



DURHAM'S NEXT CHIEF OF POLICE: **PUBLIC CONSULTATIONS**

Prepared for the Durham Regional Police Services Board (DRPSB)
FINAL REPORT | APRIL 7th, 2022

ENVIRONICS
RESEARCH

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Environics Research, on behalf of the Durham Regional Police Services Board, conducted a public consultation to inform the process for appointing the Region's Next Chief of Police.

The consultation provided opportunities for stakeholders across the Region to provide input on the topic of the qualities, competencies and leadership characteristics decision-makers should prioritize when searching for the next Chief of Police.

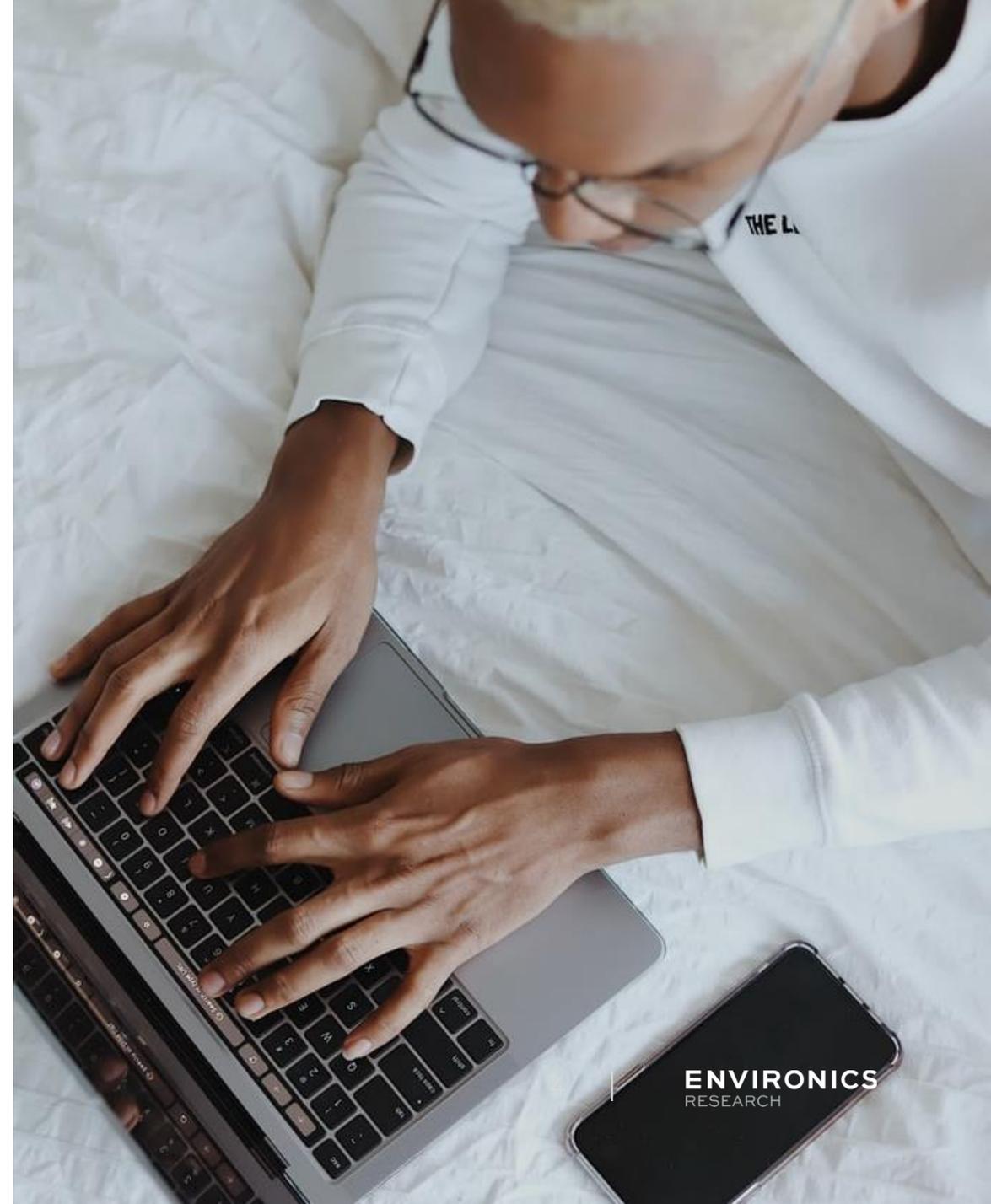
Chief of Police Consultation Introduction

Environics is pleased to present the following detailed report of results from public consultations conducted in Durham Region with a variety of Durham residents, stakeholders, and Service members on the topic of the Region's next Chief of Police.

The consultation process involved three phases (described in detail on page 08), designed to encourage as many interested stakeholders as possible to come to the table and have a say on the qualities and characteristics that they would like to see in the Region's next Chief of Police. Participant recruitment efforts were informed by a pre-consultation phase, and key stakeholder groups were invited to various online discussions or to participate in an online survey to explore:

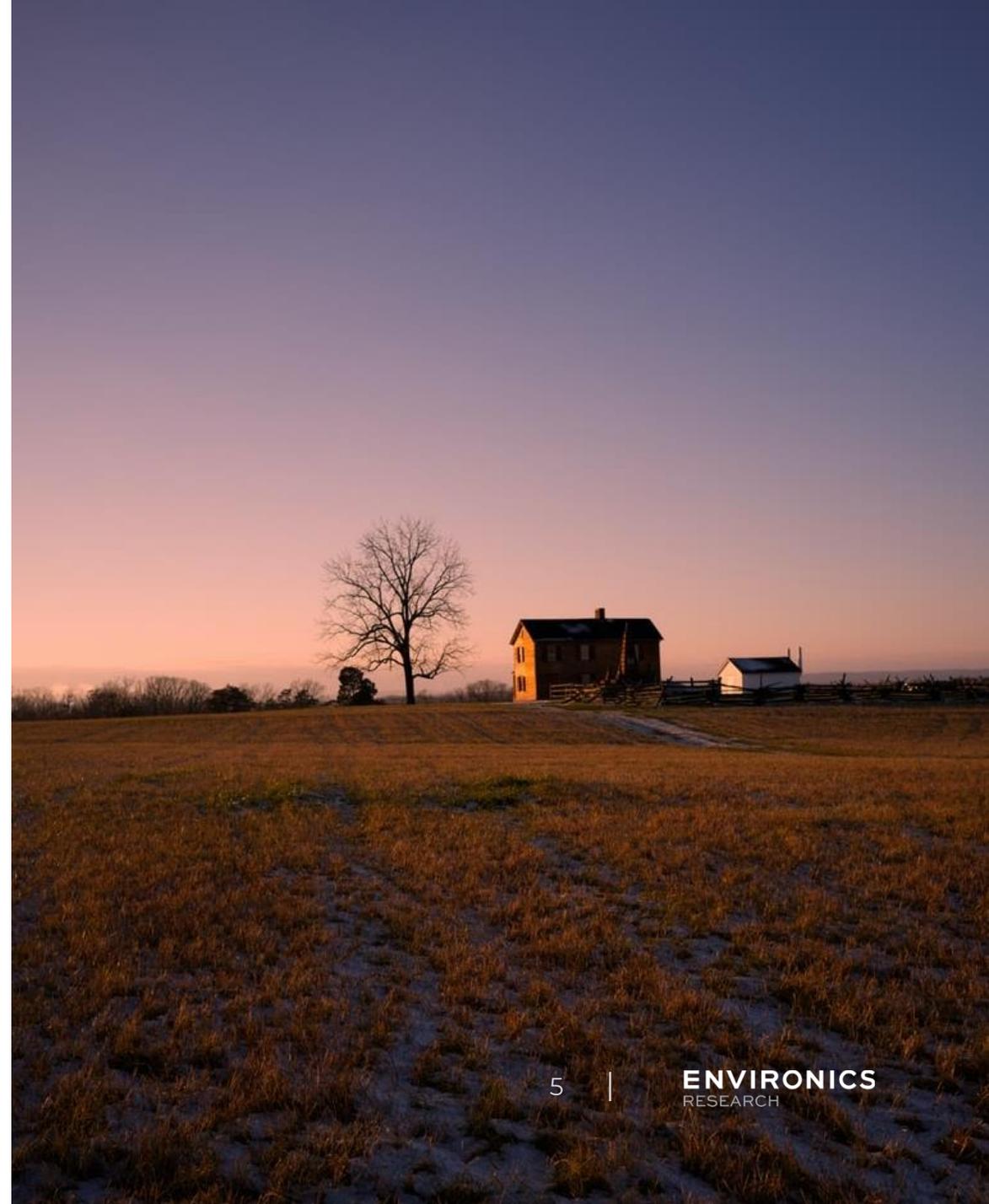
- The Region's issues environment;
- Leadership qualities and characteristics sought, and;
- Other questions and topics of interest pertaining to the broader search process.

The resulting report is a synopsis of diverse stakeholder feedback – aggregated and synthesized throughout, with relevant group distinctions provided where appropriate.



Chief of Police Consultation **Introduction - Continued**

At the outset of this project, the DRSPB indicated its intent to share this document publicly to reflect the collaborative and transparent nature of the overall process. Evidence-driven results from this consultation are presented in this report in a manner that makes it possible to share insights publicly without connecting any participants directly with their feedback.



METHODOLOGY AND KEY INSIGHTS

PROJECT OBJECTIVE

On August 24th, 2021, The Durham Regional Police Services Board announced the appointment of Environics Research to conduct consultations with residents and Service members in Durham Region to gain insights into the issues facing the Service, as well as the qualities and characteristics that are considered essential in the next Chief of Police.

The Durham Regional Police Services Board is the civilian governing body of the Police Service. Its responsibilities, as set out in the Police Services Act, include establishing objectives for policing in consultation with the Chief of Police, setting policies for the effective management of the Police Service, and hiring and monitoring the performance of the Chief of Police.

The Board engaged Environics to design community consultations that would collect feedback from a wide-range of Durham residents and Service members to ultimately create an evaluation framework for those identifying, vetting and interviewing candidates for the job.

This activity is but one of the inputs into the overall recruitment process.

Consultation methodologies and participating stakeholders are outlined in detail over the following pages.

ABOUT THE PROJECT

Durham's Next Chief of Police public consultations involved three phases:

- 1. Project planning and Pre-consultation Interviews;**
- 2. Stakeholder Group Discussions, and;**
- 3. Online Surveys for Durham Residents and DRPS members.**

The first phase of the project involved interviews with key stakeholders and community group representatives to gain context and feedback on both the Region's issues environment and the proposed consultation approaches. This feedback was used to finalize the design of the broader consultation and to ensure it was both expansive and inclusive. The second phase involved virtual stakeholder discussions with a variety of community group members and leaders, as well as representatives from across the Service (a full list of stakeholder groups is found on the following page). The third phase involved an online survey, distributed via online channels to Durham residents and Service members (more details about the survey methodology are found on page 11).



Pre-Consultation
Interviews



22 Stakeholder Group
Discussions and
Interviews



Online Survey of 413 Durham
Residents and 151 DRPS
Members

CONSULTATION PARTICIPANTS

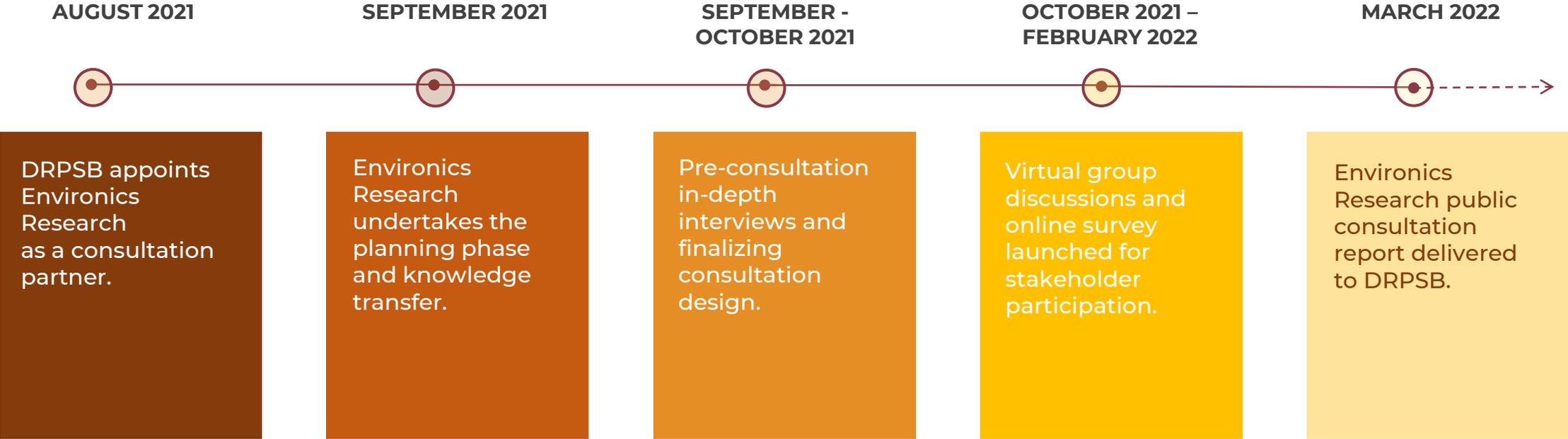
In the process of planning this consultation, Environics worked with the DRPSB to create a comprehensive list of Regional stakeholders to be included in consultation activities. Stakeholders represented Region residents, community organizations, Service members and other Regional stakeholders with knowledge of or working relationships with the DRPS.

Engagement outreach methodologies and facilitation recommendations were discussed in pre-consultation interviews with community and Service leaders to ensure Environics applied an inclusive approach to consultation activities to encourage meaningful participation. Stakeholder audiences who participated in this consultation included:

1. Durham Region residents
2. Mental health organizations, mental health nurse practitioners, former mental health patients
3. Advisory committee members (including Diversity Advisory and Youth Advisory and Mental Health Advisory groups)
4. Black community organizations/members
5. Indigenous community organizations/members/advisory committees
6. 2SLGBTQ+ community representatives
7. Newcomer community organization leaders and residents
8. DRPS Members (spanning ranks and uniformed/civilian designations)
9. Executive representatives from the Durham Regional Police Association and Senior Officers' Association (DRPA and the SOA)
10. Durham Region Elected Officials (Federal, Provincial and Municipal)
11. Durham Region youth

Consultation Project Timeline

The following is a timeline of activities involved in this process since project approval:



ONLINE SURVEY

In addition to the feedback provided in virtual stakeholder discussions, Environics Research hosted an online survey, deployed both internally to Service members, as well as through online channels to Durham Region residents.

