

Report to / Rapport au:

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

28 June 2021 / 28 juin 2021

Submitted by / Soumis par:

**Chair, Ottawa Police Services Board / Présidente, Commission de services  
policiers d'Ottawa**

Contact Person / Personne ressource:

**Diane Deans**

*diane.deans@ottawa.ca*

**SUBJECT: PROCUREMENT RELATED TO 2022 OTTAWA POLICE SERVICE  
BUDGET, USE OF FORCE REVIEW, AND BOARD'S STRATEGIC  
PLANNING**

**OBJET: SERVICES D'APPROVISIONNEMENT POUR LE BUDGET 2022 DU  
SERVICE DE POLICE D'OTTAWA, L'EXAMEN DES CAS  
D'UTILISATION DE LA FORCE ET LA PLANIFICATION STRATÉGIQUE  
DE LA COMMISSION**

**REPORT RECOMMENDATIONS**

That the Ottawa Police Services Board approve the procurement of StrategyCorp consulting firm, a vendor of record with the province, to support the Board in its development and review of the 2022 Ottawa Police Service budget; its review of use of force; and the development of its strategic planning process.

**RECOMMANDATIONS DU RAPPORT**

Que la Commission de services policiers d'Ottawa approuve l'approvisionnement de la société d'experts-conseils StrategyCorp, un fournisseur attitré de la Province, afin qu'elle lui offre du soutien pour l'élaboration et l'examen du budget de 2022 du Service de police d'Ottawa, l'examen des cas d'utilisation de la force, ainsi que l'élaboration de son processus de planification stratégique.

## **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 and later refreshed in 2020. 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, police funding, 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, abolishing 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 strategic priorities for service delivery and future budget decisions. It is also critically important that the 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.

The Board is also looking to narrow-in on its use of force policies to see how they may be improved to better reflect current thinking and best practices, as well as shifting community expectations.

Finally, with the tabling and consideration of the draft 2022 budget less than six months away, the Board is looking to further refine its ongoing work on reviewing how the budget can be reduced or frozen at 2021 levels.

The Board has limited internal resources and requires independent, expert advice and support to carry out its workplan in a way that ensures alignment, adherence to timelines, and efficient and effective use of its budget.

## DISCUSSION

As part of its 2021 work plan, the Board is looking to assess how the draft 2022 Ottawa Police Services budget can be reduced or frozen at 2021 levels; review its use of force policies; and develop its strategic planning process. Due to limited internal resources at the Board, and the need for independent expert advice and support, the Board is required to procure external assistance.

Although they are separate work packages, the budget exercise, use of force review, and strategic planning process, are interrelated and therefore alignment and proper sequencing are important. There are also fixed timelines the Board must adhere to, specifically for its budget development, and therefore time is of the essence for certain pieces of work.

In order to account for the considerations noted above, it is recommended that the Board procure assistance from a full-service consultancy that has experience and relevant expertise in policing, police governance, and more broadly, community safety and wellness; an understanding of the various pieces of legislation that govern police boards and police services in the province of Ontario; an appreciation for the importance of collaborative planning and stakeholder buy-in to meet the evolving needs of the complex community we serve; and a thorough awareness of the current environment as well as historical issues that have contributed to present day conditions.

Through consultation with subject matter experts in policing, and more specifically police governance, StrategyCorp was recommended to the Board as a firm with the requisite knowledge, skill and professional ability to support the Board with its various work packages. StrategyCorp is a vendor of record for the Ontario government.

The Board obtained a proposal from StrategyCorp (*which is confidential and cannot be shared due to the fact that it contains proprietary information*) and had an opportunity to meet with representatives of the firm to discuss how they would approach the Board's work packages.

Based on the proposal they provided and the strategy they outlined, as well as the considerations noted above, it is recommended that the Board hire StrategyCorp using a sole source procurement process to assist with its budget exercise, use of force review, and strategic planning process.

