

This is an Extract from the Minutes of the Virtual Public Meeting of the Toronto Police Services Board that was held on October 22, 2020

P160. Chief of Police Selection Process – Contract Award to Environics to Deliver Public Consultation Services

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

Recommendation:

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

- (1) Approve a contract award to Environics Research Group Limited (Environics) to deliver public consultation services as part of the Chief of Police selection process, for a four month contract term with the option to extend on a month to month basis, and at an estimated cost of \$75,000;
- (2) Authorize the Chair to exercise the options to extend the contract term, subject to budget availability and satisfactory vendor performance; and
- (3) 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.

Deputation: Derek Moran (written submission included)

Mr. Teschner answered questions from Board Members and advised that the contract, if approved, will not exceed the estimated cost and that if the Board wants to add on any additional services, these services would be the subject of further agreement. He also advised that there was a robust RFP process. Mr. Teschner highlighted some of the strengths that led to Environics being recommended, including its vast experience across Canada with various forms of consultation and public engagement.

Mayor Tory asked that this firm include in its workplan the ability for members of the public to register their input online. Mr. Teschner confirmed that this requirement is embedded in the report, and something that all firms that participated in the process were aware of.

The Board received the deputation and approved the foregoing report.

Moved by: L. Kostakis
Seconded by: J. Tory



Toronto Police Services Board Report

October 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 ENVIRONICS TO DELIVER PUBLIC
CONSULTATION SERVICES**

Recommendation(s):

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

1. approve a contract award to Environics Research Group Limited (Environics) to deliver public consultation services as part of the Chief of Police selection process, for a four month contract term with the option to extend on a month to month basis, and at an estimated cost of \$75,000;
2. authorize the Chair to exercise the options to extend the contract term, subject to budget availability and satisfactory vendor performance; and
3. 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.

Financial Implications:

The Board has estimated that the budget for these services is approximately \$75,000. No specific budget allocation for these public consultation services was included in the Board's approved 2020 budget. However, every effort will be made to accommodate the costs from within the Board's current budget.

Background / Purpose:

One of the Board's most significant responsibilities is to recruit and appoint a Chief of Police. Robust and deep public engagement to hear from Toronto's diverse

communities on the attributes, skills and priorities for the next Chief of Police is a key priority in the upcoming selection process – and, in particular, given the significant attention on driving policing reform. The Board Office has every intention of ensuring that the public engagement for the upcoming Chief selection process sets a new high watermark, both in respect of the Board’s past engagements of this kind, and more broadly with respect to Chief selection processes in Canada.

On July 31, 2020, Chief Mark Saunders retired from the Toronto Police Service (Service). As set in 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 Interim 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 Environics to provide public consultation services.

Discussion:

At its meeting of August 18, 2020, the Board approved 81 recommendations that put into place a roadmap for comprehensive policing reform and 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 forthcoming process, the report stated:

The Board takes the selection of and hiring process associated with the next Chief of Police very seriously. The Board values and has prioritized public consultation in the selection process for the Chief of Police in the past and recognizes the importance of further improving its engagement efforts. In particular, it values input from the public and community stakeholders on the values, skills and other criteria deemed integral to the success of the Chief of Police for Toronto. During the town hall meetings, as well as at City Council, the selection process and criteria associated with the Chief of Police was the subject of much discussion.

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 Public Consultation Services:

On August 17, 2020, a Request for Proposal (RFP) for public consultation services, was issued on MERX, with a closing date of September 22, 2020. Thirty-two vendors downloaded the RFP. A question was submitted during the posting period, asking what the budget was for this RFP. The response provided indicated that the budget was approximately \$75,000. Ultimately, four proposals were received. The proposals were assessed by an Evaluation Committee, which included a member of the newly struck Police Reforms committee, operating out of the City of Toronto's City Manager's Office. This committee is tasked with implementing the decisions that were adopted relating to police reform at the June 29 and June 30 City Council meeting. It was determined that including a member from this committee, with the relevant expertise at the City level would be an asset to 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
- Vanessa Ferrone – Senior Corporate Management and Policy Consultant, City Manager's Office, City of Toronto

The proposals were assessed on the criteria outlined in the RFP, which included proponents being required to outline their demonstrated experience in:

- performing public consultation projects for large, complex and unionized organizations with preference to policing, public sector, and/or large community-based organizations; and
- managing public exposure, including media attention, as a result high-profile projects.

