

Report to / Rapport au:

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

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Submitted by / Soumis par:

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

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**SUBJECT: PHASE 2 OF STRATEGYCORP PROCUREMENT - USE OF FORCE
REVIEW AND BOARD STRATEGIC PLAN**

**OBJET: ÉTAPE 2 DU PROCESSUS D'APPROVISIONNEMENT DE LA SOCIÉTÉ
STRATEGYCORP – EXAMEN DU RECOURS À LA FORCE ET PLAN
STRATÉGIQUE DE LA COMMISSION**

REPORT RECOMMENDATIONS

That the Ottawa Police Services Board approve the second phase of its procurement of StrategyCorp consulting firm, a vendor of record with the province, to support the Board in its review of use of force and development of its strategic plan, up to a maximum of \$130,000 (before tax).

RECOMMANDATIONS DU RAPPORT

Que la Commission de services policiers d'Ottawa approuve le processus d'approvisionnement en cours visant à retenir les services de la société d'experts-conseils StrategyCorp, un fournisseur attitré de la province, pour assister le Conseil dans son examen actuel sur le recours à la force et dans la préparation de son plan stratégique a un maximum de 130,000\$ avant impôt.

BACKGROUND

In June of 2021, the Board approved 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.

The engagement was designed to span a total of 18-months and two phases, with the first phase taking place in 2021, and phase two occurring in 2022. Phase one of the engagement was meant to focus on the 2022 budget; the Board's use of force review; and preliminary planning for the strategic planning process. Phase two was intended to focus on implementation of the strategic planning process, including a community consultation strategy.

A number of factors have impacted the scope of the engagement with StrategyCorp and the second phase of the procurement, and these are described in this report.

StrategyCorp is in the process of developing an updated proposal to complete the remaining work packages and this will be shared with the Board once finalized.

In light of the Board's meeting schedule, and in an effort to keep the Board on track to complete the remaining work packages as soon as practicable (ideally within the first third of 2022) the Board is being asked to approve a total envelope of \$130,000 (before taxes) for the second phase of its engagement with StrategyCorp.

DISCUSSION

The Board first procured StrategyCorp consulting firm in June of 2021 in order to support it with 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.

The original scope of work was intended to span 18-months and be divided into two phases; phase one was meant to focus on the 2022 budget, the Board's use of force review, and the development of a plan for a new strategic planning process. Phase two was intended to focus on implementation of the plan for the new strategic planning process.

The Board undertook a more extensive budget process in 2021 than in previous years and therefore the majority of support provided by StrategyCorp in phase one of this engagement was related to the budget.

The Board also committed to aligning its strategic planning process with the reporting requirements directed to the Chief of Police during the 2022 budget approval in November 2021. In order to achieve this alignment, the Board will require a more focused and compressed strategic planning process than initially anticipated. This process will include leveraging previous consultation efforts as much as possible to take

advantage of public input already received; avoid duplication of effort; and develop a more targeted community engagement strategy.

StrategyCorp is in the process of preparing an updated proposal to scope out phase two of the remaining work packages and reflect the above considerations. This will be shared with the Board once finalized.

The Board is being asked to approve a total envelope of \$130,000 (before taxes) for the second phase of its engagement with StrategyCorp so work can continue on the remaining work packages and targeted timelines can be met. This budget ceiling is based on preliminary estimates from StrategyCorp to develop and implement a strategic planning process for the Board, including a consultation plan, as well as to assist the Board with its review of use of force policies, including a review of best practices as well as a review of the Board's governance role in relation to use of force. As previously noted, a full breakdown of associated costs will be provided to the Board by StrategyCorp in an updated proposal.

The Board has limited internal resources and requires independent, expert advice and support to carry out the remaining work packages in this engagement.

The Board originally procured StrategyCorp given their experience and relevant expertise in policing, police governance, and more broadly, community safety and wellbeing; their understanding of the various pieces of legislation that govern police boards and police services in the province of Ontario; and their awareness of the current environment as well as historical issues that have contributed to present day conditions. StrategyCorp continues to be well-positioned to provide the ongoing support required by the Board.

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 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 the initial 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 work packages related to the 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 was estimated to cost approximately \$68,500 before taxes, which amounts to a total of \$77,405 with taxes. A total of \$76,840.01 (including taxes) was invoiced in 2021, which came in just below the estimate.

StrategyCorp has provided a preliminary estimate for the cost of phase two of the procurement of \$130,000 (before taxes). StrategyCorp is in the process of preparing an updated proposal to scope out the remaining work to be completed as part of phase two of the engagement and this will be shared with the Board once finalized.

Additional one-time funding was added to the Board's professional services budget for 2022 to assist in funding the requirements for the development of the strategic plan. The Board has a total of \$502,000 in its professional services budget for 2022.

StrategyCorp is a vendor of record with the Ontario government.

SUPPORTING DOCUMENTATION

Not applicable.

CONCLUSION

As part of its 2022 work plan, the Board is looking to complete its review of use of force policies and develop an updated strategic plan for the Ottawa Police Service. The Board previously procured StrategyCorp to assist with the above-noted work packages as part of a two-phase, 18-month strategy. The Board is being asked to approve the funding envelope required to undertake the second phase of this engagement.