The engagement would consist of an 18-month strategy with the first phase being initiated and completed in 2021. It would include:

- Preparation of a strategic direction paper, detailing the 18-month strategy;

- Provision of analytical support to assess opportunities for cost containment in the 2022 budget, culminating in a budget direction paper;
- Development and implementation of a focused process for the Board to review its use of force related policies, including a review of best practices as well as internal and external engagement; and,
- Preparation of a recommended strategic planning process, including the development of a robust community engagement strategy which leverages the findings and recommendations that will result from the ongoing community engagement initiative the Board is undertaking with the assistance of PACE (*a full report on this initiative can be found in the May 2021 agenda*).

It is recommended that the work be completed in two phases in order to allow the Board to incorporate the findings and recommendations from PACE, which are not anticipated until the fall. Further, it will allow the Board to secure the necessary funds in its 2022 budget to undertake the second phase of this work, consisting of the implementation of the recommended strategic planning process and the extensive community consultation strategy.

#### Background on StrategyCorp

Established in 1995, StrategyCorp is a public affairs, communications and management consulting advisory firm. The Board will be working primarily with team members from the firm's Municipal Affairs Practice Group, including but not limited to:

- John Matheson who is a Principal at StrategyCorp and the head of the Municipal Affairs Practice Group. He has extensive experience working with municipalities across Ontario and is the lead author on two Community Safety and Well Being Projects. He was also a former advisor to the Ontario Provincial Police Association and the Police Association of Ontario.
- David Szwarc who is a Senior Advisor at StrategyCorp with significant experience in the municipal sector, including the social services space at both the regional and provincial levels of governments. He has held positions as Chief Administrative Officer, Commissioner, and Director with the Regional Municipality of Peel; Community Services Manager with the Province of Ontario and Director with the Regional Municipality of Halton.
- Matt Torigian who is a Senior Advisor at StrategyCorp and a leader in policing and public administration in Ontario. He served as a Deputy Minister of Community Safety from 2014-2018, was a Chief of Police in Waterloo for seven years and

served as past president of the Ontario Association of Chiefs of Police, as well as on the board of directors for the Canadian Association of Chiefs of Police.

StrategyCorp has offices in Toronto and Ottawa and employs over 70 consultants and staff. All of their Principals have been with the firm for over a decade, and all have held senior roles in the public and private sectors. In 2020, as a response to widespread calls for greater equity and inclusion in the workforce, StrategyCorp instituted a policy of actively recruiting in BIPOC communities, and has implemented a preferential hiring policy, with the goal of increasing the diversity of its workforce.

## **CONSULTATION**

For this procurement process, subject matter experts in policing, and more specifically police governance, were consulted for recommendations on firms best positioned to assist the Board with its outstanding work packages related to the 2022 budget; use of force review; and strategic planning. It was important for the Board to identify a full-service consultancy with the experience and relevant expertise in policing, police governance, and more broadly, community safety and wellness; an understanding of the various pieces of legislation that govern police boards and police services in the province of Ontario; and a thorough awareness of the current environment as well as historical issues that have contributed to present day conditions. Furthermore, the Board required a firm that had the capacity to support all three work packages (budget; use of force review; and strategic planning) to ensure alignment and proper sequencing, as well as respect for the Board's timelines.

Staff at the Big 12 police services in Ontario were also consulted for recommendations on external firms they have partnered with in the past to assist with budget review and strategic planning however the majority rely primarily on the resources of their respective police services.

## **FINANCIAL IMPLICATIONS**

The first phase of the 18-month strategy is estimated to cost approximately \$68,500, with actual hours spent on the project to be tracked and invoiced accordingly. The estimate does not include HST or any third-party expenses, such as audio/visual, material production and printing, translating, advertising, web development, etc.

The cost of phase two, which will begin in 2022 and consists of the implementation of the recommended strategic planning process, will be costed once the strategy is developed. A separate report outlining phase two and required funding will be brought before the Board before the end of the year.

StrategyCorp is a vendor of record with the Ontario government.

**SUPPORTING DOCUMENTATION**

Not applicable.

**CONCLUSION**

As part of its 2021 work plan, the Board is looking to assess how the draft 2022 Ottawa Police Services budget can be reduced or frozen at 2021 levels; review its use of force policies; and develop its strategic planning process. Due to limited internal resources at the Board, and the need for independent expert advice and support, the Board is required to procure external assistance.

It is recommended that the Board hire StrategyCorp to assist with the above-noted work packages.