The survey was live from **November 10th, 2021, to January 06th, 2022**, and consisted of questions similar to those asked in group discussions. The survey link was hosted by Environics and publicized through the Region's social media channels and website, sent to community organization leaders to distribute to their networks, as well as publicized through Facebook Advertisements targeted at Durham residents.

Survey participation was voluntary and confidential. In total, Environics heard from a total of 564 respondents with the following breakdown:



N=413
Durham Residents



N=151 Service
Members

Because the survey is a convenience sample consisting of volunteer respondents, no margin of error can be accorded to the results.

A NOTE ON CONTEXT

In May, 2019, The Ontario Civilian Police Commission (OCPC) launched an investigation into the Durham Regional Police Services Board and Senior ranking officials. As of the conclusion of the public consultation process, the investigation was ongoing.

This report highlights when consultation participants raised the investigation as an issue impacting the search for a new Chief of Police. In summary, the investigation was not well-known to stakeholders outside of the DRPS. Service Members, however, were aware of the investigation and felt strongly that it is currently having an impact on Service morale and the ability for the Service to attract new talent (including leadership). Additional information is found throughout this report, where relevant.

KEY INSIGHTS: SUMMARY EVALUATION FRAMEWORK

The following slides are a summary of:

1. How Environics arrived at the final key qualities and characteristics sought in the next Chief of Police;
2. The top qualities as articulated by various stakeholders across the Region; and,
3. Examples of questions/lines of inquiry articulated by stakeholders to determine the presence or absence of a quality in Chief candidates.

Both the public and Members are invested in seeing how the successful candidate fares when evaluated against consultation feedback. In addition, stakeholders would like insight into responses to the proposed candidate questions about skills, qualities and experience. For stakeholders, the best candidate will ultimately be the one who can fulfil the roles and responsibilities of the role of Chief of Police while also reflecting the hopes and needs of Durham's diverse communities and its Service members.

Framing the Discussions | **Arriving at Key Qualities**

1. WHERE THE SERVICE IS NOW

Consultations began by exploring the issues environment in Durham Region – including both issues facing the Region and those facing policing specifically. This activity set the baseline and framed the current landscape in order to brainstorm qualities and characteristics that would be important in a new Chief who can address these issues and move the Service forward.



2. FUTURE OF THE SERVICE

After grounding the discussion in the issues environment, stakeholders were asked to envision the Service five years from now. Envisioning the future through aspirational 'News headlines' and discussions, stakeholders articulated where they wanted the Service to go and the leadership qualities necessary to move the Service in that direction.

3. LEADERSHIP QUALITIES AND CHARACTERISTICS

Below are the four key characteristics that encompass the leadership traits sought most by Region stakeholders:

- Courageous Transformative Leadership
- Emotional Intelligence
- Committed to Positive Community Engagement
- Deep and Varied Policing Experience

Evaluation Framework | Qualities Checklist

DEMONSTRATED BY:

 <p>COURAGEOUS TRANSFORMATIVE LEADERSHIP</p>	Demonstrated history of inspiring and leading change in prior roles; has clear plans for bringing organizational change to DRPS, including new and diverse methods of policing and a focus on staffing challenges; can provide credible references who vouch for the candidate's integrity; has been known to go against the grain and has stood up for change in the past when it was difficult/unpopular.	
 <p>EMOTIONAL INTELLIGENCE</p>	Has an understanding of the importance of training and education in social theory, including anti-racism and anti-oppression; references can attest to the individual's demonstrations of cultural sensitivity; exercises empathy in decision-making; prioritizes <i>people</i> in their work; is well versed in the demographic changes and realities across Durham Region, as well as the historical issues faced by communities.	
 <p>COMMITTED TO POSITIVE COMMUNITY ENGAGEMENT</p>	Strong track record of making themselves known in the communities they have served; evidence of regularly being present at community events; history working in communities with diverse demographic and geographic landscapes; has a history of building allyships with community partners and organizations that serve different populations to work towards community wellness.	
 <p>DEEP AND VARIED EXPERIENCE IN POLICING</p>	Extensive career in law enforcement, preferably in a variety of Services/jurisdictions; has experienced different roles and styles of policing, ranging from front-line to managerial experience; is familiar with policing culture and is willing to apply the lens to DRPS staff complement to find opportunities to improve staff culture and morale.	

Potential Interview Questions | Suggested by Stakeholders



1. WHEN HAS THE CANDIDATE **INSPIRED OR LED CHANGE** IN THEIR ORGANIZATION?
2. CAN THE CANDIDATE CITE EXAMPLES OF **MODERN POLICING APPROACHES** (GLOBAL OR LOCAL) THAT THE DRPS SHOULD CONSIDER ADOPTING?
3. WHEN HAS THE CANDIDATE **PROMOTED DIVERSE TALENT** WITHIN A SERVICE? HOW DO UNDERREPRESENTED GROUPS GAIN VISIBILITY AT THE TOP OF ORGANIZATIONS?



1. CAN THE CANDIDATE DRAFT AN ACTION PLAN THAT ADDRESSES THE ISSUES FACING DURHAM REGION?
2. DOES THE CANDIDATE HAVE A HISTORY OF TEAM-BUILDING (INDIVIDUALS OR ORGANIZATIONAL PARTNERS) TO BRING EXPERTISE TO PROBLEM-SOLVING?
3. CAN THE CANDIDATE PROVIDE COMMUNITY AND SERVICE REFERENCES WHO CAN ATTEST TO DEMONSTRATIONS OF EMPATHY AND/OR EMOTIONAL INTELLIGENCE IN PROBLEM-SOLVING?



1. IN WHAT CAPACITIES HAS THE CANDIDATE BEEN **INVOLVED IN THEIR COMMUNITIES?** EXPERIENCE MAY BE PROFESSIONAL OR VOLUNTEER.
2. WHAT IS THE CANDIDATE'S PLAN TO **IMPROVE COMMUNITY ENGAGEMENT** BETWEEN THE DRPS AND DURHAM REGION COMMUNITIES?
3. CAN THE CANDIDATE PROVIDE **REFERENCES** THAT CAN VOUCH FOR THEIR **INVOLVEMENT IN THE COMMUNITY** (SPECIFICALLY DIVERSE OR NEWCOMER COMMUNITIES)?



1. HOW DOES THE CANDIDATE PLAN TO **BUILD TRUST WITH STAFF?**
2. WHAT ARE THE CANDIDATE'S KEY PRIORITIES FOR **ADDRESSING INTERNAL ISSUES** WITHIN THE SERVICE? DO THEY HAVE IDEAS ABOUT IMPROVING STAFF CULTURE/MORALE?
3. DOES THE CANDIDATE DEMONSTRATE AN UNDERSTANDING OF THE DEMOGRAPHIC AND GEOGRAPHIC DIFFERENCES ACROSS DURHAM REGION? DO THEY HAVE **POLICING EXPERIENCE IN SIMILARLY DIVERSE JURISDICTIONS?**

NEW CHIEF OF POLICE **TOP QUALITIES AND CHARACTERISTICS**

Top Qualities

Introduction

The primary objective of this consultation in Durham Region was to prioritize and establish the qualities and characteristics that stakeholders deemed most important in the Region's next Chief of Police.

The following section is an amalgamation of the attributes which were identified as a top priorities for stakeholders as they brainstormed together in group discussions. Stakeholders did not require technical knowledge of the role of Chief of Police, but rather focused on the qualities and characteristics that were most important for a leader to both address the issues environment previously explored, and to bring to the Region an exemplary level of policing to be emulated and admired by regions across the country. These pages outline and explore the qualities that stakeholders wish to see in the next Chief of Police in Durham Region.



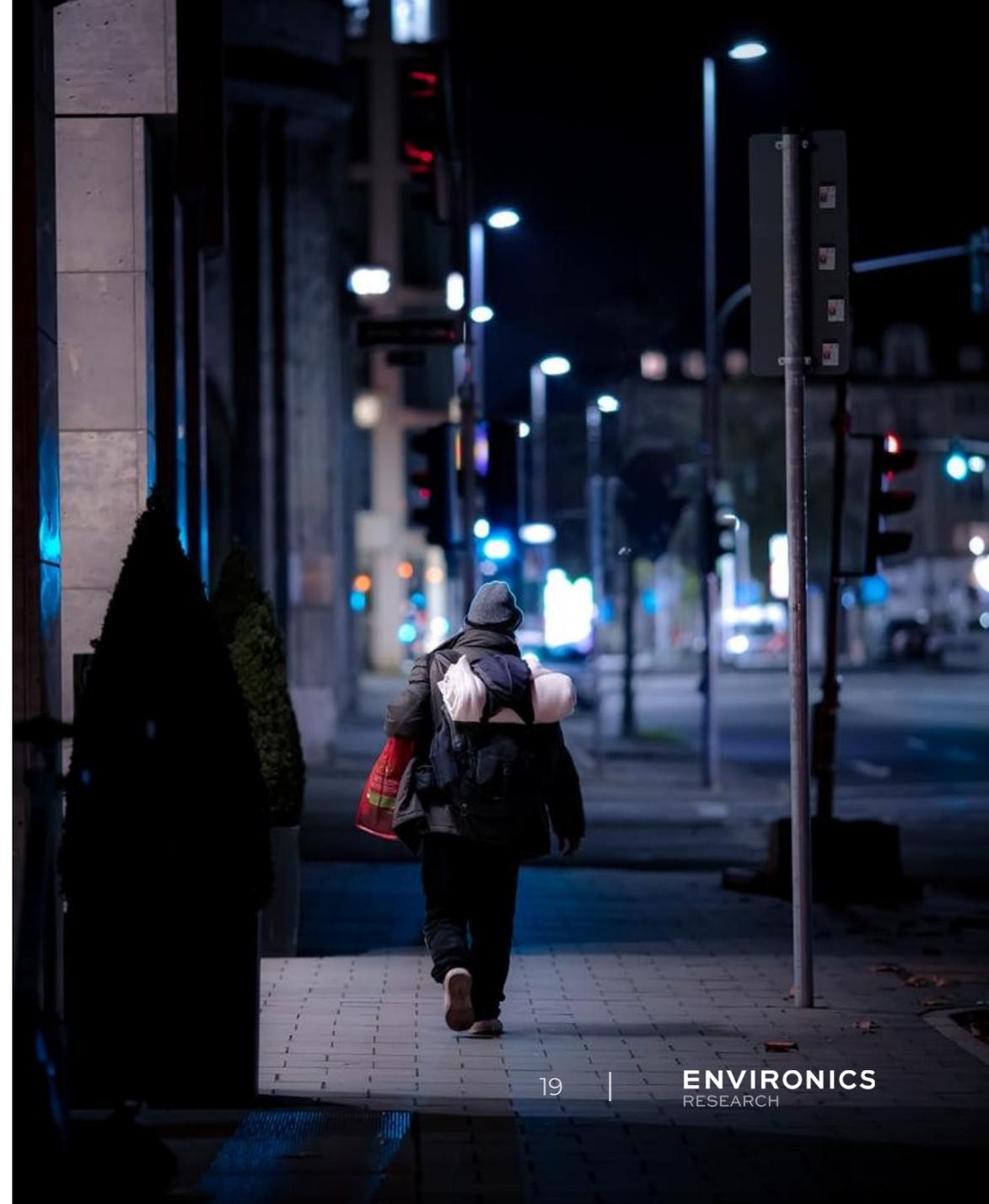
Top Qualities

Introduction

This section begins with an overview of the top ten qualities and characteristics that were mentioned by online survey respondents – consisting of both Durham residents and Service Members. Following this, the section outlines the top four qualities which came to the forefront of all consultation discussions. In order present these qualities, Environics Research synthesized both quantitative and qualitative input from all phases of consultation. Through quantification of priorities, our team identified four primary qualities/characteristics that encompass the traits sought most by Region stakeholders. These qualities are distinct in function, but also experience overlap in some of the underlying competencies and orientations of the candidates for the post. Each of the following qualities in terms of:

1. How each characteristic is defined
2. Why each characteristic is important
3. How each characteristic is demonstrated

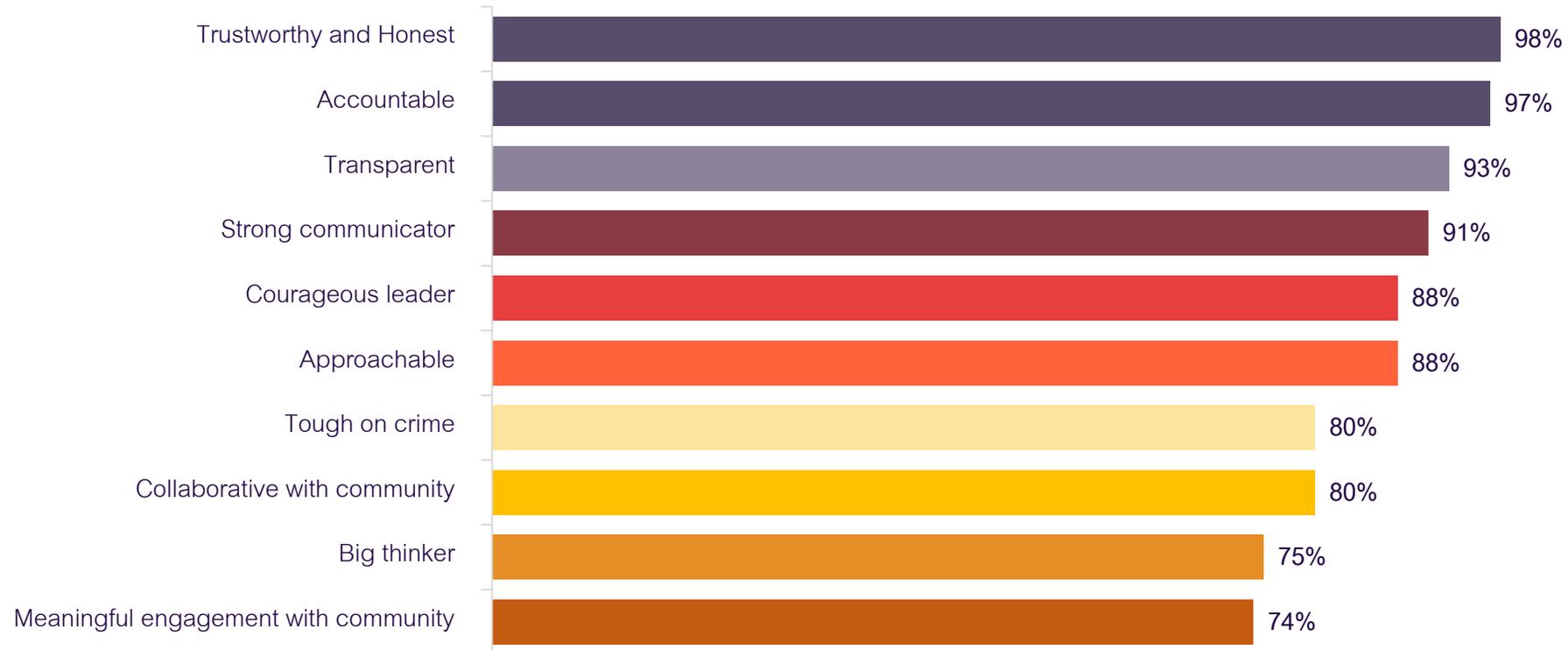
Characteristics should not be read as mutually exclusive, but rather working together to compose a well-rounded candidate for the job.



