

Request for Proposals: Strategic Planning Services

Crime Prevention Ottawa

March 2023

Overview

Crime Prevention Ottawa (CPO) is a municipal board and a provincially registered non-profit organization dedicated to contributing to crime prevention and enhanced community safety and well-being in Ottawa through collaborative, evidence-informed initiatives.

CPO helps Ottawa's social services organizations improve community safety by being a knowledge broker of emerging and evidence-informed practices, convening stakeholders around a common issue, advocacy, funding and publishing research, and short-term funding for training and program delivery.

CPO is seeking a strategic planning consultant or consultants to facilitate a process to create our next five-year Strategic Plan for 2024-28. This Strategic Plan will display foresight on emerging safety needs and challenges facing Ottawa and outline how CPO can effectively respond through our work in the coming years. The Strategic Plan will also be designed to be used as an engagement tool to expand CPO's reach and more effectively connect to its diverse stakeholders.

Scope of Work

The successful vendor will be required to develop a five-year strategic plan that identifies strategic directions, goals, and priorities to guide the work of the organization. The successful vendor will:

- Incorporate Equity, Diversity, Inclusion, and Reconciliation throughout the planning process and the proposed Strategic Plan
- Review the current strategic plan, mission, values, vision, and mandate
- Review key recent community engagements commissioned by CPO (Funding Review & Street Violence Strategy Refresh)
- Review the City of Ottawa's Community Safety and Well-Being Plan
- Create a profile and situational assessment (assessment of the political, social service, and funding environment as it relates to community safety in Ottawa)
- Conduct an environmental scan of other similar organizations in Ontario
- Consultations with community and social service agency stakeholders
- Set strategic and policy priorities for the next five years

The vendor will be expected to work with a dynamic team made up of:

- CPO board members (including City Councillors)
- CPO staff members
- Social service agencies – to be identified by CPO
- Community stakeholders – to be identified by CPO
- Others as identified by CPO or by the vendor (in consultation and agreement with CPO's ED)

Strategic Planning Outcomes

- Update or create organizational vision, mission, priorities, goals, and outcome measures
- Identify possible areas for growth and development
- New Strategic Plan is developed as a communications tool

Proposed Project Timeline

- RFP submissions deadline: **March 31, 2023**
- Contract awarded: **Mid-April 2023**
- Work plan due: **Late April 2023**
- Check-in points: **To be proposed by the vendor at various stages**
- Final presentation to the board of directors: **September 11, 2023**

Budget

The budget for this project is \$30,000 - \$50,000.

Submission Guidelines

Within the submission, the vendor must describe:

1. Their prior strategic planning experience;
2. Their knowledge and experience with stakeholder engagement and municipal dynamics;
3. Their method for achieving buy-in from CPO Board and staff of all outcomes;
4. Reviews or endorsements by previous clients (maximum 3);
5. Their approach to delivery of the desired Strategic Planning Outcomes described above;
6. Their availability for meeting with staff, in-person and/or virtual, and the communication channels in place;
7. The qualifications and experience of personnel assigned to the project;

8. The BIPOC leadership and staff on their team who have clear mechanisms to influence and contribute to the project;
9. Their experience in engaging with marginalized communities and implementing Equity, Diversity, Inclusion (EDI) practices;
10. How EDI will be incorporated into the planning process;
11. Their experience in engaging with Indigenous communities and implementing Truth and Reconciliation principles;
12. How Truth and Reconciliation will be incorporated into the planning process;
13. A realistic timeline for each milestone / phase with key milestones defined;
14. The breakdown of their budget and how it is consistent with the budget for the project above;
15. Confirmation that your business is based in Ottawa; and
16. Confirmation that your business is incorporated, insured and has been in operation for more than two years.

A sub-committee of CPO's Board of Directors and the Executive Director of CPO will review and decide based on a weighted point system considering experience in the sector, plan to meet the proposal outcomes and best overall value for the product.

Crime Prevention Ottawa would like to thank you in advance for your time and attention to this matter.

Should you have any questions and/or comments, please do not hesitate to contact Ahmad Luqman, Executive Director (Interim) at ahmad.luqman@ottawa.ca. Please submit your proposal via email to cpo@ottawa.ca no later than March 31, 2023.