Proponents were also required to:

- demonstrate the qualifications of proposed project team members effectively engaging a broad spectrum of community partners and stakeholders for large, complex and unionized organizations with preference to policing, public sector, and/or large community-based organizations;
- outline their proposed plan, schedule and approach; and
- provide sample public consultation projects in their proposal.

Successful Vendor Being Recommended:

All of the proponents were scored using the above-noted criteria. Environics scored the highest and is recommended for award. Environics price submission was \$75,000.

Environics has a strong reputation for working across organizations and communities with actionable, evidence-based solutions to real business problems. Headquartered in Toronto, Environics also has offices in Ottawa and Calgary.

Environics' consultants are specialists in all aspects of consultation design, recruitment and analysis, with a reputation for accuracy, project management and special interpretative expertise. Environics possesses the internal expertise and resources that will enable them to successfully deliver on all components of the public consultation, within an appropriate timeframe.

Environics has a team of experts with extensive experience in helping public sector organizations develop and implement public consultation strategies in many different sectors. Notably, they have delivered consultation and engagement services for many public sector and unionized clients, including:

- TransCanada Pipeline Consultations (2015)
- PRESTO Transit Data Privacy (2017)
- Opioid Use - Anonymous Client (2019)
- OSSTF – Equity Focus Groups (2019)
- Durham Region Anti-Black Racism public consultation (2020)

Environics was selected, based on their relevant experience and demonstrated ability to engage a broad spectrum of communities and key stakeholders – including those from marginalized and/or vulnerable groups for whom tailored methods of engagement may be required.

Upon Board approval, Environics will commence the process of consulting with the public in the coming months, following planning discussions with the Board Office and the City. Specifically, upon Board approval, Environics will be retained to, at a minimum:

- Facilitate four two-hour sessions at locations in Scarborough, North York, Etobicoke and downtown Toronto;
- Facilitate a focus group with youth organizations, with a requirement that the chosen firm works with a pre-identified third-party organization in the planning and facilitation of these meetings;
- Facilitate a focus group with the Service's Community Police Liaison Committees (CPLCs) and the Community Consultative Committees (CCCs);
- Facilitate roundtable meetings with elected officials (for example: City Councillors, school board trustees, MPPs, and MPs, among others);
- Facilitate roundtable meeting(s) with business leaders and key stakeholders;
- Facilitate roundtable meetings with community leaders and organizations, prioritizing community leaders or organizations that work within vulnerable and marginalized communities;
- Facilitate internal consultations with:
 - the Toronto Police Association;
 - the Senior Officers' Organization; and

- the Service's Internal Support Networks (ISNs).

Given the current public health pandemic guidelines, these sessions will likely be held virtually. Environics' approach to public engagement is flexible both in terms of timing and methods used, all with a view to maximizing broad public engagement from Toronto's diverse communities.

Environics will also facilitate an open session for Service Members, and will employ an online tool to collect and analyze written and on-line submissions. At the conclusion of the process, Environics will prepare a final report on the feedback received through the consultations, which will ultimately feed into the development of a new job description, competency profile and selection criteria for the Chief of Police, which will inform the search process that will then unfold.

Conclusion:

Therefore, I am recommending that the Board approve a contract award to Environics, to provide public consultation services for the Chief of Police selection process. Based on their submitted proposal and presentation, I am confident that they will successfully deliver these services in a manner that effectively engages a broad spectrum of Toronto's communities. If the Board approves this report, Board Staff will work closely with Environics to set out a broad vision for community and stakeholder engagement and consultation, which will ultimately inform the recruitment of the next Chief of Police.

It should be noted that the process for selecting the executive search firm remains ongoing at this time. A recommendation for the selection of a firm to provide executive search services will be brought to the Board's November 2020 meeting.

Respectfully submitted,



Ryan Teschner
Executive Director & Chief of Staff