Top Qualities | **Top Ten Qualities from Online Survey**

The following ten qualities were deemed a 'top priority' to Durham residents and Members who completed the online survey. Among them, being trustworthy and honest, accountable, and transparent were the top priorities. See the appendix for a break-down of differences between residents' and Member priorities.

Q4. Should Durham Region's next Chief of Police be someone who is... (N=564)



Top Qualities | **Durham's Next Chief of Police**



**COURAGEOUS
TRANSFORMATIVE
LEADERSHIP**



**EMOTIONAL
INTELLIGENCE**



**COMMITTED TO
POSITIVE COMMUNITY
ENGAGEMENT**



**DEEP AND VARIED
EXPERIENCE IN
POLICING**

Top Qualities

Courageous Transformative Leadership

Defining this characteristic:

Regardless of the stakeholder group, participants in the consultation agreed that the DRPS is in need of a significant organizational transformation. To drive this magnitude of organizational change, the next Chief must be a professional who recognizes this need and brings the skills and leadership necessary to drive the change. To be transformational, the Chief must possess a creative and dynamic mindset that is focused on the future of policing; whether that means adjusting policies, procedures and the staff complement to accommodate the changing demographics of the Region or lobbying for training changes and resources to respond to the growing sophistication of crimes. The Chief must be a courageous and transparent communicator, who is accountable and builds trust with Service members and with the broader community. This individual can 'think big' and look to other positive and successful models of policing around the world which are predicated on progressive values and policies relating to diversity and inclusion, mental health, anti-racism, anti-sexism and Member and community wellness. Stakeholders offered York and Peel Regions as examples of Chiefs who bring this quality to their respective services. The next Chief must be someone with unimpeachable integrity.



Top Qualities

Courageous Transformative Leadership

Why is it important?

For members: Members resoundingly stated a desire for change and wish to see it not just in language, but in the day-to-day focus and activities of the new Chief. Participating members reported fatigue and morale issues they feel require immediate attention and remedy so as to rebuild trust within the ranks. Moreover, members expressed 'feedback fatigue'; they are tired of being asked for their feedback and opinions which often don't translate into change. For them, the remedy is a Chief who takes quick and decisive action based on evidence provided by members. Many members felt that true transformation must come from a Chief who is willing to make change and has the courage to do things differently. Some felt this kind of transformation can only come from a candidate with a 'clean slate' and a perspective that differs from that which is currently prevalent inside the DRPS.

For communities: Communities were vocal about their desire for a Chief who will implement new approaches to policing. Participants called for a new Chief who will be a 'servant-leader' – leading by example to his/her members in how they approach issues of mental health, how they communicate and build relationships with diverse communities, and how they exercise a creative and empathetic approach to solving community issues, with the communities themselves. Being a courageous and transformative leader means that the next Chief of police will be accountable for implementing an approach to policing that is relationship-based and that will ultimately benefit the community as a whole.



Top Qualities

Courageous Transformative Leadership

How is this demonstrated?

This candidate has a demonstrated history of creating and leading change in previous roles, preferably inside organizations the size of the DRPS. The candidate will be able to articulate aspirations regarding new and diverse methods of policing and offer examples of previous initiatives in which they were involved or led to encourage and promote diverse talent within an organization. This individual has a history of addressing staffing challenges and playing the role of inspiring a positive Service presence in communities. This candidate can offer diverse references who can vouch for their integrity and their accountability. This individual can talk about instances in previous positions where they took on an un-popular position or task in order to bring about organizational change. Finally, this candidate will appreciate the call for cultural change within the DRPS and will commit to leading by example in bringing about that change.

Stakeholder Asks of Candidates: Examples of Interview Questions

1. When has the candidate inspired or led change in their organization?
2. Can the candidate cite examples of modern policing approaches (global or local) that the DRPS should consider adopting?
3. When has the candidate promoted diverse talent within a Service? How do underrepresented groups gain visibility at the top of organizations?



Top Qualities ..in the next Chief of Police



Someone who is willing to do things differently.”

VERBATIM SOURCE: MENTAL HEALTH GROUP



Someone who is a big thinker. Who moves away from paramilitary formalities and takes the lead on issues management; someone who keeps others accountable, speaks up, takes chances... and risks change.”

VERBATIM SOURCE: DRPS MEMBER



Top Qualities ..in the Next Chief of Police



We have shared our voices and we've never received the results of 'where are we?' We've made strategic plans and we say we will do all these things, but we're not seeing the closure or results before we move to the next things. "

VERBATIM SOURCE: DRPS MEMBER



"Someone who is willing to bring racialized officers up in the organization. We don't see enough of our community reflected in our police, and I think that's creating distrust.

VERBATIM SOURCE: DIVERSITY COMMITTEE



Top Qualities

Positive Community Engagement

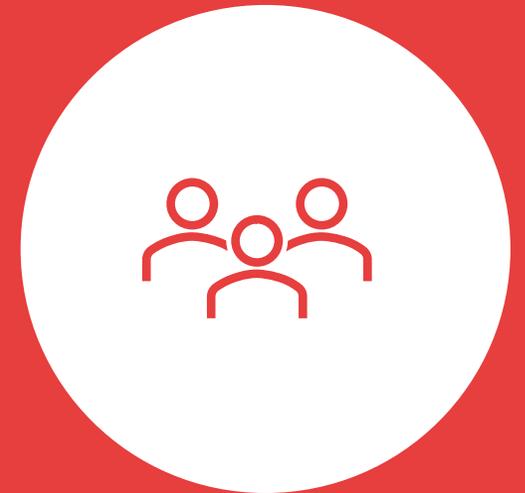
Committed to Positive Community Engagement

Defining this characteristic:

Being rooted in the community means that this individual is motivated by, and willing to collaborate with the communities they serve. Inherent to this characteristic is the demonstration of understanding communities through active connection, recognition and embracing of diversity – including geography and demography. Above all, this characteristic is defined by a leader who is *present* in and accessible to communities and leads by example when it comes to building and maintaining positive relationships with community members and organizations.

Why is it important?

Both community stakeholders and members alike acknowledged the potential positive benefits of being connected to Durham's diverse communities: presence and connection have the potential to build trust in the Service where currently there is a deficit. Stakeholders felt this connection and trust would result in communities working more closely with the Service and considering them a resource in tackling community-related issues. One often-repeated example of where this approach to community engagement would be important involved Service members working with and building relationships with youth. Most stakeholders also acknowledged that a Chief cannot be an expert in, or serve, all of the community interests on their own; for this reason, being rooted in community also meant that a Chief must surround themselves with the right partners and community organization experts in order to assist...



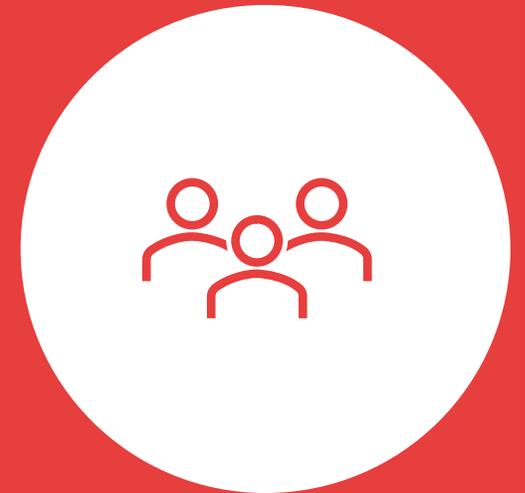
Top Qualities

Positive Community Engagement

...her/him in decision-making and policy development. Being rooted in community means working directly with the community to come up with solutions that ultimately impact them. In turn, this individual will not just be visible but approachable to their community because they make time to know them and build trust with them.

How is this demonstrated?

One of the fundamental ways this quality can be demonstrated by a candidate is through a strong track-record of making themselves known in the communities they have served. This may consist of both a regular presence in communities as well as through conversations with the community members and leaders. In turn, these community members may serve as references for the candidate to vouch for their participation in community events and willingness to understand customs, cultures and lifestyles. The candidate can also demonstrate an understanding of changing demographics – like those in Durham Region – and be able to articulate how these societal shifts need to be reflected within the diversity of an organization's workforce. This person has been dedicated to building allyships and working with community partners and organizations to create changes in setting an example for how the Service dedicates themselves towards community wellness. This candidate will have participated in working groups and task forces with a community focus and will have served as a gateway to building this knowledge and these relationships in the community. Finally, within the context of Durham Region, sensitivity to communities implies geography as much as it does demography; the next Chief needs to appreciate the mix of urban and rural settings throughout the Region and the implications of these different community settings and their needs when it comes to policing.



Top Qualities

Positive Community Engagement

Examples of Interview Questions

1. In what capacities has the candidate been involved in their communities? Experience may be professional or volunteer.
2. What is the candidates plan to improve community engagement between the DRPS and Durham Region communities?
3. Can the candidate provide references that can vouch for their involvement in the community (specifically diverse or newcomer communities)?



Top Qualities

Positive Community Engagement

“

Get to know the community. Actually be a PART of the community. Be communicative and transparent with them. Encourage a positive community presence and be visible in your community.

VERBATIM SOURCE: MENTAL HEALTH GROUP

“

From a social perspective, they need to collaborate with community members and non-profit orgs.

VERBATIM SOURCE: DRPS MEMBER

“

When things happen, involve community dialogue. Be accessible to community and be authentically engaged (not just professionally, but also in day-to-day routines – show you are committed to the community).”

VERBATIM SOURCE: ADVISORY GROUP

“

York has low incidence of crime because they focus on community policing.

VERBATIM SOURCE: BLACK COMMUNITY ORG

Top Qualities

Positive Community Engagement



My child is used to seeing the police with sunglasses, looking forward, not saying hi. [The police] only talk to them when there's trouble. This just reinforces the 'us' versus 'them' mentality.

VERBATIM SOURCE: ADVISORY GROUP



Someone who is approachable, and willing to listen. They are visible to the community, open minded and empathetic. They can see things from other people's shoes.

VERBATIM SOURCE: YOUTH GROUP



Top Qualities

Emotional Intelligence

Defining this characteristic:

The next Chief of Police is expected to exude empathy. Their ability to demonstrate empathy is considered a direct reflection of their orientation to “think big” and to constantly seek out a well-rounded perspective on both policing and the issues within the Region. An emotionally intelligent Chief is well-educated in and/or demonstrates an understanding of the importance of issues pertaining to modern policing, including anti-racism and anti-oppression theory, historical and systemic issues of racism with Black and Indigenous communities, as well as new and informed approaches to dealing with mental health crises. If not fully educated on these topics, they are willing to learn them deeply. This candidate actively practices thoughtfulness and humility and encourages this behaviour across the DRPS. This individual is curious and open to new ways of doing things - focused on the *why* as opposed to just the *what* of every situation.

Why is this important?

For members: Members felt that the challenges inherent to the DRPS are long-standing and unaddressed. Members repeatedly pointed to staffing shortages and colleagues dealing with mental health challenges related to their work as issues that have not yet met with a satisfactory resolution. Without an individual who can think critically and creatively about how to produce new solutions to old problems, members could not exercise hope in a new direction. In particular, the current deficit of trust articulated by members when considering the current senior officer complement made clear their desire for a new Chief who can empathize with all staff and ranks.



Top Qualities

Emotional Intelligence

Why is this important?

For community: Community stakeholders repeatedly cited a dire need for a Chief who demonstrates a thorough understanding of the need for empathy for the Region's diverse communities, and the different issues inherent to these communities. In order for a Chief to serve and connect with these communities, they need to be informed and willing to constantly educate themselves on these issues as well as cultural customs and norms prominent in multicultural and immigrant communities. Communities articulated the view that this level of understanding and empathy is necessary for authentic and meaningful connection between communities and the Service.

How is this demonstrated?

This individual has an interest in and a history of training and education in social theory and phenomena including anti-racism and anti-oppression theory. They can cite examples of when they were required to exercise empathy in decision-making and listen to their members and the community with an open mind. References must also be able to attest to a candidate's demonstration of cultural sensitivity. A candidate with this degree of emotional intelligence will also prioritize *people* in their work – whether those people are colleagues or members of the community. In addition, this candidate will be well-versed in the demographic realities and changes of Durham Region, as well as the historical issues that have faced Service from a cultural perspective. Tying into the Courageous Leadership quality, an emotionally intelligent Chief understands that representation and 'lip-service' are not enough to make change – they are able to analyze prior issues and find solutions 'outside of the box'.



Top Qualities

Emotional Intelligence

Examples of Interview Questions

1. Can the candidate draft an action plan that addresses the issues facing Durham Region?
2. Does the candidate have a history of team-building (individuals or organizational community partners) to bring expertise to problem-solving?
3. Can the candidate provide community and Service references who can attest to demonstrations of empathy and/or emotional intelligence in problem-solving?



