

**This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on November 24, 2020**

P184. Chief of Police Selection Process – Contract Award to Besc Toronto Inc. (Boyden) to Deliver Executive Search Services

The Board was in receipt of a report dated November 9, 2020 from Ryan Teschner, Executive Director & Chief of Staff.

Recommendations:

It is recommended that the Toronto Police Services Board (the Board):

- 1) Approve a contract award to BESC Toronto Inc. (Boyden) to deliver executive search services as part of the Chief of Police selection process, for a six month contract term with the option to extend on a month to month basis, and at an estimated cost of \$75,000, excluding taxes;
- 2) Authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and,
- 3) Authorize the Chair to exercise the option to extend the contract term on a month to month basis, subject to budget availability and satisfactory vendor performance.

**The Board approved the foregoing report.**

Moved by: M. Moliner  
Seconded by: M. Ford

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# Toronto Police Services Board Report

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November 9, 2020

To: Board Members  
Toronto Police Services Board

From: Ryan Teschner  
Executive Director & Chief of Staff

**Subject: CHIEF OF POLICE SELECTION PROCESS - CONTRACT AWARD TO BESC TORONTO INC. (BOYDEN) TO DELIVER EXECUTIVE SEARCH SERVICES**

## **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board):

1. approve a contract award to BESC Toronto Inc. (Boyden) to deliver executive search services as part of the Chief of Police selection process, for a six month contract term with the option to extend on a month to month basis, and at an estimated cost of \$75,000, excluding taxes;
2. authorize the Chair to execute all required agreements and related documents on behalf of the Board, subject to approval by the City Solicitor as to form; and,
3. authorize the Chair to exercise the option to extend the contract term on a month to month basis, subject to budget availability and satisfactory vendor performance.

## **Financial Implications:**

Given the infrequent nature of the processes required to select a new Chief, the Board's operating budget has never included a specific budget allocation for the services required. The Board has estimated that the budget for executive search services for this search is approximately \$75,000. As part of a separate, but related contract award process, the Board approved an award to a public engagement firm at its October 2020 meeting, also at an estimated cost of \$75,000.

As a result, the costs for the services associated with these firms' work is estimated at approximately \$150,000. Some preliminary work will occur in 2020, but a significant

amount of this work will occur in 2021. Every effort will be made to accommodate the costs from within the Board's 2020 and 2021 budgets.

### **Background / Purpose:**

One of the Board's most significant responsibilities is to recruit and appoint a Chief of Police.

On July 31, 2020, Chief Mark Saunders retired from the Toronto Police Service (Service). As set out in section 31(d) of the *Police Services Act*, the Board has the statutory responsibility to "recruit and appoint the chief of police." Currently, James Ramer is serving as Chief of Police until such time as a new Chief is appointed. The Board has commenced a two-part Chief selection process, which includes robust and wide-ranging public consultation, as well as the retention of an executive search firm to provide expertise and support during the recruitment stage.

The purpose of this report is to obtain Board approval for the retention of Boyden to provide executive search services.

### **Discussion:**

At its meeting of August 18, 2020, the Board approved 81 recommendations that put into place a roadmap for comprehensive policing reform, which included building new community safety response models, initiatives to address systemic racism and concrete steps to improve trust with our communities (Min. No. P129/20 refers). The report also specifically addressed the forthcoming Chief selection process and recommendations related to that process. In describing the process, the report stated:

*The Board will soon begin the public procurement process to select firms to assist with the executive search for the next Chief, as well as for the public consultation process which will inform the executive search. The Board will receive Requests for Proposals (RFP) from interested firms, and will then follow the procedural steps of receiving, evaluating, and selecting firms to execute the executive search and public consultation processes. It is anticipated that a Board report recommending the successful firms will be brought before the Board for approval in Q4 2020. The firms will begin their work following the Board's approvals.*

#### *Competitive Procurement Process for Executive Services*

A Request for Proposal (R.F.P.) for executive search services was issued on MERX on August 17, 2020 (MERX is an online system that allows firms to review tenders that have been issued, and to provide a bid in relation to proposals). The R.F.P. closed on September 22, 2020, and 25 vendors downloaded the document.

During the posting period, a question was submitted asking what the budget was for this R.F.P. The response provided indicated that the budget was approximately \$75,000.

Ultimately, seven proposals were received.

