

Report to / Rapport au:

**OTTAWA POLICE SERVICES BOARD
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

30 May 2022 / 30 mai 2022

Submitted by / Soumis par:

Human Resources Committee / Comité des ressources humaines

Contact Person / Personne ressource:

Krista Ferraro, Executive Director / Directrice exécutive

Krista.Ferraro@ottawa.ca

SUBJECT: COMMUNITY ENAGEMENT STRATEGY FOR CHIEF RECRUITMENT

**OBJET: STRATÉGIE D'ENGAGEMENT COMMUNAUTAIRE POUR LE
RECRUTEMENT DU CHEF**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board approve the following, as recommended by the Human Resources Committee:

- 1) The procurement of Hefid.Solutions by Odgers Berndtson to assist with the design, implementation, and report back on the community engagement process for the Chief of Police recruitment.**
- 2) The delegation of authority to the Human Resources Committee for approvals related to the community engagement process for the Chief of Police recruitment.**

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa approuve le suivant, comme recommandé par le Comité des ressource humaines :

- 1) L'acquisition de Hefid.Solutions par Odgers Berndtson afin d'aider à concevoir et à mettre en œuvre le processus d'engagement communautaire en vue du recrutement d'un nouveau chef de police, ainsi qu'à assurer le suivi de ce processus;**

2) La délégation de pouvoirs au Comité des ressources humaines afin qu'il puisse donner son approbation dans le cadre du processus d'engagement communautaire en vue du recrutement d'un nouveau chef de police.

BACKGROUND

Under the *Police Services Act*, the legislation that governs policing in the province, the Board is responsible for recruiting and appointing the chief of police and any deputy chief of police.

In February of 2022, the former Chief of Police, as well as a former Deputy Chief of Police, separated from the Ottawa Police Service, leaving those two positions vacant.

In March of 2022, the Board approved the procurement of Odgers Berndtson (OB) from the City's standing offer list to assist it with its recruitment of a new Chief and Deputy Chief of Police.

As part of the recruitment process for these executive positions, the Board committed to undertaking a community engagement process to solicit input from the community on the qualities it should be looking for in the future leaders of the OPS.

OB, which is leading the recruitment process on behalf of the Board, is recommending the procurement of Hefid.Solutions to assist with the design, implementation, and report back on the community engagement process.

Hector Addison of Hefid.Solutions attended a meeting of the Board's Human Resources Committee on May 20, 2022, to provide a presentation to the Committee on the proposed community engagement strategy and take questions.

The Board's Human Resources Committee is recommending that the Board approve the procurement of Hefid.Solutions by OB to assist with the design, implementation, and report back on the community engagement process for the Chief of Police recruitment, as well as the delegation of authority to the Committee for approvals related to the community engagement process.

DISCUSSION

As part of the recruitment process for a new Chief and Deputy Chief of Police for the Ottawa Police Service (OPS), the Board requires an engagement strategy in order to gather community input from Ottawa residents and stakeholders on what they would like to see in the next leader of the OPS. This feedback will be used to inform the Board's search and final selection of a new Chief of Police, as well as Deputy Chief of Police.

The engagement strategy the Board adopts must serve to strengthen relationships and rebuild trust at the community level, by taking into account the strained relationship that

currently exists between some members of Ottawa's racialized communities and the Board and the OPS.

The Board therefore requires a strategy that will enable the Board to hear from a variety of perspectives and voices, particularly those of marginalized and racialized communities who have been traditionally harder to reach in previous engagement efforts and consequently not adequately reflected in the final feedback.

Odgers Berndtson (OB) is recommending the hiring of Ottawa-based firm Hefid.Solutions to assist with the design, implementation, and report back on the community engagement process, on behalf of the Board.

The Hefid.Solutions core team has extensive experience engaging with marginalized communities as well as widespread networks of trusted hosts and facilitators from Ottawa (with many speaking multiple languages) that can help carry out this engagement process. One of the hallmarks of the Hefid.Solutions team is their ability to bring together hosts for this engagement that are recognizable and trusted leaders in the community, with proven experience in community consultation and facilitation. This enables their team to create the necessary safe spaces for dialogue where participants can feel free to engage in candid and thoughtful discussions.

Hefid.Solutions also has a strong understanding of the local Ottawa context, which is important in helping to inform the design of the engagement process. Further, some members of the team also bring the added benefit of being volunteers on the OPS's Community Equity Council (CEC), a community-based consultative group that provides advice and insight to the police on ways to improve and strengthen the relationships between the OPS and the many Indigenous, faith based and racialized communities and organizations in Ottawa. The CEC is regularly called upon to provide input on important topics such as anti-racism, leadership, Indigenous relations, hiring and training, etc. The Hefid.Solutions team members with experience on the CEC bring with them their added understanding of what improvements are needed at the OPS to better improve its relationship with the various communities it serves.

CONSULTATION

The proposed engagement approach is meant to provide a means for broad public input, while also ensuring a more targeted approach that will let Ottawa's racialized communities know they are being given an equal and meaningful voice. It is meant to ensure that members of racialized and marginalized communities feel heard, respected, and supported.

While the design of the engagement strategy is meant to be nimble in order to address any learnings or issues that take place throughout the engagement, Hefid.Solutions is proposing an engagement that consists of the following at its core:

- A bilingual French and English, culturally appropriate online survey;
- Three community engagement sessions, two in English and one in French; and,
- Select one-on-one interviews with community leaders and influencers.

The survey is intended to assist with broader outreach and will include some demographic questions to assist with the analysis of the results.

The engagement sessions and one-on-one interviews will involve more targeted and purposeful outreach to solicit a variety of perspectives, such as those who have lived experience interacting with police, communities apprehensive of police who want to see change, etc. In terms of selection of participants, Hefid.Solutions is proposing a snowball approach to gathering participants, leveraging their broad community networks and understanding of the City of Ottawa.

Hefid.Solutions has estimated a total of 150 participants in its engagement sessions and one-on-one interviews however this number could shift. This figure does not include the participants in the online survey.

FINANCIAL IMPLICATIONS

Hefid Solutions has estimated the cost of the engagement strategy at \$76,500 before taxes. This cost includes per diem expenses, honorariums for participants in the engagement sessions or one-on-one interviews (estimated at a total of 150 persons at \$50.00 each), the survey, as well as the final report.

The full detailed proposal (*which is not being released publicly as it contains proprietary information*) was previously provided to the Board.

The Board has the necessary funds in its professional services budget to cover this expense.

CONCLUSION

The Board's Human Resources (HR) Committee is recommending that the Board approve the procurement of Hefid.Solutions by Odgers Berndtson to assist with the design, implementation, and report back on the community engagement process for the Chief of Police recruitment. Hefid.Solutions has extensive expertise and experience in consultation and facilitation, as well as a broad community network that can be

leveraged to ensure meaningful and diverse public input, particularly from members of Ottawa's racialized and marginalized communities.

The HR Committee is also recommending that the Board approve the delegation of authority to the Committee for approvals related to the community engagement process. The delegation of authority will help ensure an efficient and streamlined approval process.