Top Qualities

Emotional Intelligence



The Chief needs to understand what's going on – understand where things like trafficking problems are coming from. Find out the reasons why.

VERBATIM SOURCE: NEWCOMER GROUP



The Chief needs to have anti-racism frame of mind with an anti-racism policy. You need to be anti-racist. You also need to lead by example.

VERBATIM SOURCE: BLACK COMMUNITY ORGANIZATION



'Cultural training', doesn't mean 'come dance with us at the pow wow'... We're actually talking about understanding the way the machineries have been designed, created and continued to do what they're designed to do. We are saying know the history, know the truth, and dismantle oppressive structures. Be really clear to Durham Police that this is what we're saying."

VERBATIM SOURCE: INDIGENOUS ADVISORY GROUP

Top Qualities

Emotional Intelligence



Empathy is the Sweetgrass teaching about kindness, right? Sweetgrass has that shiny-side and it has that rough side. That kindness talks about our duality, because we all have that shiny side, we all have that rough side. When we imagine grass in a field going through a windstorm or something, that's when you're seeing that rough side the most right? So when the people that we encounter are showing rough side, they're going through a storm and we don't know what kind of storm they're going through and it's up to us to do our best to show empathy, because they're going through their own storm.

VERBATIM SOURCE: INDIGENOUS STAKEHOLDER



Top Qualities

Deep and Varied Policing Experience

What are the defining characteristics?

Participants in the public consultation – regardless of their background or professional relationship to the Service – all emphasized the importance of a deep background in policing experience as a quality sought in the next Chief. For most, this type of experience encompassed both the *context of experience* (size, demography and complexity of the Region/jurisdiction) as well as the *range of experience* through holding different jobs and ranks throughout their history of service. Stakeholders also wish to see a new Chief who has varied experience within an organization including *ad-hoc* work on task forces, and even experience with administrative side of the Service. “Deep and varied experience” includes training and continuing education in new forms of policing emerging globally, crimes relevant to the Region including human trafficking and cyber crime, as well as a crucial understanding of dealing with mental health crises.

Why is this important?

Varied policing experience is crucial to bringing new solutions and approaches to the challenges facing the DRPS – in its role policing the Region and in managing a discontented workforce. Diverse stakeholders are looking for a leader with relatable experience – which means it must be sourced from exposure to a variety of roles and contexts. The next Chief of the DRPS must bring a mindset that is able to balance the aspects of the Service that make it one of the nation’s most successful with those “blind spots” and hurdles that have eroded trust from the communities and from within the junior ranks of the Service. Finally, deep and varied policing experience lends credibility to the candidate so that stakeholders from all corners of the Region know they have the skill, background and perspective to do the job effectively.



Top Qualities

Deep and Varied Policing Experience

How is this demonstrated?

This Chief should have experience in jurisdictions that have particular and varied demographic and geographic landscapes. From a **community perspective**, they would be familiar with working with growing immigrant populations, Indigenous populations, and vast cultural and geographic differences across the communities they have served. The candidate should also have experiences working alongside partners and community organizations where it clarifies or improves service delivery. This includes working with mental health organizations, youth, and Indigenous communities (rural and urban). From a **Service perspective**, a candidate demonstrating this quality has been employed in law enforcement for most if not all of their professional career. They have held policing roles at various ranks and can cite front-line experience. A successful candidate has gained practical experience in various policing fields, as well as academic and/or continuing education training to learn about historical and emerging issues facing policing in Canada. In addition to front-line work, a successful candidate will also be able to demonstrate time spent in leadership/administrative functions and worked in a Service that has faced internal cultural issues. This candidate will be able to relate to officers at all ranks and will be familiar with the struggles that face Service members, including the mental health challenges often affiliated with the role. A candidate who has spent many years in the same role is not considered to be demonstrating this characteristic. A career member of the DRPS is not necessarily considered to be lacking in this quality, although many stakeholders (community and Service) expressed a desire to see a new Chief who brings perspective and experience from outside the DRPS – including exposure to diverse demographic and geographic communities and cultures.



Top Qualities

Deep and Varied Policing Experience

Examples of Interview Questions:

1. How does the candidate plan to build trust with staff?
2. What are the candidates key priorities for addressing internal issues within the Service? Do they have ideas about improving staff culture and morale?
3. Does the candidate demonstrate an understanding of the demographic and geographic differences across Durham Region? Do they have policing experience in similarly diverse jurisdictions?



Top Qualities

Deep Policing Experience



We don't do a good job of forecasting where we need to be 15-20 years from now. We can't function on 1-4 year budgets anymore. How do you make it affordable for residents of your community? When you look at immigration in the Region, how do you build a force that meets these needs?

VERBATIM SOURCE: DRPS MEMBER



Come from a place like Durham, but doesn't have to be from Durham.

VERBATIM SOURCE: DRPS MEMBER



Top Qualities ..in the next Chief of Police



“They shouldn’t re-invent the wheel. Look at previous recommendations and strategies that have been done and brought forth... These issues are not new – they are universal issues not specific to Durham. Need to have the experience to see that. Durham is pretty small in terms of who knows who. You can’t keep doing the same thing and expect a different result.”

VERBATIM SOURCE: BLACK STAKEHOLDER GROUP



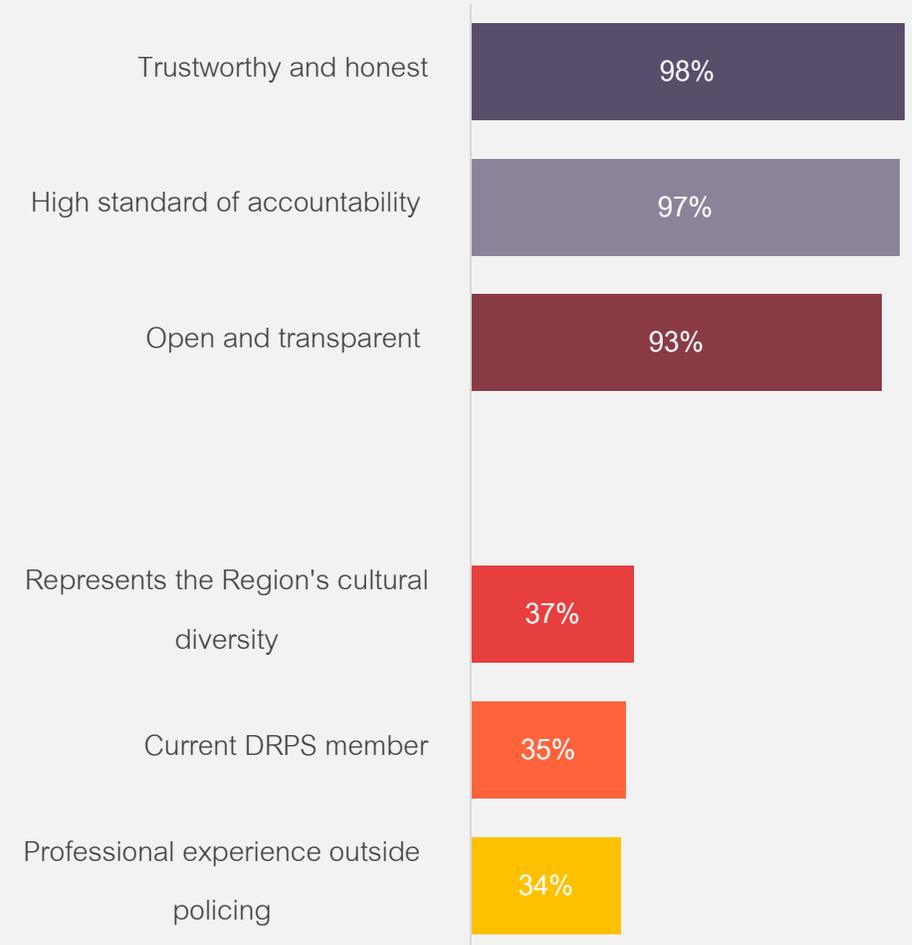
Top Qualities ..in the next Chief of Police

Noteworthy Additional Comments on Chief Background

During the discussions, the topic of a candidate's history/tenure with DRPS came up both prompted and unprompted. Many participants voiced the opinion that it is not imperative that the next Chief come from inside the DRPS, as some questioned the ability of current Senior Officers to step into the role and bring about the changes sought. These views were further supported by online survey results where only 35% of all respondents (including Members and the public) said DRPS tenure is a top priority.

Stakeholders from all sectors were also adamant that they did not consider it necessary to select a candidate to the role of Chief because they are a member of one of Durham's marginalized or racialized communities. Stakeholders expressed clearly that they prioritize the qualities outlined in this document over racial or demographic profile of a candidate. It is important to note that many emphasized the importance of representation of Durham's diverse communities within the total DRPS staff complement. It just was not a necessary criteria for the top job.

'High Priority' (Total sample, N=563)



GROUNDING THE QUALITIES
**WHY THESE QUALITIES ARE
NECESSARY AT THIS TIME**

Top Issues

Commonalities

Consultations explored the issues environment in Durham Region – including both issues facing the Region and those facing Police Services specifically – that the new DRPS Chief will have to understand and address. Across all stakeholder groups there was a great deal of alignment in the issues facing the Region and the Service today.

When asked about issues facing the Service, stakeholders began by describing the larger issues landscape facing the Region at this time. Almost all groups mentioned Durham's exploding population size and were concerned by the ability of both social services in the Region and the police Service to appropriately meet the demands of a rapidly growing population. Despite the diversity of stakeholder groups consulted, participants mentioned similar concerns about the growing crisis of mental health and addictions in the Region, as well as homelessness and poverty. It was also noted that the types of crime and challenges in the Region are reminiscent of what is occurring in larger cities, but with fewer resources to sufficiently address these issues.

Specific to the police Service, many members described a general lack of connection between the Service and community members, including youth. While some attributed this issue to a lack of willingness on behalf of the Service to connect with community, others mentioned the *inability* of Service to be in communities due to limited staffing and resources. Most stakeholders also criticized a seeming lack of initiative and pro-activeness in how the Service communicates with Region residents about their work, goals, and the outcomes of their efforts. This, in turn, was seen to have led to an erosion of trust in the Service by community members and by Service members alike, and more specifically among marginalized groups.



Top Issues Commonalities



There is both a homeless population increase and drug use increase; getting the people connected to community service centers is hard because they have big waiting lists, so everything falls on police."

VERBATIM SOURCE: MENTAL HEALTH GROUP



There are no other areas growing as fast as we are, and the police numbers aren't growing with that."

VERBATIM SOURCE: DRPS MEMBERS GROUP



The community should be able to talk to the Police whenever, not just when there is a problem."

VERBATIM SOURCE: BLACK STAKEHOLDER GROUP

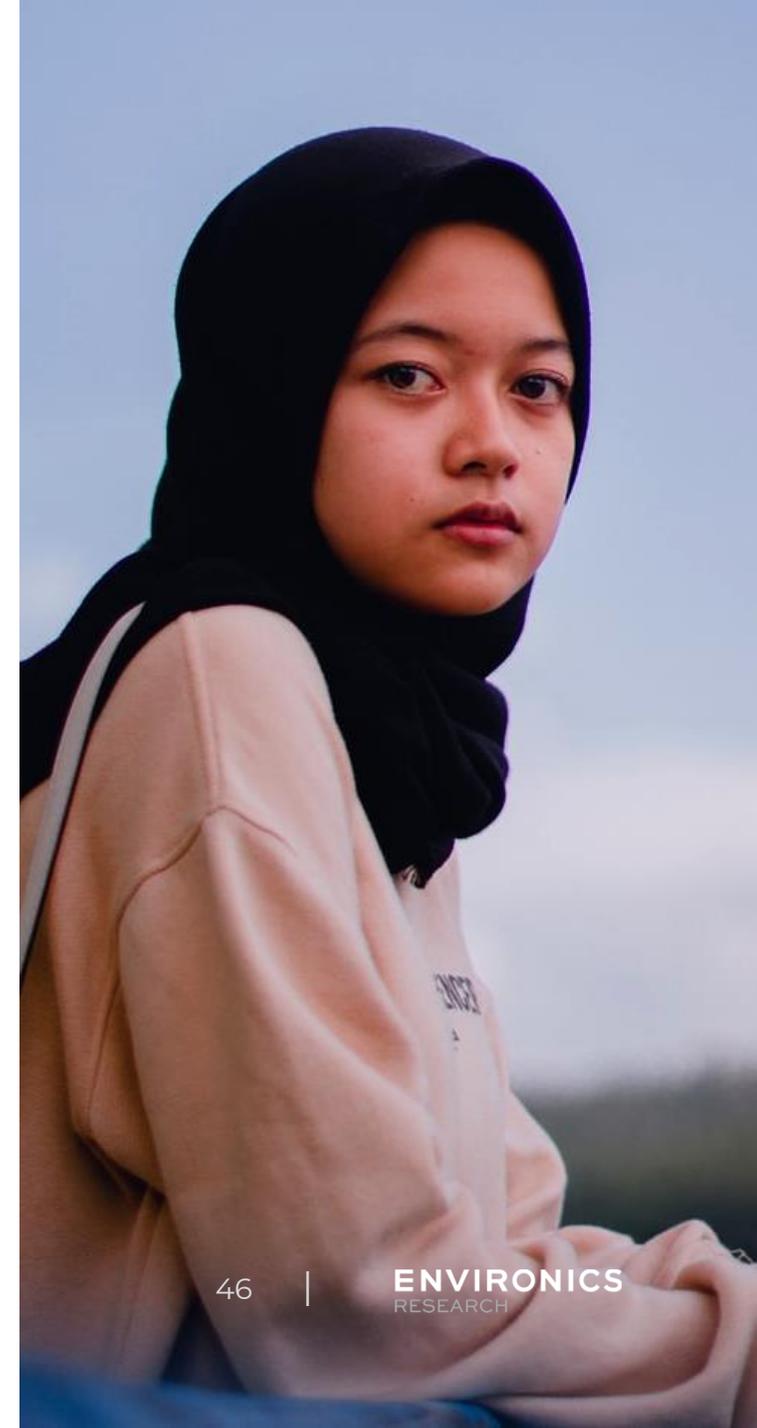
Top Issues

Differences across Groups

Despite groups expressing similar views of the issues environment in Durham Region, some issues emerged as particular to specific stakeholder communities.

