

Backgrounder on Chief of Police Search and Selection Process

September 15, 2022



The Board's extensive community consultation and engagement

The Board's approach to community and stakeholder engagement in this Chief Selection process was the most extensive to date. In its [81 Recommendations for Police Reform](#), approved by the Board in August 2020, the Board committed to broad public engagement to better understand the community safety needs of the city, and to identify the skills and attributes residents, community organizations and other stakeholders prioritized in Toronto's next chief of police.

Environics Research was retained by the Board in October 2020 to independently conduct a series of public consultations and a public survey to inform the Board in its search for the next Chief of Police. This public engagement, the most extensive for a Chief selection process that the Board has organized to date, provided opportunities for residents and stakeholders across the city to share input on this topic, ensuring that a diverse range of voices were heard.

The public consultation – led by Environics – consisted of four virtual consultations, which were livestreamed. A total of 868 stakeholders participated in this consultation. The public forum livestreams received 1,722 views in total.

These consultations provided opportunities for a diverse range of voices from across the city to be heard on the qualities, skills and attributes the Board should prioritize in selecting the next Chief of Police. In addition, Environics conducted an online survey and received online written submissions, totalling 387 responses. The purpose of this multi-pronged consultation was to hear feedback from Toronto residents and stakeholder groups, to inform the development of an evaluation framework for those identifying, interviewing and vetting candidates for the role of Toronto's next Chief of Police.

The process was deliberately extensive – to ensure the design and activities were inviting to those Toronto residents, civic representatives and Service Members who wished to be part of the discussion and to maneuver through the ongoing public health pandemic that prevented our team from meeting with consultation participants to hear

their needs and opinions in person. The process was thoughtful and methodical, and resulted in a report providing a robust accounting of the feedback from the hundreds of Torontonians and Service Members who came to the table.

Prior to the public engagement sessions, Environics began this project with a pre-consultation phase, interviewing 30 community representatives to gather considerations on its approach to engagement activities, the issues environment, and best practices for reaching stakeholder groups.

Together, the various consultation methods assisted in Environics in creating an evaluation framework to guide the executive search phase and, ultimately, the selection panel tasked with the vetting and appointment of the successful candidate. Environics compiled a [final report](#), summarizing its findings from the consultative phase, and identifying the six top qualities and characteristics that emerged through this public engagement:

The six criteria that Environics identified through its consultation formed the basis of the executive search process led by Boyden. They are as follows:

- Committed to Communities
- Accountable Leader
- Courageous Systems Changer
- Transparent Communicator
- Skilled Collaborator
- Anti-Discrimination and Inclusion Focus Courageous System Changer

Throughout the consultation period, and the subsequent search, the Board has been clear that it is critical that we honour the expectation of stakeholders - that the report prepared by Environics, and the subsequent recruitment steps taken by Boyden in its executive search, be handled in a manner that is transparent and accountable and demonstrates clearly that these consultations did, in fact, impact the choice for Toronto's next Chief of Police.

Executive Search and Selection Process

Through a public procurement process, the Board selected Boyden as the firm to lead its executive search and selection for Chief of Police. Boyden has deep experience in the search and selection process for chief of police and police leadership roles across Canada.

The executive search process was comprised of three phases, as follows:

1. **Preparation and planning** – Boyden engaged with the Board to establish a work plan and a communication plan, support a stakeholder consultation process, validate the position description and ideal candidate profile, and prepare marketing and candidate briefing material.

2. **Recruitment** – Boyden conducted international outreach to respected senior law enforcement leaders in other large and complex law enforcement organizations across Canada and around the globe. This phase included advertising, a social media campaign, consultation with Boyden partners across Canada and internationally, and direct outreach to potential candidates of interest. At this stage, Boyden pre-screened and assessed candidates based on the six top qualities and characteristics identified through the public engagement phase, and applied other best practice executive leadership screening assessments. It then presented to the Board’s Search Advisory Committee a report of the top-ranked candidates based on the ideal candidate profile. Boyden then facilitated a review of the candidates with the Board’s Advisory Committee to agree on a Short List of candidates for the Committee interview.
3. **Interview and selection** – Boyden facilitated multiple rounds of Search Advisory Committee interviews with short-listed candidates. Following these interviews, the Search Advisory Committee identified finalist candidates who were interviewed by the entire Board, supported by the Advisory Committee and Boyden. Boyden then conducted referencing and additional due diligence to support the Board in narrowing the list and making its final decision. The Board then met in-camera on September 13, 2022, and appointed Myron Demkiw as the Chief Designate.

