



# TORONTO'S NEXT CHIEF OF POLICE: PUBLIC CONSULTATIONS

**Prepared for the Toronto Police Services Board (TPSB)**  
*FINAL REPORT | AUGUST 18, 2021.*

**ENVIRONICS**  
RESEARCH

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*The Toronto Police Services Board is in the process of a comprehensive and transparent process to select the next Chief of Police for the Toronto Police Service... The Board is focused on ensuring that the public is consulted meaningfully as part of this process and looking to most effectively engage the diverse voices of Toronto in identifying the qualities and priorities that the people of Toronto want to see in their next Chief of Police.*

– TPSB press release, March 2021



## ABOUT THE PROJECT

In response to recommendations in the 2020 [report](#) regarding police reform, the Toronto Police Services Board (TPSB) partnered with Environics Research to conduct public consultations to inform the search for Toronto's next Chief of Police. During this consultation process, Torontonians identified the qualities and characteristics they would like to see in the next Chief. This was the most extensive public engagement undertaken for a Toronto Chief Selection process to date.

The public consultation consisted of virtual sessions, an online survey and online written submissions. The purpose 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 job of Toronto's next Chief of Police. The following report is a synthesis of the feedback from these consultation activities.



## INTRODUCTION

Environics Research is pleased to present the following detailed report of results from a series of public consultation activities with Toronto residents and stakeholders on the topic 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 the resulting report is a robust accounting of the feedback from the hundreds of Torontonians and Service Members who made a point to come to the table.



The bulk of this report is focused on identifying and describing those leadership qualities and characteristics sought by stakeholders. Exercises were designed to quantify feedback on this topic so that our team could create an evaluation framework that will guide the executive recruitment firm and, ultimately, the decision-makers tasked with the vetting and appointment of the successful candidate. This document is a synthesis of the needs and hopes that Toronto's stakeholders wish to see reflected in the leadership and direction of the Toronto Police Service. Inextricable from those contributions is the expectation of stakeholders that this report, and the subsequent recruitment steps, will be handled in a manner that is transparent, accountable and will demonstrate clearly that these consultations did, in fact, impact the choice for Toronto's next Chief of Police.



## TOP QUALITIES IN AN EVALUATION FRAMEWORK

The body of this report provides a detailed account of the qualities and characteristics sought in Toronto's next Chief of Police, which are summarized in an evaluation framework over the following two pages.

While these attributes clearly emerged as the top qualities and characteristics across the different discussions and consultation feedback, the predominantly qualitative nature of the data does not lend itself to ascribing weights to any of these. Instead, they should *all* be considered as important priorities, and necessary in the evaluation of all candidates. Lacking in *demonstrated experience* or aptitude in any of these areas should diminish the suitability of candidates in evaluator considerations.

# EVALUATION FRAMEWORK

QUALITY:	IS DEMONSTRATED BY...	RELATED ATTRIBUTES/DESCRIPTORS	
Committed to Communities	Awards acknowledging community involvement; references/attestations from external community members; shows empathy when interacting with communities; history of creating opportunities for community feedback.	Present in communities, attends community events, listens to and learns from community feedback, culturally aware, focused on inclusivity.	<input checked="" type="checkbox"/>
Accountable Leader	Sharing difficult information; communicating a vision and goals; acts with integrity, even when facing opposition; humble, prioritizes transparency over internal/personal needs and considerations. Leverages tangible data to inform decision-making.	Servant-leader, holds themselves to the same standards as membership, inspires trust in their leadership and organizational processes, communicates clearly and transparently.	<input checked="" type="checkbox"/>
Courageous System Changer	History of organizational change management, creativity, open-minded and not afraid to disrupt the status quo. Appreciates the impact of change; and can articulate a vision that builds buy-in and support – both community- and organization-wide.	Innovative, courageous, bold, open-minded, reflective. Is collaborative, familiar with change management action and theory, acts as a catalyst for change.	<input checked="" type="checkbox"/>



# EVALUATION FRAMEWORK

QUALITY:	IS DEMONSTRATED BY...	RELATED ATTRIBUTES/DESCRIPTORS	
Transparent Communicator	<p>Reputation for being honest, genuine and communicating openly with communities – both internal and external.</p> <p>Comfortable speaking publicly, with a natural speaking style.</p> <p>Relies on clear, plain language and avoids jargon.</p>	<p>Honesty; uses clear and consistent messaging; demonstrates political acuity but is free of political influence.</p>	<input checked="" type="checkbox"/>
Skilled Collaborator	<p>A candidate who has a reputation of empowering others, fostering and prioritizing cross-functional collaboration; and the ability to delegate and share power with subject-matter experts when necessary. This candidate is also described by others as a good listener.</p>	<p>Transparent, accountable, deferential, team-player, partners with community groups, prioritizes working with others over working in isolation.</p>	<input checked="" type="checkbox"/>
Anti-Discrimination and Inclusion Focus	<p>Direct engagement with different communities across the city, commitment to ensuring that decision-making incorporates an inclusive lens. In-community experience; a sustained commitment to anti-discrimination training and education; and evidence of demonstrating cultural sensitivity.</p>	<p>Culturally sensitive, inclusive and emotionally intelligent; knowledgeable about racism; expertise or willingness to become trauma-informed, and learn about inclusive and anti-racist practices; committed to authentic community engagement.</p>	<input checked="" type="checkbox"/>

**METHODOLOGY**

OVERVIEW

# METHODOLOGY: CONSULTATION TIMELINE

Environics Research was appointed by the TPSB as a consultation partner, to undertake these public consultation activities in October, 2020. The following is a timeline of activities involved in this process since project approval:



# METHODOLOGY: WHAT DID THE CONSULTATION INVOLVE?

Environics Research conducted a multi-step consultation from **October 2020 to May 13, 2021**. Due to public health measures related to COVID-19, all engagements were conducted online using Zoom and WebEx.

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

A total of **868\*** stakeholders participated in this consultation. The public forum livestreams received **1,722** views in total.

Consultation details are listed in the diagram on the right. Further methodological details can be found in the Appendix at the end of this document.



## FOUR PUBLIC CONSULTATIONS WITH TORONTO BOROUGHS (N=244)

ETOBICOKE	TUESDAY, MARCH 30, 2021
DOWNTOWN	WEDNESDAY, MARCH 31, 2021
SCARBOROUGH	WEDNESDAY, APRIL 07, 2021
NORTH YORK	WEDNESDAY, APRIL 14, 2021

The livestreams for these four public forums were hosted on the [TPS YouTube Channel](#).



## AN ONLINE SURVEY (N=387)

AVAILABLE TO ALL RESIDENTS ON THE TPSB WEBSITE, LIVE FROM MARCH 29 TO MAY 13, 2021.



