document incorporating feedback from the OPSB and the OPS Chief.	October

## 7. Data Ownership, Confidentiality, and Access to Data for Future Use

All data collected during the consultancy is and will remain the property of OPS/OPSB. All data collected shall be used by the Consultant only for the purpose of analysis and report preparation, and shall be treated confidentially. Appropriate measures should be taken in order to prevent the wrongful use, dissemination or publication of confidential information. Following usage for analysis purposes, any data shared with the Consultant from previous OPS Public Surveys shall be returned to the Project Authority.

## **8. Bid Proposal Requirements**

- A technical proposal including:
  - Detailed description of the proposed methodology and how it will meet the objectives outlined in this scope of work;
  - Detailed workplan, including anticipated start date and completion date;
  - Data analysis plan;
  - Team composition and level of effort of each proposed team member
- A financial proposal including:
  - Detailed cost estimate broken down by deliverables, including fees and level of effort by each staff category;
  - Estimated billing dates for contract deliverables.

## **9. Supporting documents**

OPSB & OPS Consultation – Background & Considerations Going Forward

2019-2020 Strategic Direction

2020 Environmental Scan

Board Policy AI-001 Framework for Business Planning

## **10. Disclaimer (TBD)**

The scope of work is subject to change following further discussions on scope and budget.