Young participants (of various ethnic backgrounds) expressed both a desire to connect with officers, coupled with a fear of Service members. They recognized that often Service members are only present when ‘things go wrong’, and as a result most youth did not have comfortable or positive associations with Service members. Parents of youth also mirrored the fear that racialized youth are often treated poorly when dealing with the Service.

Black, Indigenous, and newcomer groups were also likely to recount views of a connection deficit between Service members and diverse communities. Many emphasized a growing need for in-depth sensitivity training of Service members on two fronts: 1) to understand the variety of cultures and customs in the Region in recognition of the increasingly diverse community landscape and, 2) on-going, regular communication and training with communities to understand the systemic injustices and histories that these communities have faced. Many groups had issues with ‘one-off’ training sessions that did not suffice in contributing to understanding. Equity-deserving communities also placed emphasis on the need for more work around how the Service responds to mental health crises in the Region. Most stakeholders acknowledged that while there has been an expression of willingness to address mental health needs by Senior Officers, that interest and appetite has not made its way down to rank-and-file members. Many cited lack of resources, partnerships, and adequate training as the primary barriers to appropriately respond to this issue.



Top Issues

Differences across Groups



We know youth and families talk about racism. We know that Indigenous people are experiencing racism. Colonization has forced Indigenous people into insecurity with food, housing, and other things. You can't solve this issue with Police dogs.

VERBATIM SOURCE: INDIGENOUS ADVISORY CIRCLE



Trust is low in communities - especially in Black/BIPOC communities due to racial profiling happening in the Region. There's a lot of fear of parents as it relates to their children and how the police handle them.

VERBATIM SOURCE: BLACK COMMUNITY GROUP

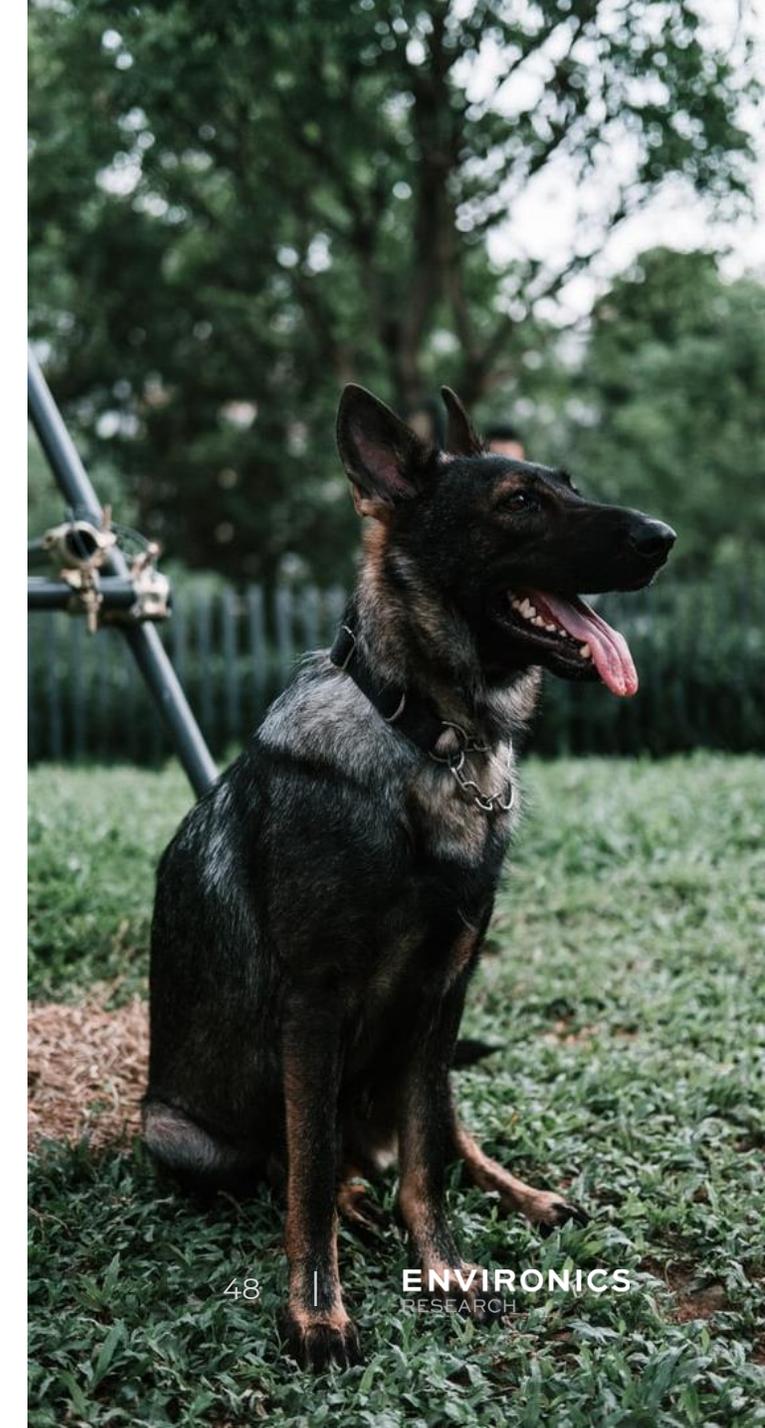


Top Issues

Service Members

Perhaps not surprisingly, Durham Service Members focused heavily on staffing issues as their top concerns. Many members related stories about low staff morale and concerns about member wellness. Some cited statistics about seemingly disproportionate numbers of colleagues on leave for PTSD or mental illness and the pressures these absences were putting on the rest of the Service when left unaddressed. This was exacerbated by what many saw as an impending future of widespread attrition across the Service and lack of sufficient numbers to fill these gaps once Service members retire.

Members were aware of the *exploding* population in the Region, as mentioned in this section, but spoke of this in relation to the increasing demands on the Service and the perception of an inadequately resourced Service (FTEs and training) to deal with related demands. Many Service members also pointed to a distinction between perceptions of their role in the community versus their actual role: as first responders, they expressed the strain of being first to the scene, while lacking the resources that would aid them in addressing the social and health issues they often encounter on the scene. Most Service members mentioned a desire to be equipped to respond to the variety of mental health and other social service-related calls, however they did not feel they had sufficient capacity to meet these demands. Some Service members also mentioned a general lack of comfort to speak openly about their issues within the workplace and a fear of reprisal from Senior Officers when expressing concern or dissent. While some acknowledged that the Service is making efforts to change, 'old-school' mentalities were still seen as persistent among higher ranks. Members also commented on a lack of diversity and gender parity among leadership roles in the Service. Some members pointed to the OCPC investigation as public acknowledgement of these issues among senior ranks.



Top Issues Service Members



The leadership doesn't reflect the diverse community; Durham is also behind when it comes to gender equity – there aren't many women in leadership."

VERBATIM SOURCE: DRPS MEMBER



We just don't have the resources to do the things we have to do. Policing is a 24/7 service; we have more duties and obligations downloaded to us that rightfully belong to other agencies. We are the only ones that can be there at 2:00 a.m.

VERBATIM SOURCE: DRPS MEMBER



Addressing Issues

How the Service is Responding

Stakeholder groups expressed divided views on how the Service is responding to the issues raised as concerns in the Region. Some stakeholders gave the Service credit for being aware of the issues environment and for “putting them on the agenda” to address through their policies and procedures. Others, however, were more critical of Service action on top issues, stating that while reports and Service operational goals were available for review, few tangible solutions had been implemented or realized. Examples of kudos and criticisms of the Service on these issues included:

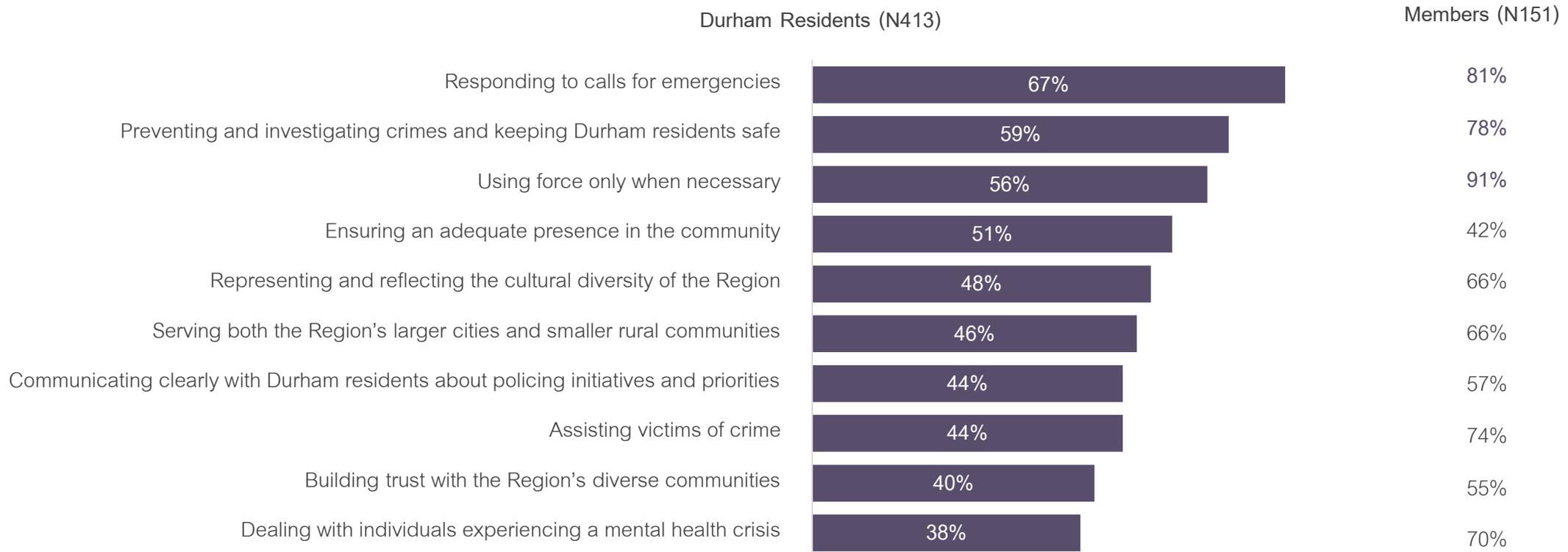
- 1. Changing Regional Demographics:** Stakeholders were aware that the Service is experiencing pressure resulting from changes in the demographic profile and size of the Region’s population. While “doing their best” to address emerging crime trends and cultural differences, the Service was described as coming up short when it comes to hiring and promoting members who reflect the changes in the Region.
- 2. Staffing Shortages & Staff Morale:** As an issue specific to Service members, these stakeholders were neither complementary of the Senior ranks, nor hopeful that the current leadership is well positioned to address the staffing pressures experienced by DRPS rank-and-file members. Members did not trust leadership to lobby municipal decision-makers for budget and staffing changes to alleviate pressures and did not feel there is a concerted focus on mental health and staff morale issues.
- 3. Mental Health Crisis Management:** While stakeholders were generally aware of Service initiatives to work with mental health social service providers in the community, they felt progress on this front was slow and inadequate in the face of growing homelessness and addictions crises in the Region’s major centres.



DRPS Performance | Total ‘Good Job’

Survey respondents are most complementary of DRPS response to emergency calls, preventing and investigating crimes and using force only when necessary. On this last point, resident praise significantly trails that offered by Service members. A similar disparity is evident when considering how well the DRPS deals with individuals experiencing mental health crises.

Q2. How good of a job do you feel Durham Regional Police Service is doing in the following areas:



LOOKING TO THE FUTURE **HEADLINE ACTIVITY**

Headline: **DRPS Five Years from Now**

Question: Imagine reading a headline about the Durham Regional Police Services somewhere in the news on your TV, smartphone, or in the paper, five years from now. What do you hope to read? What do you hope to see as an announcement about the Service in the future?

Following the discussion of the issues environment in Durham Region, stakeholders were asked to reflect on what they hoped to see in the Service five years into the future. Participants were asked to articulate their future vision of the DRPS in the form of a news headline or announcement.

Generally, most stakeholders (inside and outside of the Service) created 'headlines' that praised the Service for progress in areas like building relationships with communities, expanding their staff compliment with specialized units or members (such as mental health nurses), as well as being seen as a leader across the province in its approach to dealing with mental health crises.

Youth were excited by this task and created headlines that mentioned the Service as an exemplary leader in relationship building with youth through activities like:

- on-boarding and career-fair style information sessions to get youth interested in policing; and,
- Building genuine connections with Region youth by participating in on-going community activities.

Examples of headlines are provided on the following pages.