## 33 KEY STAKEHOLDER DISCUSSIONS, INCLUDING PRE-CONSULTATION INTERVIEWS (N=327)

WITH KEY STAKEHOLDERS, INCLUDING COMMUNITY ORGANIZATIONS REPRESENTING UNDERSERVED AND MARGINALIZED TORONTONIANS, YOUTH GROUPS, ELECTED OFFICIALS, CCCS, CPLCS, TORONTO POLICE SERVICE MEMBERS, CITY ADVISORY COMMITTEES AND THE BUSINESS COMMUNITY.

# TOP QUALITIES AND CHARACTERISTICS

EVALUATING CANDIDATES



## THE ROLE OF TORONTO'S CHIEF OF POLICE

The primary objective of the public consultation activities was to establish a list of qualities and characteristics that Toronto stakeholders consider priorities when vetting and evaluating candidates for Toronto's next Chief of Police. The following section is a detailed examination of those attributes that rose to the top and were consistent among stakeholder groups. Additional contextual information regarding the issues currently facing the Toronto Police Service and stakeholder expectations of the consultation and appointment process are explored later in this report. It is important to note that there were no expectations that any participants in the public consultation activities have any technical knowledge of the role of the Chief of Police or have any Human Resources expertise. A high-level description of the core roles and responsibilities was shared with stakeholders to establish a basic understanding of the job, but discussions focused on the qualities and characteristics of a leader who would be well-positioned to carry out these tasks.



## QUALITIES AND CHARACTERISTICS

The following section is an exploration of the qualities and competencies that stakeholders wish to see reflected in the next Chief of Police. Analysis leading to these qualities and characteristics involves a combination of quantifying stakeholder feedback, and interpreting the feedback in the context of the discussions held. **In total, six (6) qualities and characteristics emerged as stakeholders' top priorities.** While they are presented and defined distinctly, it is important to note that there is considerable overlap in these qualities in terms of the values and attributes that define them. The following pages analyze each of the priorities in terms of what it represents, why it was considered important to stakeholders, and how candidates can demonstrate that they bring that quality and relevant experience to the job. As all are considered priorities by stakeholders, characteristics are presented in no particular order and accorded no particular evaluation weighting.



## COMMITTED TO COMMUNITIES

**What does it mean?** Torontonians want a police Chief who is committed to authentic and meaningful engagement with Toronto's communities. Stakeholders felt the Chief must be someone who has a *demonstrated* commitment to communities through a history of *on-the-ground* community engagement and genuine relationships with community members. Stakeholders indicated a need for a Chief who proactively makes decisions in the interest of building trust with communities, and who is not afraid to connect with them directly and regularly; that is, they do not delegate this responsibility. Almost two-thirds (63%) of survey respondents prioritized a candidate who is *"focused on meaningful engagement with Toronto communities."*

**Why is it important?** A Chief of Police who is committed to communities is a leader who is open to listening to communities' concerns, insights and solutions – and to collaborating with them to address local issues.





This Chief sets the tone for authentic community engagement throughout the Service by promoting and prescribing Service Member engagement protocols that are informed by the needs articulated by the communities themselves (rather than prescribed by the TPS).

**Demonstrations of this quality include:** Awards acknowledging community involvement; references/attestations from external community members; attends community events; shows empathy when interacting with communities; demonstrates history of creating opportunities for community members to provide feedback; listens and learns from community feedback; and on-the-ground presence and proximity to different communities' lived experiences.

“

**They don't  
respect us – but  
expect respect  
from us.**

”

COMMUNITY ORGANIZATIONS (YOUTH)

## A NOTE ON FEEDBACK FROM TORONTO YOUTH

As part of this consultation, Collective Impact engaged with over 120 Toronto youth.

The quality/characteristic of community commitment was of particular importance to these stakeholders, who shared that Toronto's next Chief of Police will demonstrate this commitment through initiatives like ensuring officers introduce themselves and building real relationships with youth; educating youth about their rights; and focusing on making sure youth feel safe and can trust TPS officers. Black youth, in particular, cited high levels of fear and anxiety towards police, and hoped for a Chief who would commit to eliminating this mistrust by engaging proactively with youth organizations for their advice on how to repair the relationship between the Service and these stakeholders.



## COMMITTED TO COMMUNITIES

*“To be supportive of the community – this is shown in their presence in the communities. In the way they inform the community and react to different situations. They should have a presence, keep communities informed, and help to keep them safe.”*

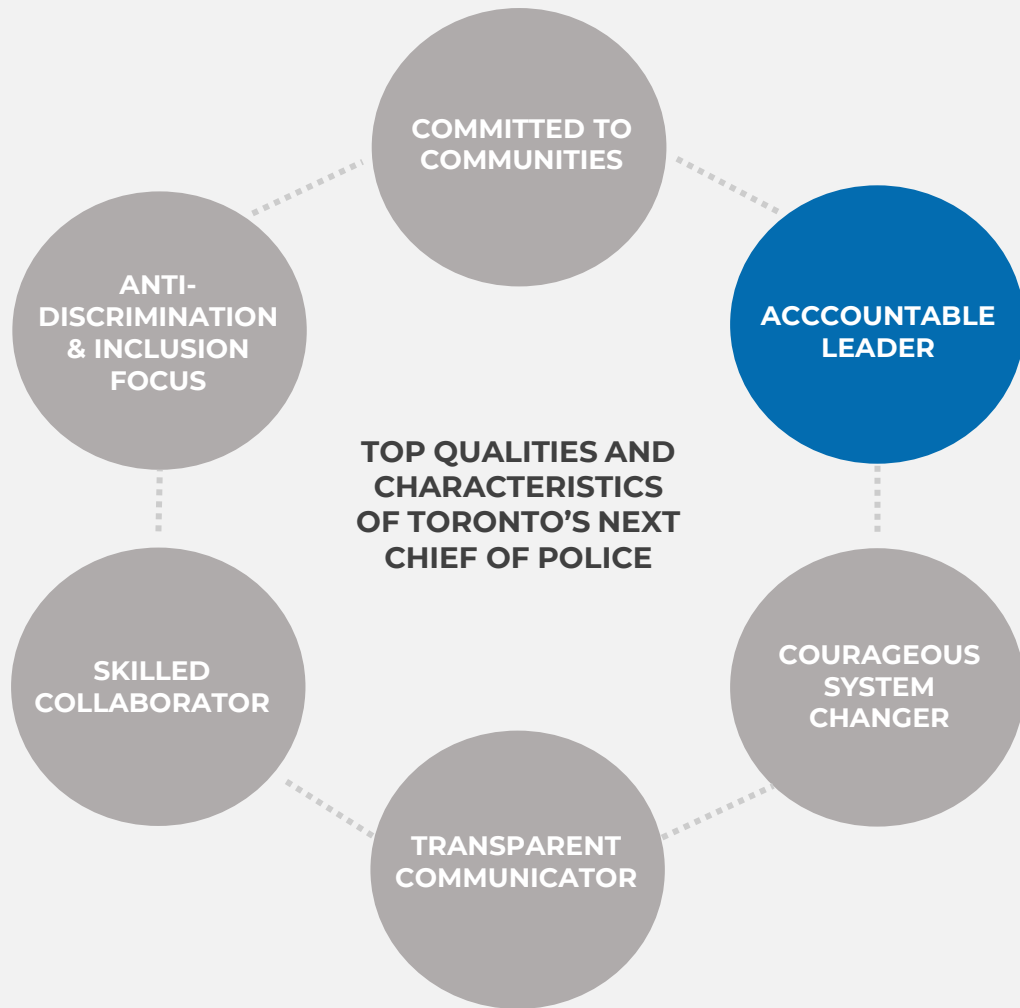
**COMMENT SOURCE:**  
ELECTED OFFICIAL

*“They need to be collaborative with communities, especially those who are historically racialized.”*