The proposals were assessed by an Evaluation Committee, where, in the spirit of the Toronto City Council Decisions that were made at its June 29 and 30, 2020 meetings, the Board Office invited senior executive representation from the City of Toronto to participate in the selection process. The Evaluation Committee consisted of the following members:

- Ryan Teschner – Executive Director & Chief of Staff, Board Office
- Danielle Dowdy – Advisor, Strategic Policy & Stakeholder Relations, Board Office
- Stacey Shepherd – Director, People & Culture, Toronto Police Service
- Waheeda Rahman White – Director, Equity, Diversity and Human Rights, City of Toronto

The proposals were assessed based on the evaluation criteria outlined in the R.F.P., which included demonstrated experience in:

- Performing executive search projects for large, complex and unionized organizations with preference to public and/or policing sector; and,
- Successfully navigating public exposure, including media attention, as a result of any high-profile projects

Proponents were also required to:

- Demonstrate experience and qualifications of proposed project team members performing executive search searches for large, complex and unionized organizations with preference to public and/or policing sector;
- Outline their proposed plan, schedule and approach; and,
- Provide sample public consultation projects in their proposal.

As part of the above evaluation criteria, proponents were also evaluated based on their relevant experience and demonstrated ability to execute a search strategy that will include significant proactive outreach to diverse law enforcement communities within Canada and internationally.

### *Proponent Being Recommended*

Boyden scored the highest among the firms that submitted proposals, and is recommended for award. Boyden's price submission was \$75,000.

Boyden is a global leader in the executive search industry with 65 offices in over 40 countries, specializing in high level executive search, interim management and human

capital consulting across a broad spectrum of industries. Nationally, Boyden has five corporate offices in Vancouver, Calgary, Ottawa, Toronto and Montreal. Boyden has been routinely ranked by Forbes as one of the 10 best executive recruitment firms in the world.

Boyden's consultants are specialists in non-profit, public and private executive searches, with a wealth of experience in sourcing executive talent from a variety of sectors. They have conducted searches for municipal police services, municipalities, as well as for governmental agencies, commissions, and boards. Notably, they have managed many high profile executive searches of relevance to this mandate, including:

- Chief of Police, Sault Ste. Marie Police Service (2018)
- Chief of Police, Regina Police (2007, 2016)
- Chief of Police, Calgary Police Service (2007, 2015)
- Governor, Bank of Canada (2012, 2019)
- CEO, Canada Mortgage and Housing Corporation (2013, 2019)
- CEO, Waterfront Toronto
- CEO, Canada Post Corporation
- CEO, The Ottawa Hospital
- CEO, McGill University Health Centre

Upon Board approval, Boyden will be retained to:

- Work closely with Environics, who has been retained by the Board to deliver public consultation services (Min. No. P160/20 refers) for the purpose of developing a job description/role profile for Chief of Police, as well as a competency profile and selection criteria largely based on the feedback obtained from the consultations;
- Provide written details of the search/recruiting process for highly-qualified applicants and related services, including search philosophy and timelines;
- Prepare position advertisements;
- Develop the application package;
- Publicize the vacancy through solicitation locally, provincially, nationally and internationally;
- Assume responsibility for the intake and recording of submittals from prospective candidates;
- Identify and engage high-quality, diverse candidates, using a variety of position-specific search strategies, including outreach to diverse communities;
- With all search methodologies, project a professional image of the Board/Service, including demonstrating the Board/Service commitment to diversity and employment equity, and maintaining the Board/Service established standard for external advertising;
- Screen prospective candidates to produce a short-list of highly-qualified candidates to be interviewed;

- Propose a methodology/format for interviews consistent with current practices for the selection of senior executive level candidates;
- Assist with facilitating, planning, scheduling and conducting in-depth interviews in order to establish a shortlist of semi-finalists;
- Arrange and host all interviews off-site;
- Provide the necessary assessment tools, methodologies and resources to assess the short-listed candidates;
- If requested, participate in the interview process;
- Develop and implement any and all procedures to conduct multiple reference checks, and verify credentials of candidates referred to Board/Service;
- Assist the Board as required in negotiations with final candidates;
- Ensure that all services meet deadlines and are within the approved budget;
- Maintain all files/records related to search assignments for reporting and auditing purposes and in the event of Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) requests;
- Provide a final report to Board summarizing the recruitment and selection process; and,
- Provide any necessary follow-up support during the first three months following the appointment of the successful candidate.

**Conclusion:**

I am recommending that the Board approve a contract award to Boyden to provide executive search services for the Chief of Police selection process. Based on Boyden's submitted proposal and presentation, I am confident that the firm is very well-positioned to support a complex search process that is highly professional, objective and transparent, and will ultimately reflect well on the Board and Service. If the Board approves this report, Board Staff will work closely with Boyden at the various stages of the recruitment process.

Respectfully submitted,



Ryan Teschner  
Executive Director & Chief of Staff