Headline Activity

Five Years from Now



DURHAM REGION GOES TO SCHOOLS IN LOW-INCOME NEIGHBOURHOODS AND BUILDS RELATIONSHIPS WITH YOUTH



DURHAM HAS MASTERED COMMUNITY POLICING



COMMUNITY STAKEHOLDERS GET BEHIND DURHAM'S CHIEF OF POLICE

Headline Activity

Five Years From Now



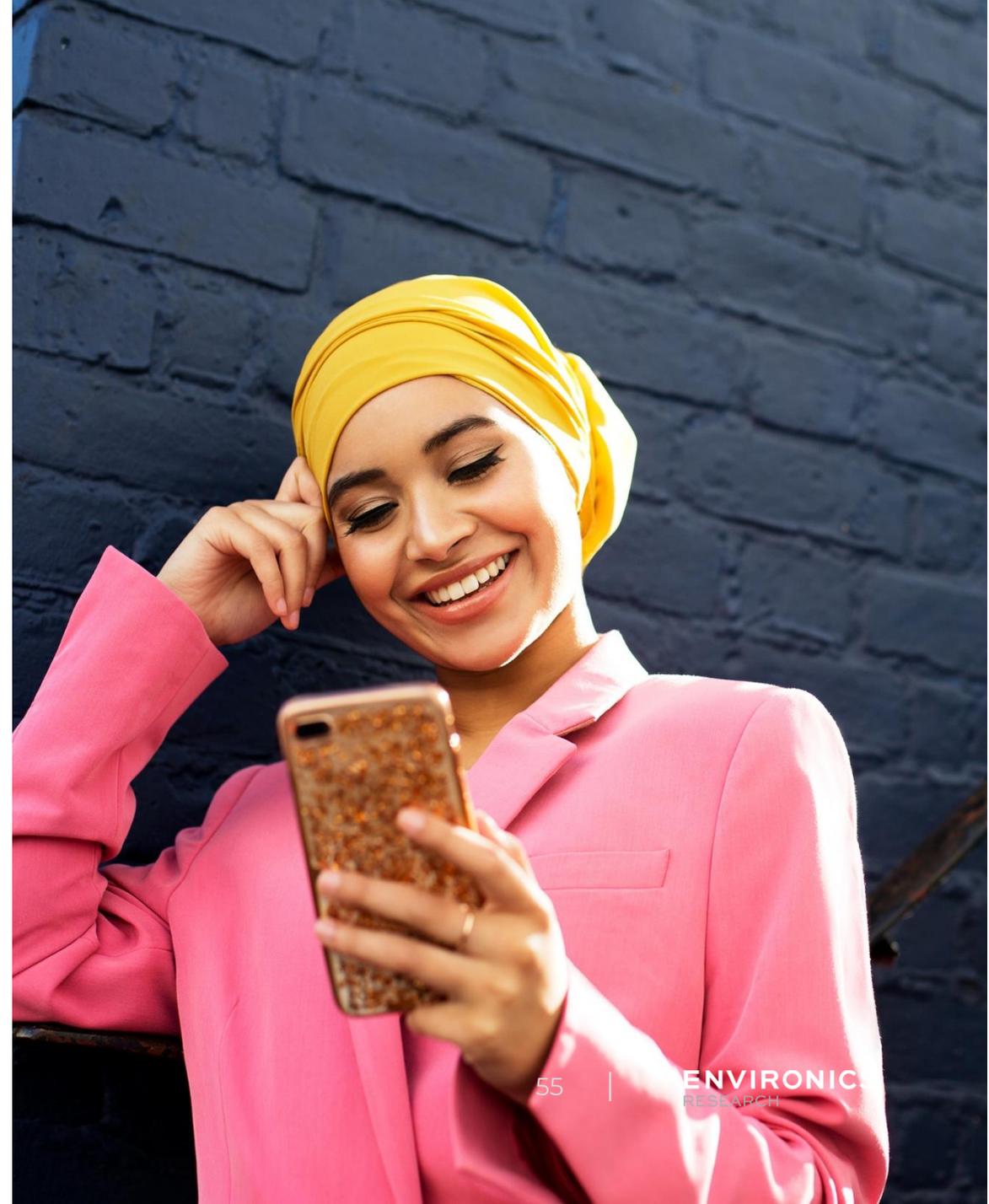
DURHAM POLICE AT THE FOREFRONT OF MENTAL HEALTH APPROACHES



DURHAM REGIONAL POLICE HIRE ON-STAFF NURSES



DURHAM REGIONAL POLICE RECOGNIZED FOR THEIR EFFORTS IN COMMUNITY ENGAGEMENT



CLOSING THE LOOP
**ADDITIONAL INSIGHT INTO
THE APPOINTMENT
PROCESS**

Chief Selection Process

What Would You Like to Know?

Question: After this consultation, when this report is handed over and the Board begins their process to look for the next Chief of Police – what is important for you to know? What should be shared with you (the public, and members?)

Stakeholders were aligned on what they wanted to know about and throughout the appointment process. Most often, participants wanted to know how the recommendations from the consultation would be implemented into the appointment process. Questions for the Board about the process included:

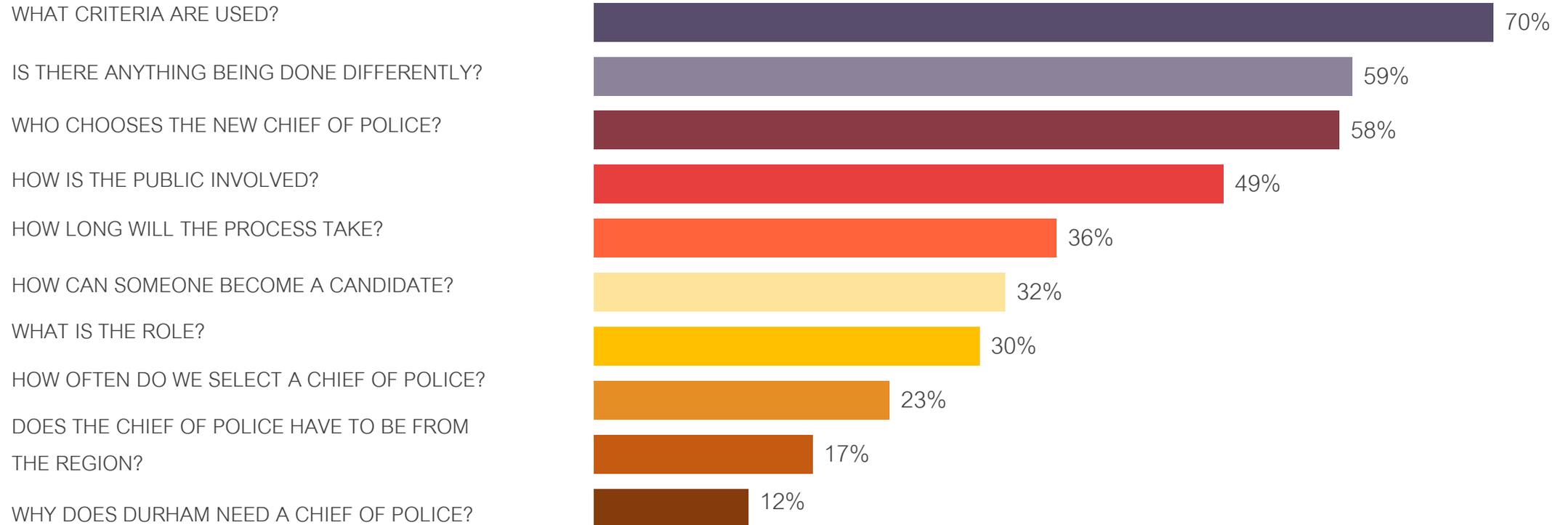
1. Who is making the decision – as in, beyond knowing the Board makes the decision, what is the demographic profile of the Board? How is the Board equipped to choose a candidate that reflects the asks of the community and Service members?
2. How is the Board consulting diverse communities in the actual decision-making process? Will they include external advisors who can participate in the process while candidates are being selected?
3. How will the Board demonstrate that this consultation contributed to the selection process?
4. Updates on the timing of process phases, including overall progress and status updates.
5. Service members were interested in a bio/background of candidates to have member input prior to selection.
6. More information on how the selection process works: how are candidates selected, what criteria are used to create a list of candidates, and how candidates are short-listed?



Next Chief of Police | Information about the Process – Public

When survey respondents were asked what they would like to know about the process to identify the next Chief of Police, answers mirrored those offered in consultation discussions, focusing on the criteria being used, how this process is going to differ from those in the past, and scrutiny around who is choosing the new Chief of Police.

Q9. What would you like to know about the process to identify and appoint a new Chief of Police in Durham Region?



Chief Selection Process

What Would You Like to Know?

“

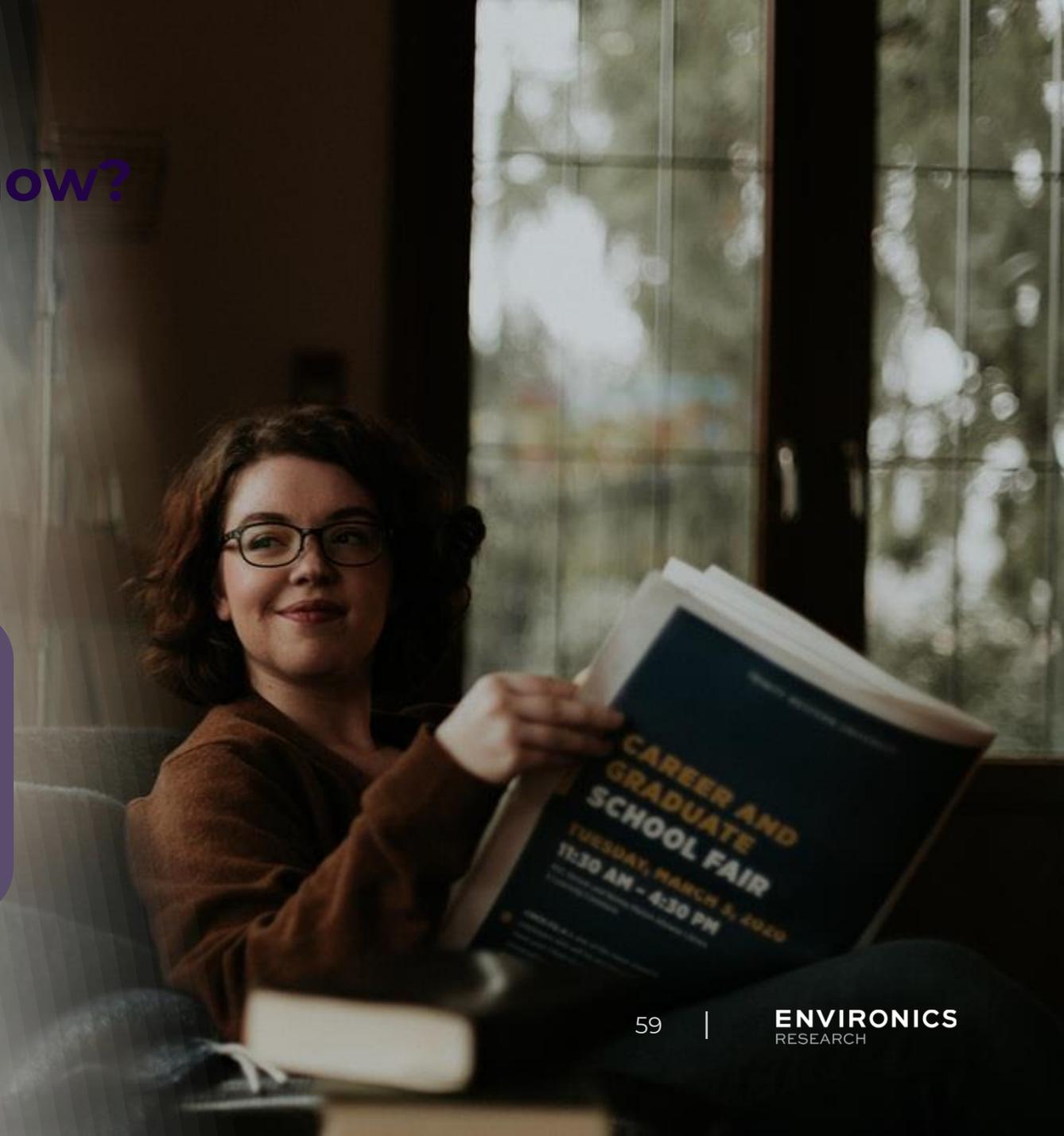
What will be the weight of our contribution to this selection process? How do they come to their final decision?”

VERBATIM SOURCE: BLACK STAKEHOLDER GROUP

“

Who is making the decision? Are these people open-minded enough to read this report and actually follow its recommendations? People give reports all the time, that doesn't mean decision makers follow the advice and information within it.”

VERBATIM SOURCE: MEMBER



Chief Selection Process

What's Important?



Who makes the choice? If it's the same group from past years, I don't think it matters what we say. The make up of the decision committee is important. They need to include others from marginalized communities in the decision-making process.

VERBATIM SOURCE: YOUTH STAKEHOLDER GROUP



We don't know anything about the selection process – we want to know all about this.

VERBATIM SOURCE: ADVISORY GROUP



Chief Selection Process

Finding the Best Candidate

Coming out of this phase of consultation, Stakeholders are invested in this process and are looking to see a side-by-side demonstration of how candidates (including the successful candidate) reflect the characteristics that have been identified in this consultation.

Ultimately, stakeholders place a great deal of importance in their ability to participate in this process to appoint a high-level public servant. Four-in-five survey respondents (80%) describe their participation as important, with 45% who say it is “very important”.

Survey results provide additional insight into the confidence stakeholders place in the consultation process and the overall appointment process. Specifically, members of the public are far more confident in the results of the process (43%) than are Service members (28%), with as much as one quarter of this cohort indicating they are not at all confident (26%).

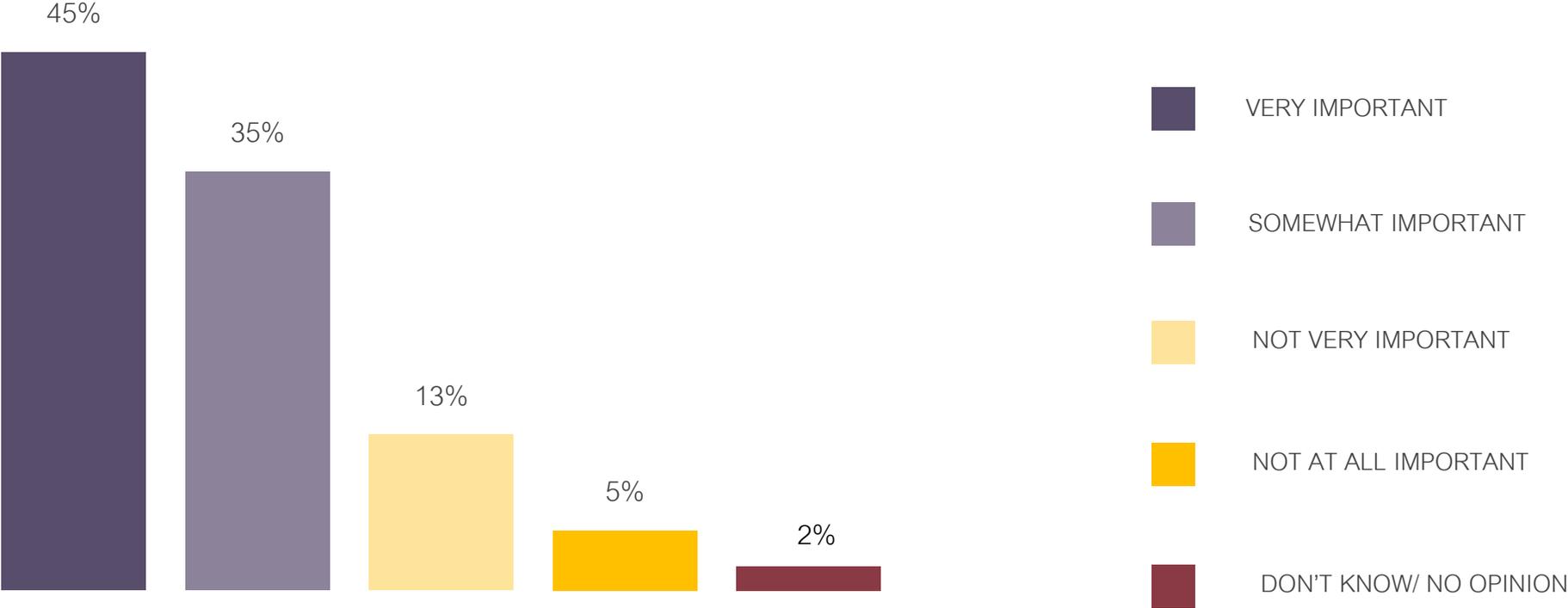
It will be important for the DRPSB to honour this investment by stakeholders and instill confidence in the process by transparently demonstrating how the successful candidate’s credentials stack up against those articulated in this consultation. If one key message was evident as a take-away from the consultation, it was that the consultation in and of itself is not enough: stakeholders are looking to have transparency into the next steps in this hiring process. Stakeholders want the Board to be proactive in its communications with communities and Members on the next steps in the appointment process.