**COMMENT SOURCE:**  
COMMUNITY MEMBER

*“Focus on helping people, peace promoting, ‘serving’ the community.”*

**COMMENT SOURCE:**  
COMMUNITY MEMBER



## ACCOUNTABLE LEADER

**What does it mean?** Across most sessions, the term “*accountability*” was at the forefront of expectations of the next Chief. Participants described a Chief who is accountable to Toronto’s communities and Service Members by being evidence-based (through the regular use of data and metrics), and communicates in a transparent manner about decisions based on that evidence. An accountable Chief leads by example with integrity, is reflective, and acknowledges the challenges facing Toronto and the Service (78% of survey respondents wish to see a leader *who is open and transparent about the challenges facing the organization*). An accountable leader takes responsibility, publicly, for Service errors and past wrong-doing; and publicly celebrates Service Members and their achievements, when appropriate.

Accountability and leadership, as described above, are also imperative with respect to the expectations of Service Members.



**Why is it important?** According to stakeholders, an accountable leader sets the tone for all ranks and roles below them within the Service. This Chief leads by example when taking responsibility for personal or Service errors or wrong-doing. They do not conceal or facilitate the concealing of errors in decision-making or actions. An accountable leader accepts the challenge of managing and communicating about change, and transparently shares data and metrics that demonstrate when and how change is occurring.

**Demonstrations of this quality include:** Examples of instances in previous roles when a candidate decided to share difficult information, communicates and is accountable to a vision and goals, acts with integrity, even when facing opposition, is humble, inspires trust in leadership and organizational processes, owns unpopular decisions, and prioritizes transparency over internal/personal needs and considerations. The candidate can provide examples of leveraging tangible data to inform decision-making (including organization/departmental budgets, staff complements and program evaluation). This leader brings diverse policing experience, with exposure to a variety of policing roles and ranks.

## ACCOUNTABLE LEADER

*“A real leader also needs to appreciate that they need to check their ego at the door. They need to empower their people without micromanaging them. Our people (TPS), our 8,000 people, deserve a real leader and the communities we serve deserve that. If we don’t find that, we will be in trouble. We don’t need someone who will make excuses for us.”*

COMMENT SOURCE:  
TPS STAKEHOLDER

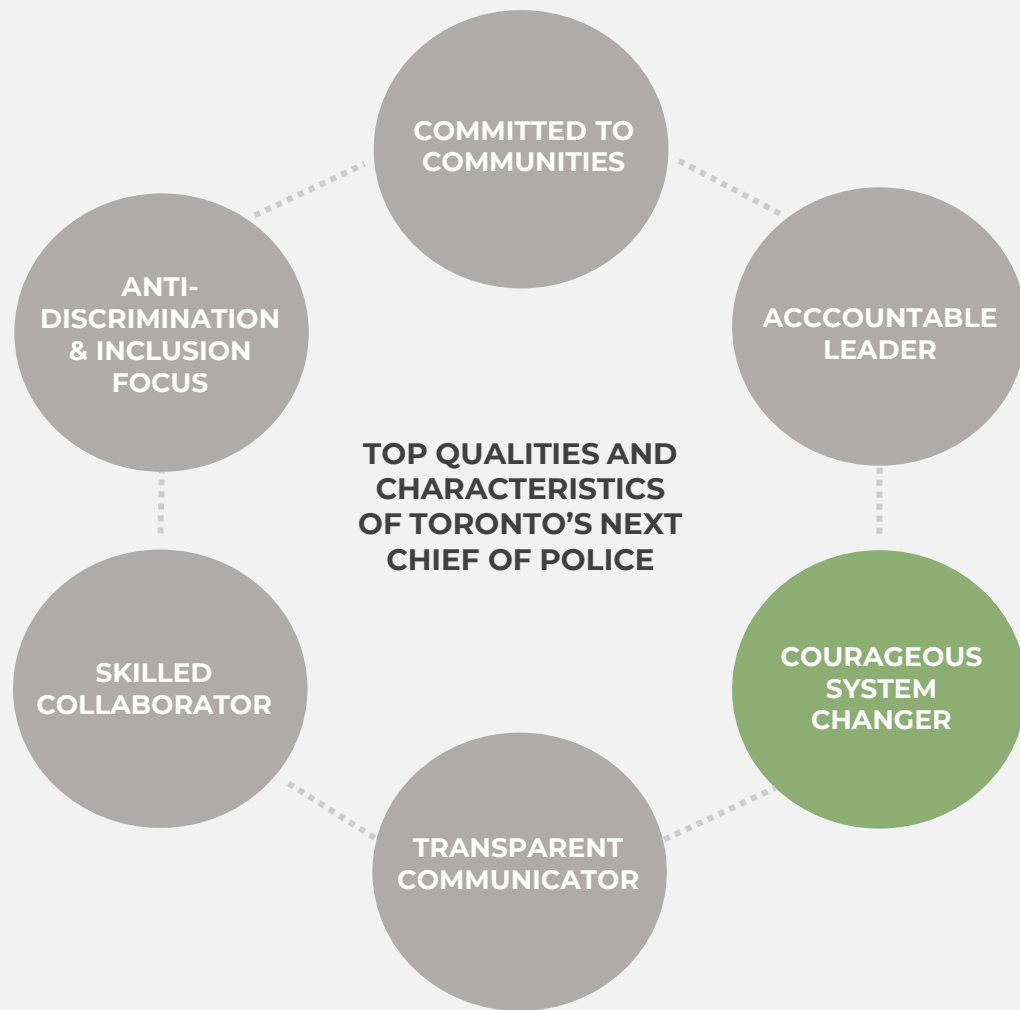
*“Earn the trust of marginalized communities, at-risk individuals and the general public. Hold officers accountable for wrong-doing.”*