Demographic and geographic breakdown of search

Seventy individuals from jurisdictions in Canada, the United Kingdom and the United States were approached by Boyden. The Board, through Boyden, proactively approached and sought recommendations from law enforcement and community sources with a view to maximizing the diversity of the candidate pool:

- At least thirty-four potential candidates (49%) were identified as being part of equity-deserving communities that identify barriers to equal access, opportunities and resources due to disadvantage and discrimination (e.g. (racialized persons; women; etc.).
- Of the 12 applications received by Boyden, 25% were from equity-deserving communities.
- In terms of the geographical diversity of the candidates, those contacted included individuals from four countries (Canada, England, Ireland and the United States), and within Canada, six different provinces. Of those who ultimately applied, two countries (Canada and the United States) were represented (which included three provinces from within Canada).

Context of police executive searches occurring concurrently in Ontario

The search for the next Chief of the Toronto Police Service occurred at a time in which at least nine other police services across Ontario were also engaged in such a search.

This includes searches taking place in Ottawa, Durham, Windsor, Waterloo and Barrie, among others.

Criteria used to guide the executive search, led by Boyden

The Search Advisory Committee

The executive search process included a Search Advisory Committee, which was engaged at all stages of the search process, and provided advice to the Board on its ultimate selection for appointment.

The committee was comprised of the following members, which – for the first time in the Board’s Chief selection process – included two external members, to bring an independent lens to the search:

Board Chair, Jim Hart

Jim Hart began his career in government working for the Metropolitan Toronto Housing Company (MTHC) in 1983. Jim worked in a variety of divisions and moved from MTHC to the City of Toronto Clerk's Office where he became the Director of Council and Support Services from 1989 to 2001.

In 2001, Jim moved to the City Manager's Office where he spent six years as Director of Executive Management. Following his time in the City Manager's Office, Jim spent a year as the Director of Business Organization and Review in the Deputy City Manager's Office before becoming the Executive Director of Municipal Licensing and Standards in 2008.

In 2011, Jim was selected as the General Manager of Parks, Forestry and Recreation, later retiring from that position in 2014. In June 2017, Jim was appointed to City of Toronto Council as the representative for Ward 44 – Scarborough East, to complete the (2014-2018) term of the late Councillor Ron Moeser. On July 16, 2019, Toronto City Council appointed Jim to the Toronto Police Services Board and at its meeting of, October 22, 2019, the Board elected Jim as its Chair.

Board Member and Co-Chair of the Board’s Anti-Racism Advisory Panel, Ainsworth Morgan

Following a career as a professional football player, including with the Toronto Argonauts, Ainsworth Morgan pursued a career in education, obtaining his Bachelor of Education and Masters of Education at the Ontario Institute for Students in Education. This was in addition to his Bachelor of Science in Criminology he received from the University of Toledo prior to entering the CFL.

Upon completing his B.Ed., Ainsworth returned to Regent Park, where he had spent his childhood. There, he began his education career as a teacher with the Toronto District School Board (TDSB) in September 2000.

Facilitating equitable access to education is at the core of Ainsworth Morgan's approach to teaching. It was with that in mind that he accepted a secondment as the Academic Coordinator with the Pathways To Education Program-Regent Park — a charitable organization created to reduce poverty and increase access to post-secondary education among disadvantaged youth in Canada.

In 2012, Ainsworth co-founded the *100 Strong Foundation* — a mentoring and advocacy group for Black boys between the ages of 11 to 14.

A dedicated educator, mentor and community organizer for 20 years, Ainsworth is committed to the students and families he serves, both inside and outside the classroom. He is currently a Principal in the TDSB and serves on the Board of Directors for White Ribbon Canada — an organization that engages men and boys in the prevention of gender-based violence by promoting equity and transforming social norms.

Ainsworth is the Co-Chair of the Board's Anti-Racism Advisory Panel (ARAP). ARAP's mandate is to advise and support the Board in relation to policing and racism, anti-Black racism and anti-Indigenous racism, including identifying current issues relating to racism, anti-Black racism, anti-Indigenous racism and policing, and developing and/or recommending policies, strategies and action plans for approval by the Board.

Board Executive Director and Chief of Staff, Ryan Teschner

Ryan Teschner is a leader in community safety, police governance and public administration in Ontario. Ryan serves as the Executive Director and Chief of Staff for the Toronto Police Services Board, which is responsible for the fourth-largest municipal police service in North America. Ryan has earned a reputation for leading high-profile and successful reforms in the community safety, justice and social sectors. In his public sector roles, governments and government agencies have turned to Ryan to solve their most complex problems, including architecting and implementing policy and legislative change that enhance public safety and build public trust.

Previously, Ryan served as Special Counsel to the Deputy Minister of Community Safety and Correctional Services, as well as at the Ministry of the Attorney General, where he successfully designed and led the development of Ontario's new policing and oversight legislation, as well as other significant initiatives that modernized policing in the province. As a lawyer, Ryan served as lead counsel to the Honourable John W. Morden in the *Independent Civilian Review into Matters Relating to the G20 Summit*, a leading authority in Canada and internationally on the subject of effective police governance. For over two decades, Ryan remains highly sought-after for his thought leadership on contemporary policing reform, governance and community safety matters.

Ryan is the recipient of the 2021 Canadian Association of Police Governance Award for Excellence in Police Governance for his "significant contributions, and demonstrated genuine and dedicated commitment and leadership towards the enhancement of civilian police governance in Toronto, throughout Ontario, and indeed, across Canada."

Ryan is a graduate of both the University of Toronto and Osgoode Hall Law School and was called to the Ontario Bar in 2006. He began his career in the private sector in 2006, where, as a litigator at two international law firms he practiced in the areas of regulatory, administrative, constitutional, and commercial law, including appellate litigation and judicial review.

Community Representative and Co-Chair of the Police and Community Engagement Review, Ms. Audrey Campbell

Audrey Campbell is a community advocate with decades of experience in working across communities. Guided by her conscience and driven by her passion, Audrey generously gives her time towards uplifting those who have been made vulnerable and marginalized. She is committed to using her abilities and voice to fight for systemic changes. She is currently the Co-Chair of the Toronto Police Service's Police and Community Engagement Review (PACER), a role she has held since 2012. She is also currently a member of the RCMP Management Advisory Board, and is a member of the Mayor of Mississauga's Black Caucus, a group that regularly advises the Mayor on matters of anti-Black racism. Audrey is proudly the former President of the Jamaican Canadian Association (JCA), and continues to volunteer with the organization on numerous initiatives. In her past, she has volunteered with the Spelling Bee of Canada, Kids Help Phone, Variety Village, and the Black Star Movement's Unsung Heroes Volunteer Awards.

In recognition of her service, Audrey has been bestowed with a Queen's Diamond Jubilee award from the Governor General of Canada, been acknowledged as one of Canada's 100 Accomplished Black Canadian Women, and has received an Honourary Chief of Toronto Police Service Badge, the City of Mississauga's Civic Award of Recognition, and the JCA Women's Committee Volunteer Award.

Policing Representative, Retired Ontario Provincial Police Commissioner Vince Hawkes, C.O.M.

From 2014-2018, Vince Hawkes served as Commissioner of the Ontario Provincial Police, comprised of approximately 6,200 uniform members, 2,800 civilian employees and 850 auxiliary members. Vince was responsible for the strategic vision and organizational priorities linked to the provincial government's policing mandate and the *Police Services Act*. Vince previously served as the Provincial Commander of Investigations and Organized Crime. He gained national recognition for his involvement in a number of committees on organized crime, and led the development of a national strategy.

Vince also oversaw frontline policing and policing coordination at the local, provincial, national and international committee levels. In addition, he served on the Board of Directors for the International Association of Chiefs of Police and the State & Provincial Executive Committee (IACP Division). In 2019, Vince Hawkes joined the IACP on January 28, as Director, Global Policing in the Office of the Executive Director.

Vince is a graduate of both the University of Ottawa with a Baccalaureate in Science and the University of Toronto Rotman School of Management, Police Leadership Program and was awarded an Honorary Doctorate from Nipissing University. He is also a graduate of the FBI's National Executive Institute and the International Leadership in Counter Terrorism program. In 2016, Vince Hawkes was advanced to the level of Commander in the Order of Merit of the Police Forces, a fellowship of honour that recognizes exemplary police service in Canada.

Vince brought his extensive policing experience to the search process.

Use of psychometric and intercultural development inventory assessments in the search process

As part of the executive recruitment process, psychometric and intercultural development inventory assessments were incorporated into the final stages.

Psychometric Assessment

Finalist candidates were asked to undergo a full psychological assessment conducted by Dr. Jane Gayton of Stefan, Fraser and Associates, one of Canada's foremost industrial organizational psychology firms. Utilizing her deep experience in assessment law enforcement leaders at the federal and municipal levels, Dr. Gayton facilitated the assessments, and shared her findings with the Board, which provided invaluable insight on the leadership capabilities and personalities of the finalist candidates.

Intercultural Development Inventory

Finalist candidates were also asked to complete an Intercultural Development Inventory (IDI) assessment. The IDI is a tool used to determine the cultural competency of an individual or a team, and was created to address and recognize the importance of intercultural dialogue and understanding in a global context. The IDI is a tool that is regularly used across the Service for Members seeking to enhance their professional and personal development as it relates to intercultural understanding, which is critical within a multicultural city like Toronto. Finalist candidates voluntarily shared their assessments with Board Members, with Hamlin Grange, Principal Consultant of DiversiPro and Qualified Administrator of the IDI, providing his insights and analysis into the results.