Next Chief of Police | Importance of Having a Say

A majority of Durham residents who responded to the online survey feel it is important for the public to have a say in the Chief of Police selection process. Fewer than one-in-five believe it is unimportant.

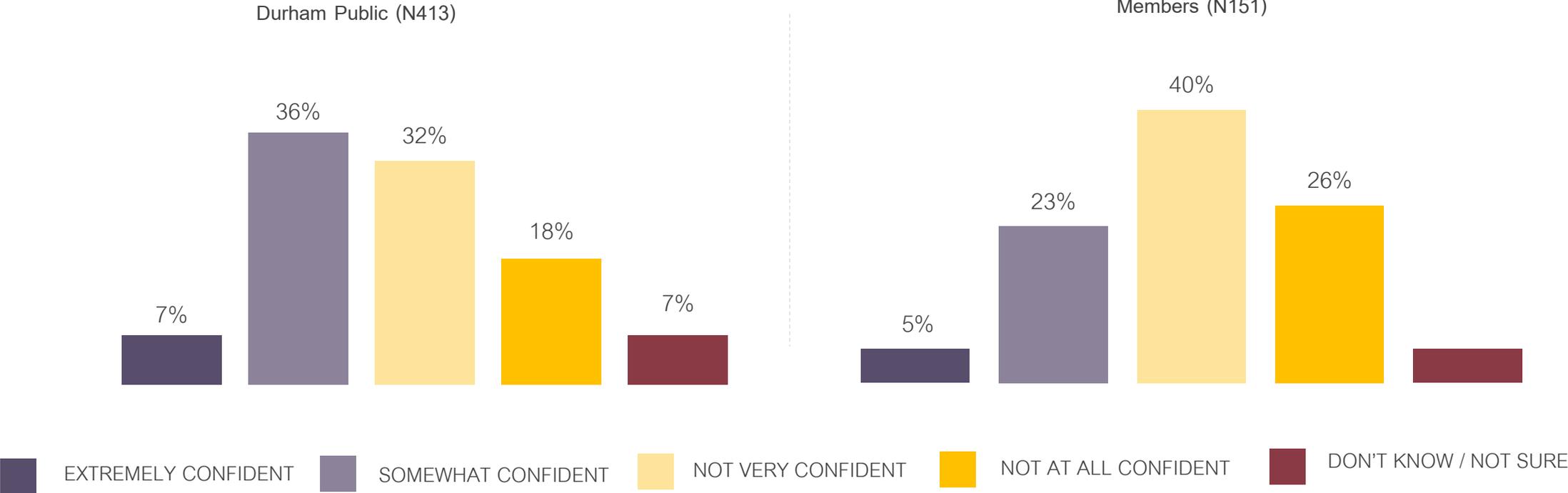
Q11. How important do you think it is that Durham Region residents get to have a say in who serves as the Region's next Chief of Police?



Next Chief of Police | Confidence in Process

Durham residents express more confidence in the process to select a new Chief of Police compared to Service members; two-thirds of whom say they are not confident that the next Chief will reflect the qualities identified through the consultation (66%).

Q6. How confident are you that this process will result in the appointment of a new Chief of Police who reflects the qualities you consider to be important for this role?



THANK YOU

The following are a list of community stakeholders and organizations who participated in the consultation and consented to being identified. Environics Research thanks all those who came to the table.

1. Ontario Shores
2. Durham Community Action Group
3. Women's Multicultural Resource and Counselling Centre of Durham
4. ServeCity Church
5. AIDS Durham
6. Community Development Council Durham
7. Lakeridge Health
8. Ajax Public Library
9. Herbert. H Carnegie Future Aces Foundation
10. Durham Unemployed Help Centre
11. Public Officials from across Durham Region
12. Durham Children's Aid Society
13. Clarington Board of Trade
14. Newcastle & District Chamber of Commerce
15. Scugog Chamber of Commerce
16. Representatives from Scugog First Nation
17. Durham Region Aboriginal Advisory Committee (DRAAC)
18. Members of the Durham Region Police Service
19. DRPS Senior Officers Association
20. Durham Regional Police Association
21. DRPS Advisory Committees

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APPENDIX

ONLINE SURVEY

OUTPUTS

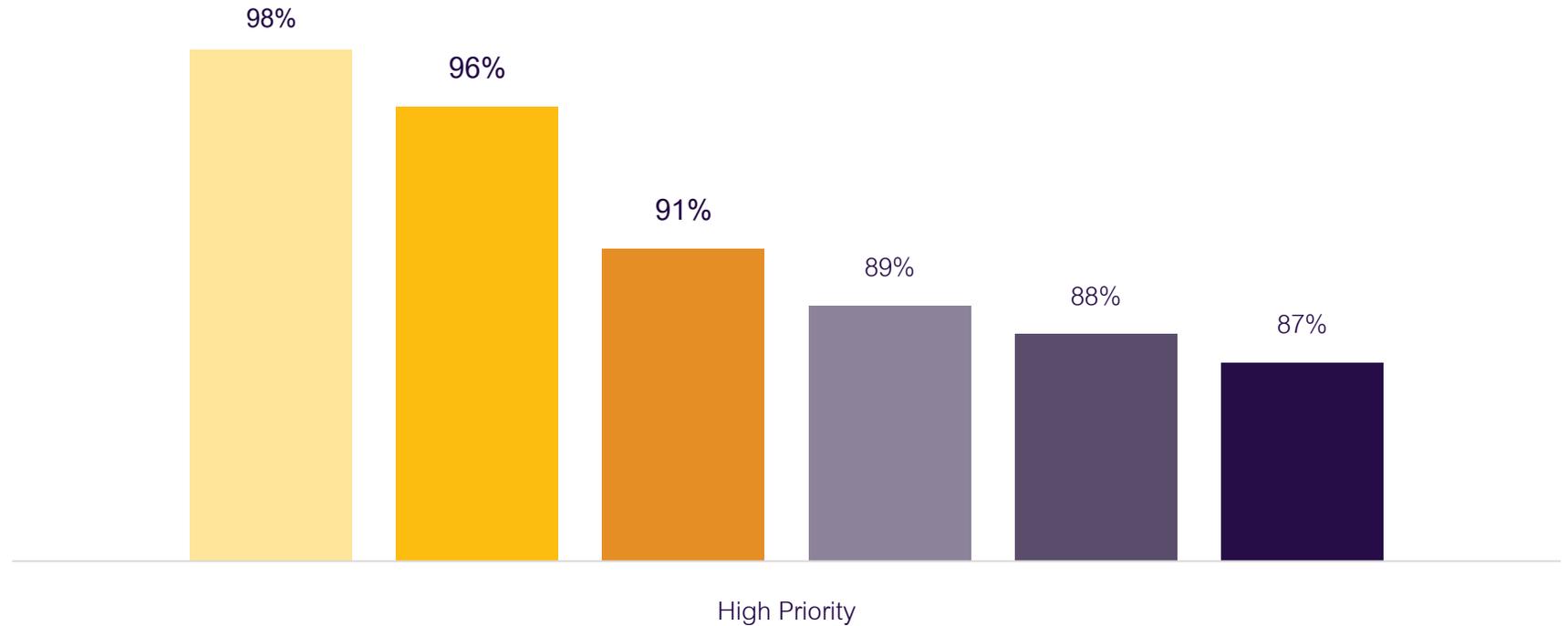
Top Qualities | Durham Residents – Online Survey

The following six qualities were deemed a 'top priority' to Durham residents who filled out the online survey. Among them, trustworthiness, high standards of accountability, and being open and transparent were the top three priorities. (N=413)

Q4. Should Durham Region's next Chief of Police be someone who is...

GRAPH LEGEND

- Trustworthy/honest
- High standard of accountability
- Open/transparent
- Strong communicator
- Approachable/accessible
- Tough on crime

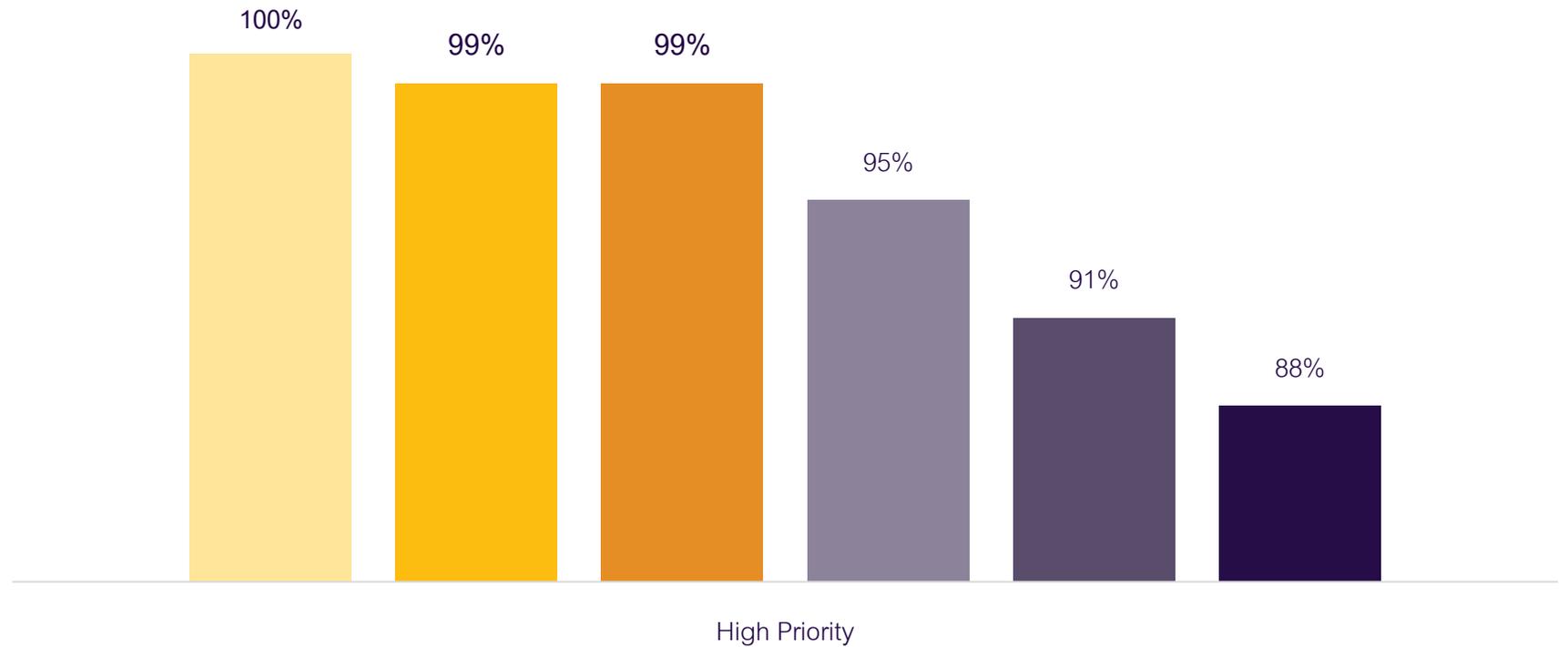


Top Qualities | **Members – Online Survey**

Likewise, a survey with members produced the following six qualities as a 'top priority'. Among them, trustworthiness, high standards of accountability, and being a strong communicator were the top three priorities. (N=151)