COMMENT SOURCE:  
ONLINE SURVEY RESPONDENT

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IMAGE CREDIT: GETTY IMAGES

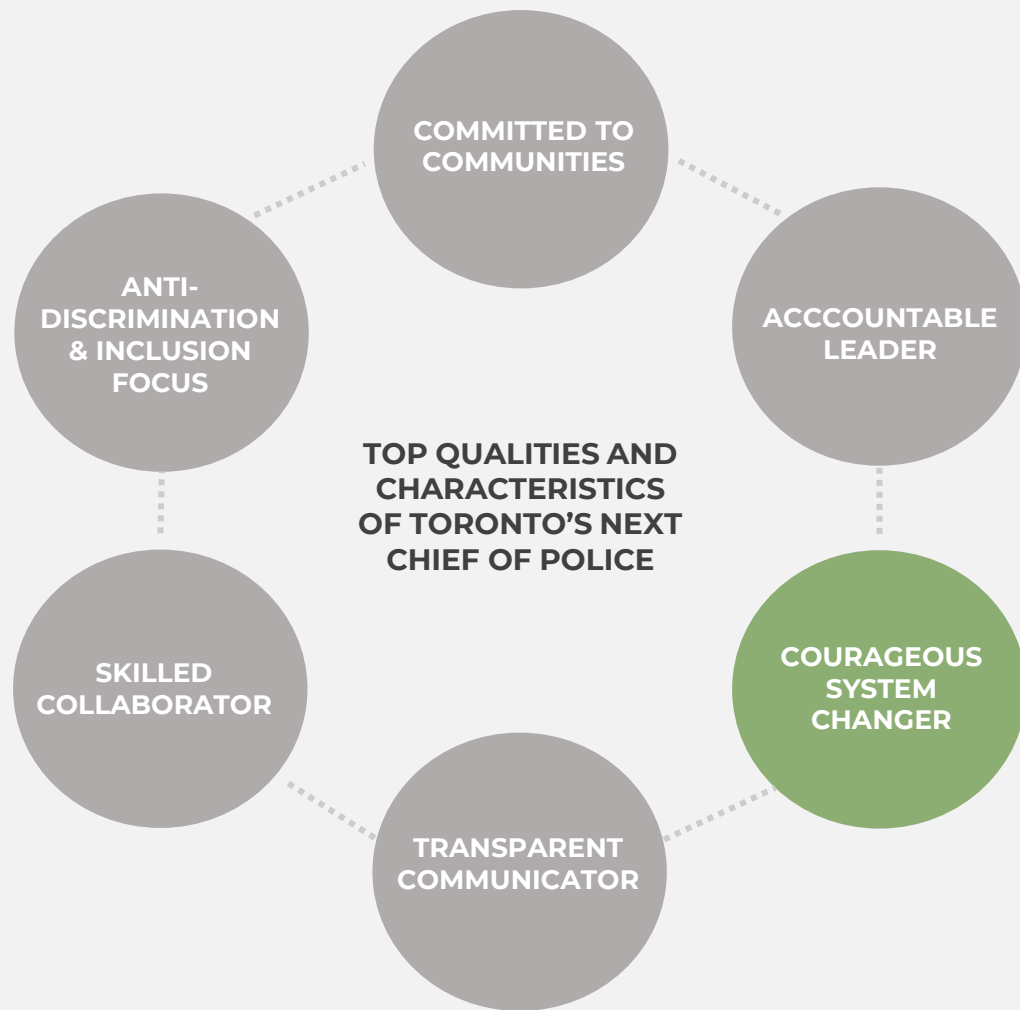


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## COURAGEOUS SYSTEM CHANGER

**What does it mean?** Consistently, stakeholders called for a new Chief who is prepared to bring about significant systemic changes within the TPS. Almost three-quarters (72%) of survey respondents prioritized a new Chief who is a *change maker*. Community stakeholders described the type of change sought as “holistic,” using words like “defunding” and “de-tasking” to realign service delivery with those core competencies associated with public safety and law enforcement. Internal TPS stakeholders spoke of more nuanced change; many indicated that Service Members suffer from “*change fatigue*,” a concept that has been revisited frequently over the years. Instead, Members acknowledged that change is required to rebuild public trust, but they want to see change that is methodical and strategic, not “*change for sake of change*.” For community groups, many require a Chief who would be a ‘disrupter’ of what they perceive as racist and systemic issues within the TPS. Regardless of the degree of change, most acknowledged that the next Chief would require courage, an open mind, and a commitment to innovative thinking in order to lead and build buy-in for change.



**Why is it important?** Widespread demand for change within the TPS necessitates that the next Chief bring to the role an acknowledgement of the need for, and a plan to realize, change. Both internal TPS stakeholders and community stakeholders want a Chief who will challenge the status quo. It is also imperative that the successful candidate bring to the job a demonstrated history of change management. This credential suggests that they will be able to determine what type of change is needed and how to implement it, instead of chasing change without a plan. The new Chief needs to be able to communicate the need for change to internal and community stakeholders in a way that demonstrates that they are strategic, they are listening to calls for change, and they are considering the needs of a workforce that has felt the weight of change for years.

**Demonstrations of this quality include:** A candidate who has a demonstrated history of specific and tangible organizational change management. The candidate can point to how their change management approach resulted in meaningful outcomes. This candidate demonstrates creativity, courage, open-mindedness, and is not afraid to disrupt the status quo. They appreciate the impact of change and can articulate a vision that builds buy-in and support – both community- and organization-wide.





“

Not afraid to challenge the antiquated systems in the force – **someone who's looking to challenge the existing structure** and look for ways to improve it in consultation with the diverse communit[ies] in which we live.

”

SOURCE: ADVISORY GROUPS



### COURAGEOUS SYSTEM CHANGER

*"They need to be aware there are gaps – things that need to be fixed within the police system and TPS. And they're willing to make those changes – and for there to be actual results, to be action-oriented."*

**COMMENT SOURCE:**  
COMMUNITY MEMBER

*"They need to be courageous – someone who isn't afraid to say that this isn't working, how can we change this?"*

**COMMENT SOURCE:**  
COMMUNITY MEMBER

*"They need to be innovative. They have to find new and better ways of doing things. They can't just accept things the way they are."*

**COMMENT SOURCE:**  
BUSINESS LEADER



## TRANSPARENT COMMUNICATOR

**What does it mean?** It is important to stakeholders that Toronto's next Chief of Police be a strong communicator who is comfortable being transparent, regardless of their audience. More than four in five (84%) survey respondents prioritized a *strong communicator* for this role. This means that they communicate clearly (avoiding procedural jargon) and honestly with the public, and that they prioritize transparency above political considerations. The level of transparency sought is outlined in the description of the accountable leader and involves both the public acknowledgement of wrong-doing by the Service and the celebration of Members' achievements. A transparent communicator is free of political influence.

Other attributes associated with this characteristic include integrity, humility and courage. According to many marginalized stakeholders, a transparent communicator also demonstrates cultural sensitivity, described as the ability to speak authentically, with sensitivity and genuine inclusivity toward all community members.



**Why is it important?** External stakeholders feel that past Chiefs have done a poor job communicating clearly and honestly with the public, and internal stakeholders wish for a Chief who is not shy about lauding the Service's accomplishments. It will be imperative for the new Chief to be a skilled communicator who can pivot between delivering difficult news and celebrating Service Members – and who can appear to be free of political influence when delivering messages. It is also important that communities feel they are being spoken to in a genuine and relatable manner.

**Demonstrations of this quality include:** A candidate who has a reputation for being honest, genuine and communicating openly with communities, both internal and external. This candidate is comfortable speaking publicly – to large audiences and to the media. Because they have public speaking experience, they have a natural speaking style and don't have to rely heavily on prepared notes or talking points. They rely on clear, plain language, and avoid jargon and technical terms when common terminology is appropriate.



“

It takes bravery to face when we've done something wrong, and to stand up when we've done something right.

SOURCE: TPS STAKEHOLDER

Leaders in this organization need to be willing to have difficult conversations that are **full, frank and fair.**

SOURCE: TPS STAKEHOLDER

”



## SKILLED COLLABORATOR

**What does it mean?** Many stakeholders acknowledged that the TPS (and the Chief) have a heavy load when it comes to roles and expectations, and stated that it may be difficult, or even impossible, to find one candidate who brings all of the multi-disciplinary expertise and demonstrated skills associated with the job. As such, the new Chief needs to be able to identify suitable team members to whom they can delegate responsibilities. Similarly, stakeholders want to see a new Chief of Police who embraces the opportunity to collaborate with partners and subject-matter experts outside of the Service to fill roles that can be better or more appropriately delivered by others. This Chief does not simply ignore calls for de-tasking and defunding of the police, but looks for effective collaboration partners to improve service delivery.



**Why is it important?** Stakeholders believe it may be unreasonable to expect that one person will have the appropriate skill set to take on all of the responsibilities associated with being Chief. Similarly, the acknowledged burden on the Service (resulting from a gradual expansion of responsibilities without a corresponding increase in resources) means the new Chief will need to be good at identifying partners outside of the Service and collaborating with them (or even deferring to them) to offer services that are more appropriately delivered by external community partners and subject-matter experts. Stakeholders expressed the need for a leader who will work to overcome the impression that the TPS often operates in isolation from other service delivery agencies, rather than leveraging partnerships for effective service delivery.

**Demonstrations of this quality include:** A candidate who has a reputation of empowering others, fostering and prioritizing cross-functional collaboration, and the ability to delegate and share power with subject-matter experts when necessary. This candidate is also described by others as a good listener.



### SKILLED COLLABORATOR

*"Constituents want TPS to reconsider where their services are best fit, especially for mental health [issues]. They think everything is a nail, and they are a hammer – but not all issues are nails."*

**COMMENT SOURCE:**  
ELECTED OFFICIAL

*"Have an ability to de-escalate situations – be willing to share the power and ask for assistance."*

**COMMENT SOURCE:**  
ADVISORY PANEL





## STATED ANTI-DISCRIMINATION AND INCLUSION FOCUS

**What does it mean?** Most stakeholders require the next Chief of Police – from the outset of their mandate – to acknowledge perceptions of a culture of discrimination and racism within the Service, and to offer a stated intention to publicly denounce this behaviour and to firmly address instances of its occurrence – both within the Service and within communities. While stakeholders were clear that the next Chief need not necessarily be a candidate who represents an underserved or marginalized group, this individual does need to demonstrate a commitment to understanding anti-racist pedagogy, the roots of racism and discrimination in Canadian jurisprudence and law enforcement theory and practice, and a commitment to enhancing Member training in an effort to reduce and eliminate this behaviour. This quality was seen as fundamentally linked to other sought-after leadership qualities – in particular, when it comes to the TPS collaborating and engaging meaningfully with community partners.



**Why is it important?** Given the pervasiveness of racist and discriminatory behaviour as a top issue for most stakeholders (attributed to both the institution and to isolated member actions), a stated focus on combatting discrimination and enhancing inclusivity is imperative to rebuilding trust between the Service and communities – and even among Service Members themselves. A Chief who does not tolerate racism (either passive or overt) sets the tone for the whole Service.

**Demonstrations of this quality include:** A candidate who has previous direct engagement with different communities across the city, as well as a personal commitment to ensuring that decision-making incorporates an *inclusive* lens. Community members stipulated that it does not suffice to have a few hours of training, or to have sat on a diversity/inclusion-related taskforce. Instead, evidence of this credential rests in a candidate's demonstration of hands-on, in-community experience, a sustained commitment to anti-discrimination training and education, and evidence of cultural sensitivity.



## ANTI-DISCRIMINATION AND INCLUSION FOCUS

*“We need someone who has a demonstrated understanding of anti-Black racism. Our community is disproportionately affected by police practices. Someone who has a demonstrated commitment to this. You can look back and see that, over time, they’ve been a supporter and an advocate in that regard. A demonstration that they have in their history a commitment to combatting anti-Black racism – they’re not new to the game. They don’t have to be Black. That brings with it an understanding, nuances, of the issues facing the Black community in Toronto – that plays into the issues facing all racialized communities. Competency in that translates into cross-cultural competency.”*

**COMMENT SOURCE:**  
COMMUNITY MEMBER

TPSB | TORONTO'S NEXT CHIEF OF POLICE CONSULTATIONS  
IMAGE CREDIT: UNSPLASH

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*"A decolonized-minded Chief."*

*"Understand issues facing the racialized community."*

*"Understands stereotypes and works hard not to perpetuate them."*

*"Someone with cross-cultural competency."*

*"This person needs to be cultured. They need to be familiar with the cultures of the GTA and know how to interact with different communities. If the Chief sets this example, it will trickle down through the TPS."*

**CONVERSATION SOURCE:**  
COMMUNITY ORGANIZATIONS,  
ADVISORY PANELS, TPS  
STAKEHOLDERS

“

Doesn't have to necessarily be from Toronto – if you pluck the fruit from your own garden, you know what they came from ... **they need to be experienced and know how to handle different taskforces, know the community issues, be on the civil service side** and not serve politicians.

SOURCE: ADVISORY PANEL

”

## ADDITIONAL QUALITIES

Qualities that did not enjoy consensus as stakeholder priorities, but were the subject of much discussion include:

1. While TPS Members generally agreed that the next Chief should come from within TPS ranks, external stakeholders did not share this view. Some felt a candidate from outside policing would be appropriate to bring in a different organizational lens. Many participants wished to see a candidate from Toronto or with Toronto experience, but others felt that experience from a similar-sized jurisdiction/service would be adequate, and even preferable.

2. Perhaps not surprisingly, experience as a front-line, uniformed police officer was of great importance to TPS stakeholders. In particular, these participants wished for a Chief who has many years of practical experience across many different roles and ranks within policing. External stakeholders did not express the same emphasis on this credential.

# TOP 3 QUALITIES: BY PARTICIPANT GROUP

As different stakeholder groups placed different emphasis on qualities/characteristics, the following table identifies which of the six priority qualities emerged as the “top three” within each stakeholder category. *Courageous System Changer* was consistently in the top three of all groupings.

Qualities	Community members	TPS stakeholders	Advisory groups	Elected officials
Committed to Communities	X		X	X
Accountable Leader		X		
Courageous System Changer	X	X	X	X
Transparent Communicator		X		
Skilled Collaborator				X
Anti-Discrimination and Inclusion Focus	X		X	

# ISSUES ENVIRONMENT

TPS TODAY AND  
TOMORROW



## TOP ISSUES

Consultations involved an exploration of the issues environment in Toronto that the TPS and its new leader will need to navigate. Despite the variety of consultation participants, there was a great deal of alignment on the issues that are top-of-mind and of greatest concern in Toronto today. Top mentions included perceived inadequacies in the TPS approach to **addressing mental health crises**; **improving trust** in the Service among Toronto's communities; addressing **systemic racism and discrimination**, both within the Service and in the **treatment of marginalized and racialized communities**; and feelings that the Service lacks real relationships and **connections with Toronto's communities**.

Participants generally perceived the issues as systemic or institutional in nature, and, while many of these have become even more acute in how they are portrayed in the media, they are, in fact, long-standing concerns. This was acknowledged by community and Service Members alike.





## A NOTE ON TRUST

At some point in all the consultations, stakeholders referred to a perceived persistent lack of trust in the TPS. For some community members (especially in Black and Indigenous communities), this lack of trust is tied to their lived experiences of racism and discrimination when dealing with the Service, including perceptions of over-policing and the criminalization of certain behaviours. Others felt that trust has been eroded through a perceived neglect of certain communities and lack of authentic engagement. Lack of trust was also expressed among Service Members who observed institutionalized discrimination and antiquated hiring practices, and many expressed a fear of reprisal for expressing views on the workplace. It is important to note that lack of trust was also often assigned to the TPSB by community and Service Members alike. Perceived as a primarily political body, many felt that the Board did not represent either the public or Service Members in decision-making and governance.



“

**There is a long-standing mistrust with the police,** and we ultimately don't feel this meeting will change the police as an institution.

SOURCE: COMMUNITY MEMBER

”

# TOP ISSUES: BY STAKEHOLDER GROUP

	COMMUNITY MEMBERS	TPS STAKEHOLDERS	ADVISORY PANELS	ELECTED OFFICIALS
1	Mental health	Mental health	Mental health	Mental health
2	Lack of relationship with communities, especially marginalized groups	Internal morale and lack of transparency	Outdated police culture	Racism and inequality
3	Racism and inequality	Need for community representation and equal opportunity in the Service	Lack of relationship with communities, especially marginalized groups	Lack of relationship with communities, especially marginalized groups
4	Police violence and brutality	Lack of public trust in the police	Racism and inequality	Need for community representation and equal opportunity in the Service
5	Lack of accountability and transparency	Increasing gun violence in the community	Police violence and brutality	Need for conflict resolution training
6	Need for community representation and equal opportunity in the Service	Service Member wellness and mental health	Lack of public trust in the police	Need for de-escalation techniques/training

# STAKEHOLDER VOICES: ON TOP ISSUES

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- “ They need to understand that community engagement is the only way to bridge the gap between police and community. ”
- “ We have a lot of individuals who are poverty-stricken, homeless, or have partner violence. There are issues with how the police interact with them, and what happens after the police get involved. ”
- “ While the name has been changed to Toronto Police ‘Service’, the culture of the ‘force’ remains. Culture needs to shift to serving and away from force. ”
- “ It’s institutional and systemic racism – so it doesn’t matter how many good apples you have, because there’s this prevailing concept is that it is okay to have these stereotypes and rely on these stereotypes. ”
- “ When you treat your people [TPS] poorly (and we do treat our people poorly – at different levels), how can we expect them to treat the community with respect and dignity when they don’t get it themselves? We have monologues internally and monologues externally, but don’t have a dialogue, which is what we need. We need to fix things internally before we can do the same externally. ”
- “ Disparity in our city is increasingly growing – we need someone who knows how to handle that. Toronto has really rich and really poor communities. ”
- “ In our district, given our dense population and how much we’ve grown, distribution of police officers feels uneven – responses are late, or they don’t have enough officers. ”
- “ Constituents want TPS to reconsider where their services are best fit – especially when it comes to mental health. ”



## WORDS USED TO DESCRIBE THE TPS TODAY

Similar to assessments of the issues environment, stakeholders offered similar responses when asked to share words to describe the TPS today. Frequent references included: “racism” and “untrustworthy,” as well as perceptions of a ‘gang mentality’ among TPS Members. Stakeholders often used words aimed at the Service as an institution, using descriptors such as “colonial,” “insensitive to culture,” “militaristic” and “rooted in racism”. TPS and community stakeholders alike mentioned that the Service is not reflective of Toronto’s diverse communities. Stakeholders often went on to mention that the new Chief of Police should address these issues as a top priority.

On a more optimistic note, some participants mentioned words like “trying” or “changing” in recognition of efforts by the TPS. Service Members were more likely to use words like “in transition” and “complex.”



“

The concept of ‘serve and protect’ – **we are part of the community they need to protect, not the community they need to protect others from.**

SOURCE: COMMUNITY MEMBER

”

## WORDS USED TO DESCRIBE THE TPS FIVE YEARS FROM NOW

Looking to the future, consultation participants offered hopeful words to describe the TPS in five years, including: **“inclusive,” “community-focused,” “accountable”** and **“transparent”**. Words offered by stakeholders during this exercise were often linked to the idea of a new Chief/leader who would bring about significant positive change in the Service. Other hopeful references to a future TPS included a Service that can be described as **“fair,” “diverse,” “respected,”** and **“responsive.”** TPS members offered future-facing words such as **“inclusive,” “transparency,” “world-class”** and **“innovative”**.



“

Five years from now, I want people to describe **the Service as the one that changed the game in policing.** This implies a level of innovation.

SOURCE: COMMUNITY MEMBER

”



# FINAL INSIGHTS

THE IMPORTANCE OF  
PROCESS & TRANSPARENCY

## HOW THE TORONTO POLICE SERVICES BOARD APPOINTS THE NEXT CHIEF OF POLICE

1



The Board contracts firm to consult the public on the qualities and characteristics of a new Chief.

2



Executive search firm is contracted by the Board to search for qualified candidates.

3



Interested candidates apply.

4



The Board shortlists and interviews candidates.

5



The Board appoints successful candidate to become the next Chief of Police.

## THE PROCESS TO APPOINT TORONTO'S NEXT CHIEF OF POLICE

Consultation discussions revealed that the process to appoint a Chief of Police is largely unfamiliar – to Torontonians, to community representatives, and even to many Service Members. Provided with information about the process currently underway in Toronto (see infographic depiction), a majority of participants expressed an appetite for additional information and clarity into the process as it unfolds. Discussions often focused on a desire for transparency into all steps of the process, and on the need for accountability through a demonstration of how consultation feedback will define the next steps in candidate identification and vetting.

A small number of consultation participants indicated that, as a Human Resources process, the competition should guarantee some level of privacy and confidentiality to applicants; however, this view was often overshadowed by a call for full transparency by the TPSB.

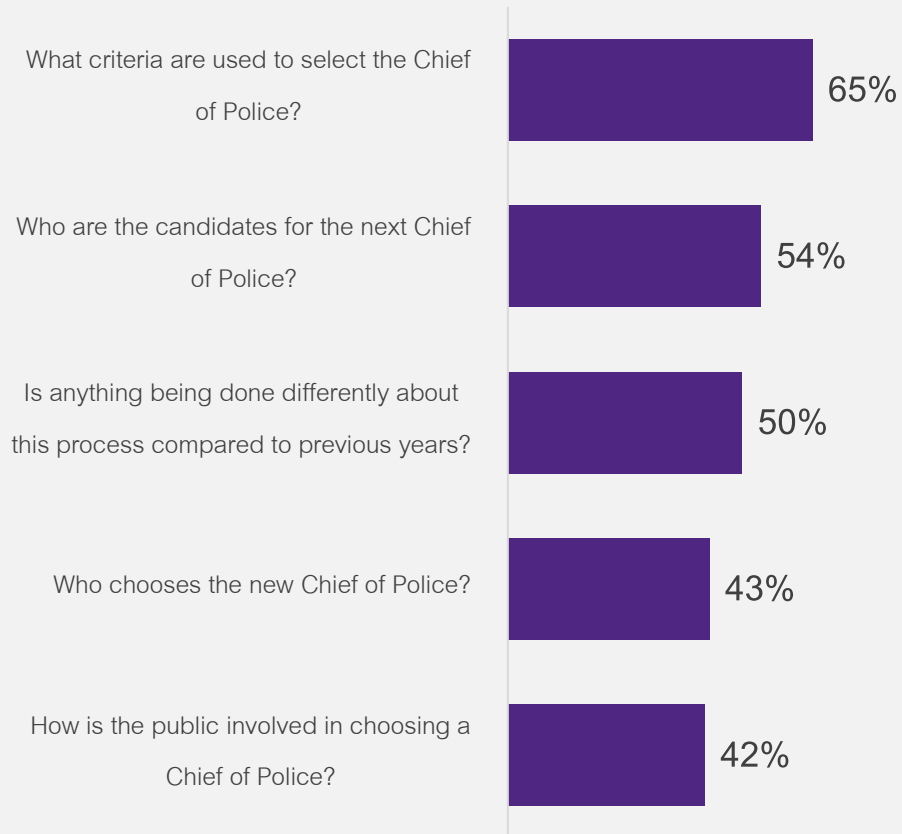


## SHARING INFORMATION ABOUT THE PROCESS

All stakeholders were generally aligned on what they wanted to know about the appointment process. Most expressed an interest in seeing if and how their feedback is reflected throughout the process, and most wanted to know as much as possible about each step of the decision-making process. Survey data and discussion feedback reflect a strong desire for transparency and accountability. Some expressed the belief that, without sustained transparency in the process through to candidate appointment, the public consultation would be considered “window dressing.” Stakeholders expressed a lack of trust in the TPSB, as well as an assumption that this body acts in a manner that can be described as “*political*.” Further, the TPSB’s composition is unknown to community and Service Members alike, which prompted concerns that the body is not representative of Toronto’s diversity. This perceived lack of diversity further contributed to stakeholder skepticism about the suitability of this body to unilaterally vet and select the next Chief of Police.

**“WHAT WOULD YOU LIKE TO KNOW ABOUT THE PROCESS TO IDENTIFY AND APPOINT A NEW CHIEF OF POLICE IN TORONTO?”**

TOP 5 RESPONSES (N=249)



**PROACTIVELY SHARING INFORMATION**

Due to low awareness of TPSB’s website, participants generally agreed that sharing information through the TPSB website did not suffice as a transparent method of communication. It is not a top-of-mind resource for accessing this type of information. Participants want the TPSB to be public-facing and proactive about sharing information about the appointment process, rather than “passively” posting information on the website in hopes that interested parties will seek it out. According to participants, being proactive when sharing information is inextricably linked to the idea of transparency.

Specifically, stakeholders recommended that the Board make efforts to *meet communities where they are*: sharing information on social media platforms, and through community organizations and community representatives; actively engaging the media through press releases and conferences; and proactively seeking other opportunities to push information about the process outward to the community.

“

You have to share as much as possible to make people feel confident in the process.

**The public should be able to see that these consultations were not a waste of our time.**

SOURCE: COMMUNITY MEMBER

”

## RECOMMENDATIONS ON TRANSPARENCY

Across all stakeholder discussions, participants emphasized a need for ongoing transparency in the Chief selection process. A range of suggestions in support of the level of transparency sought by stakeholders included:

1. Proactively updating the public on the Chief selection process timeline (not just posting on the TPSB website);
2. Proactively demonstrating/explaining how consultation feedback will be used to appoint the next Chief;
3. Publicizing the composition of the appointment panel/Board (including background information that qualifies members to make the selection);
4. Sharing information on the demographics/statistics of Chief applicants, to provide insights into the diversity of the candidate pool;
5. Publicly sharing information about short-list candidates (possibly anonymized) for public review and consideration, and possibly a city-wide vote.

“ Who is the Board serving? This decision affects everybody, so why does the Board get to choose? **How will we know they listened to us?** ”

SOURCE: ADVISORY PANEL

## DECISION-MAKING CONSIDERATIONS

In addition to sharing information about the appointment process proactively and transparently, stakeholders advised the Board to consider incorporating “external” voices into the decision-making process; community groups affiliated with the TPS, including CPLC and CCC members, were particularly vocal on this matter. Members of these community committees felt that they could bring diversity to the decision-making table and temper perceptions of political agendas. Many felt that this was important in light of assumptions made about Board composition and motivations.

In general, stakeholders were adamant about wanting to know how candidates make their way onto the short list, what differentiates final candidates from others, and what criteria are used to make the final selection.

## REINFORCING LEGITIMACY OF THE PROCESS AND THE FINAL APPOINTMENT

Stakeholders place responsibility on the selection process, and on the new Chief themselves, to demonstrate that the TPSB facilitated the selection of the best possible candidate.

Specifically, groups offered a variety of suggestions regarding information-sharing about the appointment process, including instances of the successful candidate addressing the public and the Service about their qualifications and vision. The following page synthesizes the top recommendations from stakeholders regarding those tools and activities they wish to see leveraged by the Board and the successful candidate to clearly and transparently demonstrate that *the right candidate* was selected.



# REINFORCING LEGITIMACY OF THE PROCESS

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1

## CANDIDATE EVALUATION

- Have candidates react to case studies, and let the public see their answers to these scenarios, while keeping candidates anonymous.
- Hold candidates accountable to the Evaluation Framework priorities and make public their corresponding qualifications.
- Obtain references from communities/past Service colleagues who can account for each candidate's record and leadership abilities.
- Utilize community resources (like CPLCs and CCCs) in the vetting process – widening the pool of decision-makers.

2

## INTRODUCING THE SUCCESSFUL CANDIDATE

- Require the new Chief to make a public statement that outlines their vision for serving the community and the TPS.
- Make past record and experience with communities public to ensure these align with Toronto's priorities.
- Chief to present "first 100 days" plan at outset of mandate, to be reviewed and measured.

3

## CLOSING THE CONSULTATION LOOP

- Show the public how the consultation had an impact on the final decision.
- Proactively showcase how the new Chief fits the criteria outlined by stakeholders.

4

## MEASURE CHANGE AND IMPACT

- Share metrics to be used to measure change and impact during the new Chief's mandate. Make public how the Chief is demonstrating the qualities and characteristics used in candidate Evaluation Framework at important review intervals (annually).



# **APPENDIX: METHODOLOGY**

TOOLS, AUDIENCES  
AND PROCESSES

# STAKEHOLDER OUTREACH: OUR PROCESS

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The planning phase of the project involved a collaboration between the Environics team, TPSB and City of Toronto staff to create a comprehensive list of stakeholders to be approached for engagement in consultation activities. The following considerations guided stakeholder identification and recruitment.

Participation by individuals in all consultation activities was completely voluntary and confidential.



TRADITIONAL AND SOCIAL MEDIA CHANNELS, AS WELL AS CITY OUTREACH LISTS, WERE USED TO PUBLICIZE ALL PUBLIC-FACING ENGAGEMENT ACTIVITIES.



THE CONSULTATION INVOLVED POPULATIONS WITH A RANGE OF RELATIONSHIPS AND INVOLVEMENT WITH POLICE SERVICES, INCLUDING: TORONTO RESIDENTS, TORONTO POLICE SERVICE MEMBERS AND EXECUTIVE TEAMS, ADVISORY PANELS, AND ELECTED AND BUSINESS OFFICIALS.



ENGAGEMENT OUTREACH HAD TO FACILITATE CONSULTATION WITH COMMUNITIES AND ORGANIZATIONS THAT REPRESENT UNDERSERVED AND MARGINALIZED GROUPS, INCLUDING THOSE WITH DISPROPORTIONATELY HIGHER RATES OF INTERACTION WITH THE POLICE.



## STAKEHOLDER UNIVERSE

Environics sought the participation of a variety of stakeholders throughout this process. Categories of stakeholder audiences who engaged in the consultation activities included:

- Toronto residents;
- Members of City-appointed advisory boards and committees;
- Members of Toronto's business community;
- Toronto Police Service Members and executive representatives from the Toronto Police Association (TPA) and Senior Officers' Organization (SOO);
- Staff and community members from a variety of community organizations and service agencies serving marginalized groups in Toronto, including youth, Black communities, Indigenous communities, 2SLGBTQ+ communities, and those living with addictions and the precariously housed/homeless; and,
- Elected officials.



## YOUTH PARTICIPATION

The TPSB requested that additional effort be extended to involve Toronto youth in consultation activities. To this end, Environics Research collaborated with a TPSB community partner – Collective Impact – to engage directly with youth who have traditionally not been engaged in public consultations. The process involved the following:

1. One session with Collective Impact community leaders who participated in the consultation and received facilitation training, so they could facilitate similar conversations with their respective community members; and
2. Eleven (11) sessions with youth from Scarborough, (including Malvern, Agincourt), Etobicoke North (including Rexdale), Toronto Centre, (including Regent Park, Spadina York and Alexandra Park), facilitated by Collective Impact representatives.

In total, 168 youth participated in these consultations through either the virtual round tables and/or the online survey.



## CLASSIFYING STAKEHOLDERS

For reporting purposes, and to maintain participant anonymity, this report synthesizes participant feedback from the following groups:

1. **Community members:** Including Toronto residents, representatives and members of community organizations, youth organizations and members, and representatives from Toronto's business community;
2. **Toronto Police Service (TPS) stakeholders:** Service Members and executives of the Toronto Police Association (TPA), Senior Officers' Organization (SOO) and the Internal Support Networks (ISNs);
3. **Advisory groups:** Affiliated with the City, including the Confronting Anti-Black Racism Unit (CABR), Aboriginal Affairs Advisory Committee (AAAC); the Toronto Police Services Board, including the Anti-Racism Advisory Panel (ARAP), Mental Health and Addictions Advisory Panel (MHAAP); and the Service, including Chief Consultative Committees (CCC) and Community Police Liaison Committees (CPLC);
4. **Elected officials:** School trustees, City Councillors, MPPs and MPs.



## ONLINE SURVEY DATA

In addition to feedback from stakeholder discussion groups, the analysis in this report includes results from an online survey launched on the TPSB website.

The survey was live from **March 30 to May 13, 2021**, and consisted of questions similar to those utilized in group discussions.

The survey link was publicized through the TPSB's social media channels and website. It was also shared with stakeholders through Environics Research's email blasts and consultation sessions, and through Collective Impact's youth discussion sessions. Survey participation was voluntary, and included residents of Toronto and Service Members. In total, 387 respondents completed the survey. Because it is a convenience sample, consisting of volunteer respondents, no margin of error can be accorded to the results.

# ENVIRONICS

## RESEARCH

### ABOUT ENVIRONICS RESEARCH

Environics Research is one of Canada's leading public opinion research firms, with a reputation for integrity, accuracy and insight. Founded in 1970 and wholly Canadian-owned, Environics offers a broad array of research, consulting and communications services, from traditional public opinion polling and market research, to advanced studies of human social values and social change.

Our team is drawn from many disciplines, from business and marketing, to sociology and urban affairs. This mix makes Environics a creative and intellectually vibrant research and consulting firm, where methodological rigour and unrivaled analytical capabilities come together. Our 50 years of experience, our people and our sophisticated toolkit enable us to deliver high-quality, evidence-based solutions to a range of clients, including governments, non-profit entities and businesses working in a range of industries.

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