GRAPH LEGEND

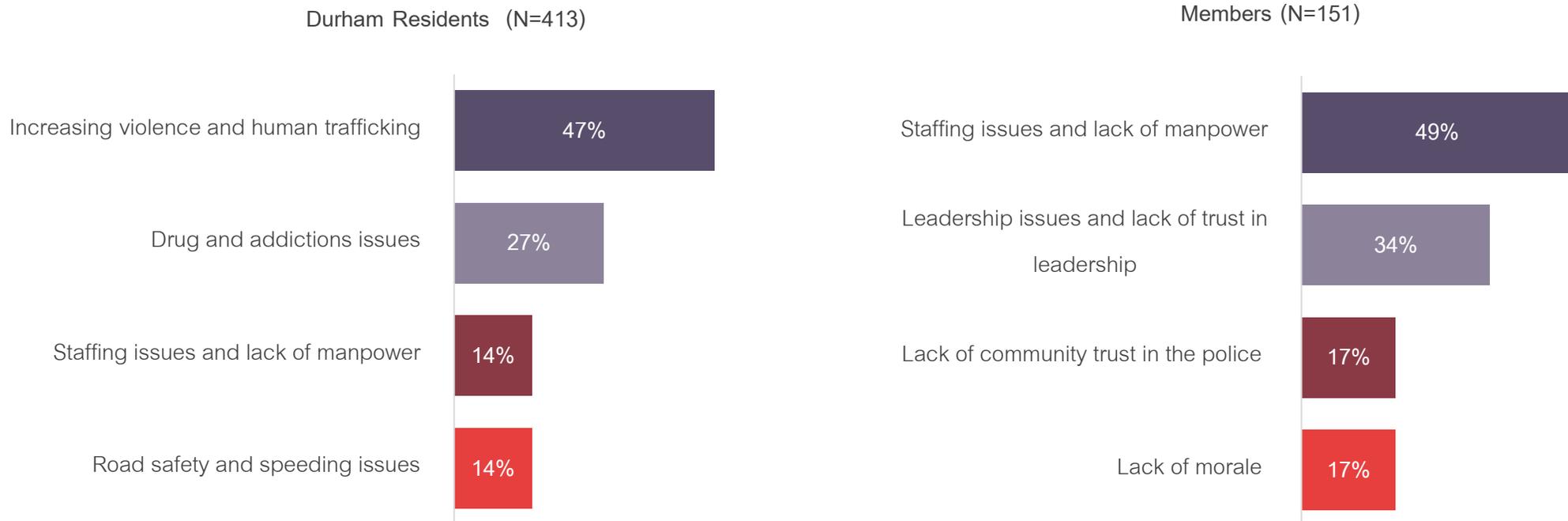
- Trustworthy/honest
- High standard of accountability
- Strong communicator
- Open/transparent
- Approachable/accessible
- Courageous leader



Top Issues | Commonalities

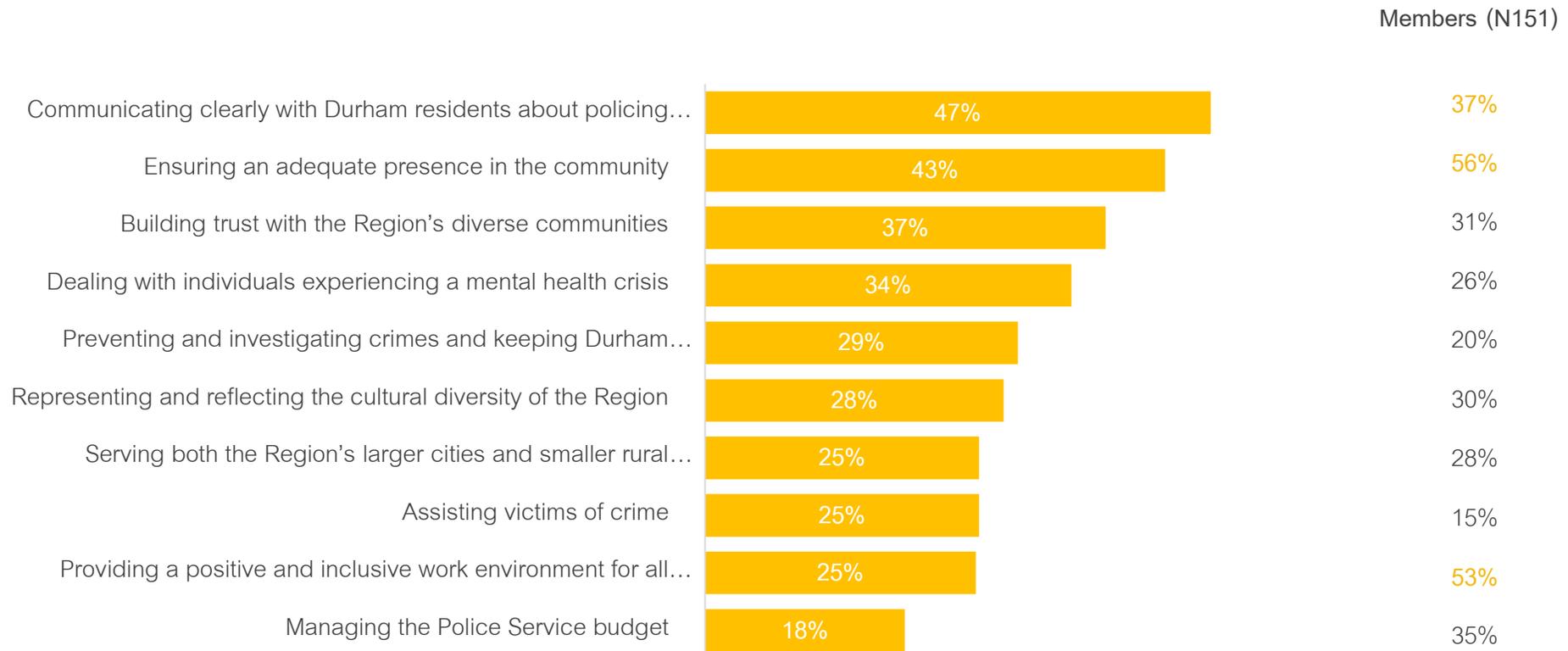
When asked about the top issues facing Durham Region and the DRPS, Service members were most likely to mention staffing issues and shortage on manpower, issues with trust and credibility of leadership, while public stakeholders were more likely to mention increasing violence and human trafficking and drug and addictions issues.

Q1. What do you believe are the top issues currently facing Durham Regional Police?



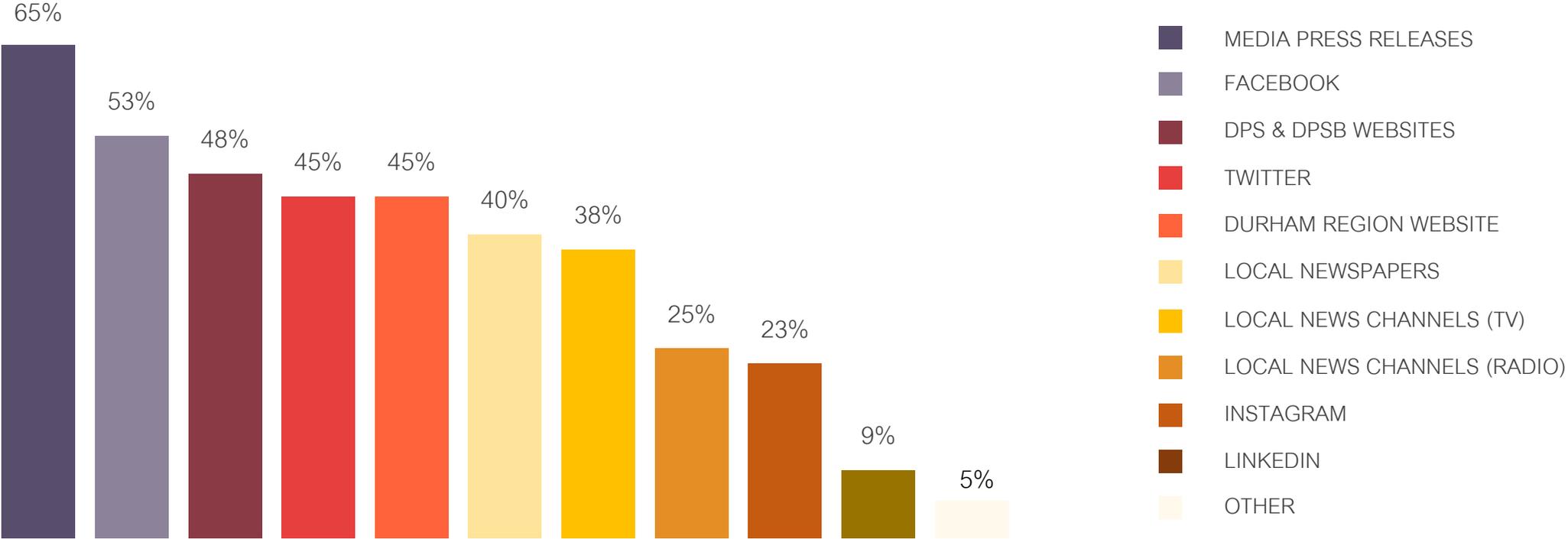
DRPS Performance | Total 'Poor Job'

Q2. How good of a job do you feel Durham Regional Police Service is doing in the following areas? (N=413)



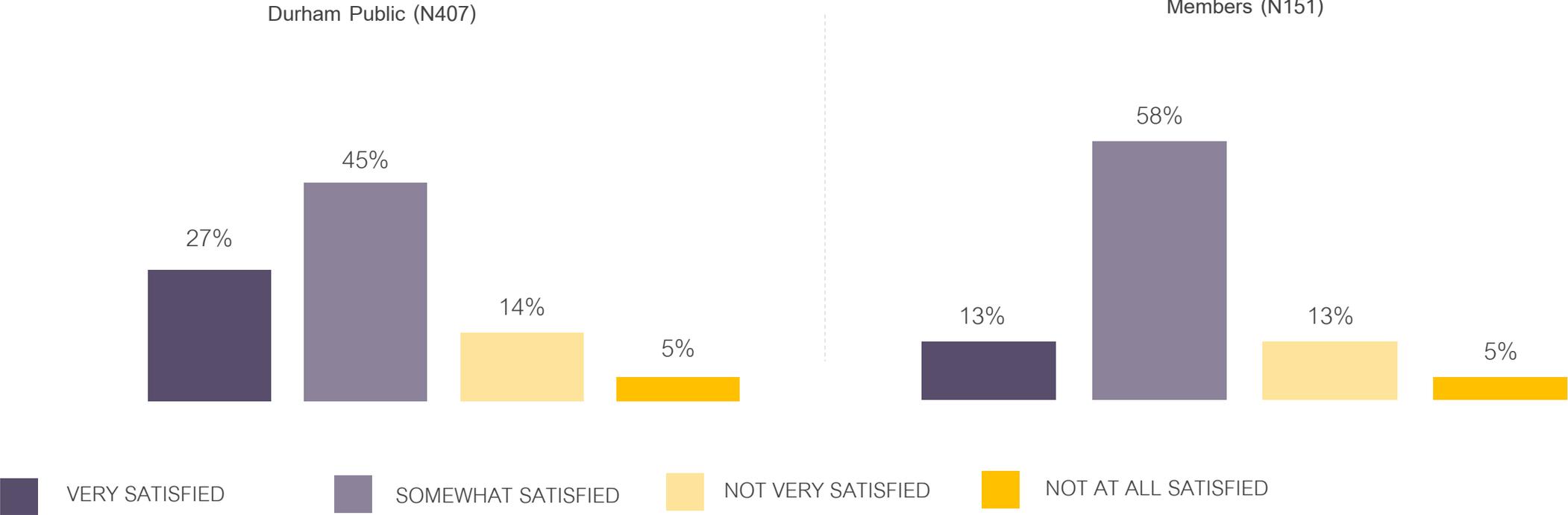
Next Chief of Police | **Media Format – Public**

What is the best way for the Durham Regional Services Board to keep residents like you informed about the Chief of Police selection process?
(N=403)



Next Chief of Police | **Satisfaction with the Process**

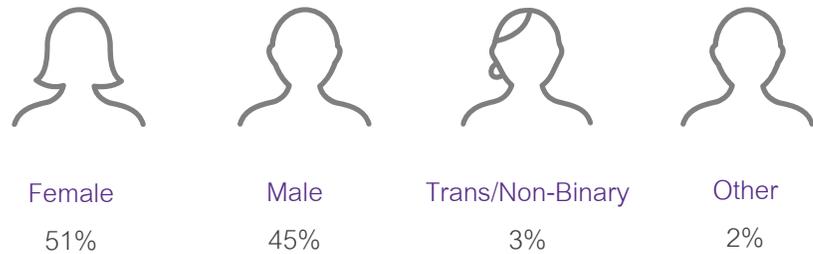
Overall, how satisfied are you with your ability to participate in the consultation to find Durham's next Chief of Police?



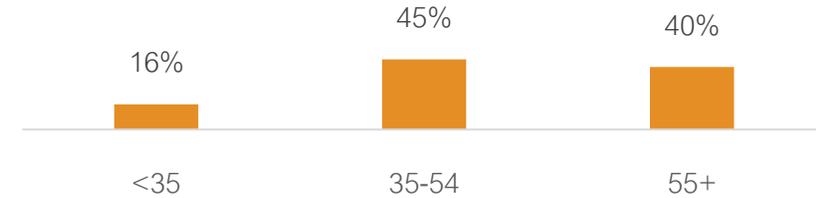
Next Chief of Police | **Demographics of Participants - Public**

Demographics of public survey participants are below:

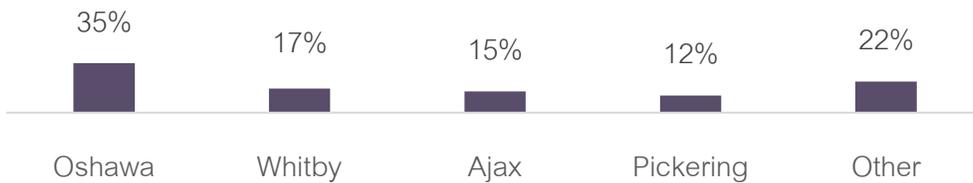
Gender (N= 380)



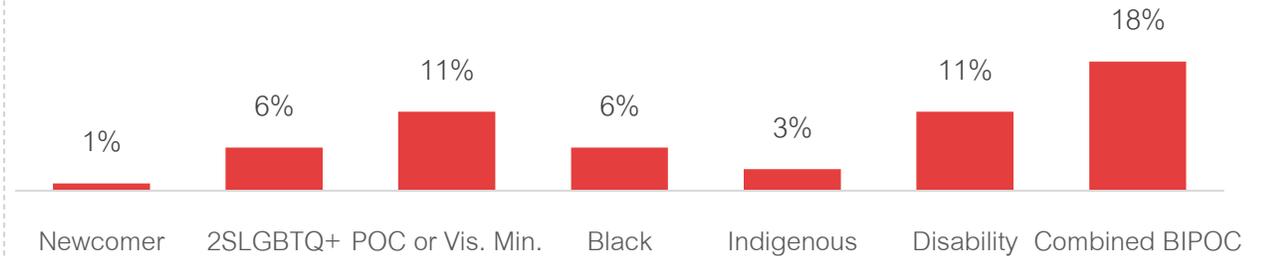
Age (N= 379)



Municipality (N= 413)



Equity Seeking Groups (N= 413)



Next Chief of Police | **Demographics of Participants - Members**

Demographics of member survey participants are below:

