



Thunder Bay Police Service

Date of Report: January 9, 2023
Date of Meeting: January 17, 2023
Report No: 03/23

Chair and Members

Thunder Bay Police Services Board
317 Victoria Avenue East, Suite 8
Thunder Bay, ON P7C 1A4

SUBJECT

OIPRD Systemic Review Recommendations

REPORT SUMMARY

As a result of the OIPRD Systemic Review, “Broken Trust”, the TBPS is providing its fourth annual update.

RECOMMENDATIONS

Please note that where a recommendation has been marked as complete, what is being referenced is the specific recommendation made to the Thunder Bay Police Service by the Office of the Independent Police Review Director. The complete does not mean the TBPS will not continue to evaluate its operations and revise accordingly. For further clarity, all training is subject to ongoing implementation and the overall complement will be expanded as the need arises and the Board approves.

OIPRD Report Recommendations:

Recommendations Regarding TBPS Sudden Death and Other Investigations

1. Nine of the TBPS sudden death investigations that the OIPRD reviewed are so problematic I recommend these cases be reinvestigated.
2. A multi-discipline investigation team should be established to undertake, at a minimum, the reinvestigation of the deaths of the nine Indigenous people identified.
3. The multi-discipline investigation team should establish a protocol for determining whether other TBPS sudden death investigations should be reinvestigated.
4. The multi-discipline investigation team should also assess whether the death of Stacey DeBungee should be reinvestigated, based on our Investigative Report and the Ontario Provincial Police review of the TBPS investigation. The team should also assess when and how the investigation should take place, without prejudicing ongoing Police Services Act proceedings.

5. TBPS should initiate an external peer-review process for at least three years following the release of this report.

Progress Report on Recommendations 1 to 5 (ONGOING):

All cases listed have now been reinvestigated, with the tenth case of Stacey DeBungee currently being reinvestigated by the Ontario Provincial Police as per the direction of the Ministry of the Attorney General. The Thunder Bay Police Service has no update on the timeline of this re-investigation.

The final report for the nine reinvestigations has been completed and provided to the Thunder Bay Police Services Board. No best practices document has been provided to the Thunder Bay Police Service as a result of the work done by the multi-disciplinary team.

The TBPS continues to examine best practices on how to conduct sudden death reviews and implemented an internal streamlined plan of sudden death reviews as of February 2020. Since its implementation it has been revised on a few occasions to ensure best practices are followed and to allow input from all involved parties and not just internal members. This process utilizes internal investigators and outside expertise such as the Crown Attorney and the Coroner.

Recommendations Regarding TBPS Investigators and the Criminal Investigations Branch

6. TBPS should immediately ensure sufficient staffing in its General Investigation Unit in the Criminal Investigations Branch. Adequate resources must be made available to enable this recommendation to be implemented on an urgent basis.
7. TBPS should establish a Major Crimes Unit – within the Criminal Investigations Branch – that complies with provincial standards and best practices in how it investigates serious cases, including homicides, sudden deaths and complex cases.

Progress Report on Recommendation 6 & 7 (COMPLETE):

The TBPS Criminal Investigations Branch has now been expanded. As it currently stands, there are four (4) permanent Detectives and fourteen (14) permanent Detective Constables assigned to the Major Cases Unit within Criminal Investigations. This is supplemented by two (2) additional mentor positions, bringing the total to sixteen (16) Detective Constables.

In the 2023 budget, a request was made to add two (2) permanent Detective Constable positions, bringing the total complement to eighteen (18) Detective Constables when both mentor spots are filled. However, it is not always feasible to fill the mentoring spots given officer shortages and high call volume for our primary response officers, which is where the individuals are pulled from to fill the mentor spots.

As needed based upon demand and operational availability, the Major Crime Unit is also assisted by 6 Forensic Identification Constables (with a 2023 budget request for a seventh), 4 Cyber Crime Constables (and two civilian examiners), 10 Intelligence Constables, as well as 16 Constables attached to the various units in the General Investigations section.

All members will have the necessary major case training upon entering the unit or as soon as possible upon being assigned to the unit. All provincial training has been completed for all eighteen (18) officers.

The Criminal Investigations Branch has also implemented a mentoring plan which occurs in three (3) month intervals, ensuring that newer officers are paired with experienced officers.

The TBPS currently has a fully-qualified in-house trainer for the PowerCase programming and is able to host training for TBPS members as well as other services in the region. The TBPS has been advised that the Service is now one of the most compliant in the province in terms of use of the software.

8. TBPS should provide officers, who have taken the appropriate training with opportunities to be assigned work with Criminal Investigations Branch and the Major Crimes Unit investigators to gain experience.

Progress Report on Recommendation 8 (**COMPLETE**):

The TBPS does have a secondment program to allow for officers in other branches, such as Uniform Patrol, now renamed Primary Response, to spend time in the Criminal Investigations Branch.

The TBPS now has two (2) mentoring positions dedicated to the Primary Response Branch to spend a period of three (3) months in CIB. This will provide officers with the opportunity to learn the various roles performed in CIB and gain experience in criminal investigations. Such training will be tracked in a logbook and retained for career development and advancement purposes. This mentorship will allow Uniform Patrol Branch officers to develop their skills and determine if they desire to follow a career path in CIB. All participants will also be offered the entry level “Criminal Investigation Techniques” course upon entering the mentorship program.

This program will see eight (8) officers a year cycle through, providing the TBPS with an enhanced pool of skilled officers.

A manual has been completed for the seconded members.

This process is ongoing and will continue indefinitely. As stated above, it is not always possible to fill the mentor positions within the Criminal Investigations Branch given the demand on frontline officers and shortages in staffing levels.

9. TBPS should develop a formalized plan or protocol for training and mentoring officers assigned to Criminal Investigations Branch and the Major Crimes Unit.

Progress Report on Recommendation 9 (**ONGOING**):

The Criminal Investigations Branch and the Major Crime Unit, specifically, adhere to all provincially mandated policies and procedures on investigating criminal matters.

The Service now has a Staff Sergeant in charge of Quality Assurance. As part of this role, training manuals are being developed. Training manuals have been completed for the positions in the Criminal Investigations Branch.

New Detective Constables that have been assigned to CIB are now required to shadow an experienced officer for the purposes of development and training. Once the new Detective Constable is deemed to have demonstrated the appropriate skills and knowledge, they are then able to work independently of the experienced officer with the regular Supervisor's oversight.

Further, new Detectives will be assigned to work with an experienced Major Case Detective to ensure the transfer of knowledge. Detectives will work within the MCM Command Triangle as their skills allow. An example of this would mean that an experienced Detective will always be the Case Manager until the newer Detective has demonstrated the skills to act as the Case Manager.

All major cases will be overseen and reviewed by the CIB Detective Sergeant.

An additional Staff Sergeant has also been added to the complement of the Criminal Investigations Branch.

Lastly, the TBPS has signed an agreement with the Toronto Police Service, Homicide Unit to send TBPS officers for a one (1) month period to allow TBPS officers to develop skills and acquire knowledge from the TPS Homicide Unit. This has yet to occur.

10. TBPS should develop a strategic human resources succession plan to ensure the General Investigations Unit, Criminal Investigations Branch and the Major Crime Unit is never without officers who are experienced in investigations.

Progress Report on Recommendation 10 (*ONGOING*):

While we are in process of completing this recommendation, it will be an ongoing endeavour – please see above.

11. TBPS should establish procedures to ensure occurrent or supplementary reports relevant to an investigation are brought to the attention of the lead investigator or case manager. This must take place regardless of whether a case has been earmarked for Major Case Management.

Progress Report on Recommendation 11 (*COMPLETE*):

This has been addressed. Please also note that in January 2019, the Ministry of Community Safety and Correctional Services released their Major Case Management Inspection Report that deals directly with these matters. All recommendations made in the Report have been fulfilled.

However, prior to the release of either Report, the Inspector of the Criminal Investigations Branch implemented new procedures to ensure lead investigators and case managers were adequately apprised of their investigations. Changes were made to policy to reflect the above changes in procedures and protocols. Again, the Quality Assurance Staff Sergeant will incorporate the changes made into a training manual specific to major crime investigations.

Most recently, the CIB reporting structure has been streamlined within the Branch. CIB now has a dedicated transcriptionist who will complete reports for an officer to review and the Supervisor to approve.

As of May 2022, the Inspector of CIB and the Regional Coroner began speaking weekly to ensure continuous communication. These meetings now occur on a monthly basis.

In a letter dated September 15, 2022 from Detective Inspector Shelley Tarnowski, Director of Ontario Major Case Management, it was stated that TBPS has recognized successes in part because of the creation and adherence to standardized practices, enhanced MCM training, and increased resources added to the General Investigations and Major Crime portfolios. The newly created training manuals, oversight review and mentorship positions have also had a positive impact on major crime calls. All of these enhancements support better practices with MCM. It is also stated that “it appears all areas identified in the 2018 MCM Inspection report have been addressed. Overall, your annual report submissions and major case entries indicate good compliance with PowerCase. There are no concerns with respect to the effective use of MCM in your major case investigations. Your service has implemented good practices to resolve the deficiencies and are progressing very well in respect to MCM.”

Suggestions on ongoing review of TBPS policies and procedures to ensure effectiveness on a go forward basis and establishing a consistent process to ensure there is no oversight in notifications to the Serial Predator Crime Investigations Coordinator were made. These suggestions will be taken seriously and implemented as required.

12. TBPS should develop procedures to ensure forensic identification officers are provided with the information necessary to do their work effectively.

Progress Report on Recommendation 12 (**COMPLETE**):

The use of PowerCase software and tasking, along with Major Case team meetings, and case conferences are utilized to ensure this recommendation is met.

In addition, lead investigators and case managers are to ensure, on an ongoing basis, that forensic identification officers are kept apprised during the initial processing of the scene and that they are involved going forward. The entirety of the team maintains communication throughout an investigation.

A protocol is in place with the Coroner to ensure open communication and to ensure best practices are utilized in all cases.

TBPS has also now increased the Forensic Identification Unit (FIU) personnel by one (1) officer. This addition provides resources for the more involved cases.

Further, the TBPS has also changed its platoon structure and work schedules to allow officers more opportunities for dedicated lab work.

Further, the TBPS has recently enhanced its Scenes of Crime Officer (SOCO) program to allow Uniform Patrol Branch officers to be trained on evidence collection to alleviate the workload of the Forensic Identification Unit personnel. After SOCO officers gain experience they will be provided opportunities to mentor with FIU officers to gain greater knowledge and skill sets. This will develop a pool of interested officers to enhance FIU applicants, assisting with succession planning in this unit.

13. TBPS should immediately improve how it employs, structures and integrates its investigation file management system, Major Case Management system and its Niche database.

Progress Report on Recommendation 13 (*ONGOING*):

As stated above, the Ministry of Community Safety and Correctional Services has released their Major Case Management Inspection Report that deals directly with these matters.

As a result of the recent training, TBPS Major Crime will be loading cases with the MCM framework using the PowerCase application. This will meet the Provincial standard.

OPTIC is now live.

14. TBPS should, on a priority basis, establish protocols with other police services in the region, including Nishnawbe-Aski Police Service and Anishinabek Police Service to enhance information-sharing.

Progress Report on Recommendation 14 (*COMPLETE*):

Such protocols, both formal and informal, already exist. In addition to our policies and Memorandums of Understanding with other agencies mandating information sharing, when necessary, the legislation is very clear that law enforcement agencies can share information between each other freely.

However, the migration to OPTIC will address the concerns of information sharing and the new database will allow for enhanced information-sharing capabilities.

In addition to the above, the TBPS also has several Memorandums of Understanding with the OPP, NAPS, and APS for joint task forces on such things as drug enforcement and guns and gangs.

The re-investigative process also included a partnership with NAPS where we were able to utilize one of their Detective Constables to assist in the re-investigative process. In addition to NAPS, the reinvestigative process also utilized officers from APS, OPP, Treaty Three and the RCMP.

Most recently, a formalized agreement is being signed between TBPS and NAPS to enhance the relationship and sharing of resources to better deliver policing services to the community. This will run indefinitely, and it is hoped that this will become the future of policing within Thunder Bay where there is collaboration with TBPS and NAPS.

Recommendations Regarding Other TBPS Operational Areas

15. TBPS should fully integrate the Aboriginal Liaison Unit's role into additional areas of the police service. This would help to promote respectful relationships between TBPS and the Indigenous people it serves.

Progress Report on Recommendation 15 (COMPLETE):

The newly created Community Inclusion Team (CIT) staffed by two Indigenous Liaison Officers and a Civilian Coordinator is guided by Indigenous principles and was named "Gawendum Gaakina Awaya" meaning "Protect Everybody/Everything". The name came to the group involved in the Organizational Change Project to revamp the Aboriginal Liaison Unit after members of the Committee and TBPS Senior Command Team participated in a full day sweat lodge ceremony.

TBPS hired a civilian Community Inclusion Team (CIT) Coordinator to work with the Indigenous Liaison Officers. The CIT develops engagement plans for the community and the Coordinator will participate on the TPBS Organizational Change Project going forward. Currently, the project is focusing on career long diversity training with a focus on Bias, Racism, Indigenous people and Culture.

The CIT Coordinator will be involved in all aspects of community engagement with the Indigenous Liaison Officers and internally on training and relationships with frontline sworn and civilian staff.

Indigenous Liaison Officers are available to assist all areas of the Service and are provided training through the Provincial Liaison Team program (PLT). The OPP is the lead agency for this training.

16. TBPS should increase the number of officers in the Aboriginal Liaison Unit by at least three additional officers.

Progress Report for Recommendation 16 (COMPLETE):

The Aboriginal Liaison Unit no longer exists. Instead, the TBPS created the Community Inclusion Team, which is described above. The CIT Unit will be evaluated on effectiveness through regular reporting on a quarterly and annual basis. The evaluations will inform recommendations on the goals of the engagement plans, capacity to perform the work and need of more staff to do the engagement work recommended in this report.

The Unit has been increased by one civilian member effective December 2020.

At this time there are no plans to increase the number of officers within the newly created CIT Unit. Instead, the focus is on taking the principles and practices of the CIT Unit and integrating them into the everyday service delivery model of the TBPS.

17. With Indigenous engagement and advice, TBPS should take measures to acknowledge Indigenous culture inside headquarters or immediately outside it.

Progress Report for Recommendation 17 (COMPLETE):

In the main second floor lobby, we currently have on display the Robinson Superior Treaty and a Roy Thomas piece entitled “Relatives”.

In addition to these displays, art will be rotated from artists within the community in a chosen location of the building. Further, the TBPS continues to support and assist in the Tree of Hope project initiated by one of its Constables, Sharlene Bourdeau, who was recently recognized for her commitment and initiative in this respect.

The CIT Unit has updated the second-floor display case acknowledging many different indigenous dates and important events. E.g. MMIWG, Every Child Matters, 2SLGBTQ, National Indigenous Day.

The CIT Unit has worked with an Elders Advisory Committee to gather and be gifted with an Indigenous Bundle through ceremony E.g. Eagle Staff, Smudge kit with medicines, sweet grass, sage, cedar. Cedar has been raised over all entrances to bring good energy to the work being done by staff.

Cedar Trees were also planted on the south side flower gardens.

In the Fall of 2022, the TBPS met with the Elders Advisory Group for the first in person gathering for input on any envisioned activities.

18. Thunder Bay Police Service should make wearing name tags on the front of their uniforms mandatory for all officers in the service.

Progress Report for Recommendation 18 (COMPLETE):

As of August 2020 all name tags were ordered and an internal directive was sent out to all officers to attend at Property & Stores to receive their Velcro names tags to be placed on their vest / shirt. Once the name tags were issued they are mandatory and are now considered a permanent part of an officer’s uniform.

19. TBPS should implement the use of in-car cameras and body-worn cameras.

Progress Report for Recommendation 19 (COMPLETE):

Body cameras have been deployed and are utilized by all front-line officers in Primary Response, which includes frontline policing and Traffic.

Further, the in-car cameras installed in Primary Response front-line vehicles all became operational on July 5th, 2021. The camera system consists of a forward facing in-car camera and a rear prisoner compartment camera. There is also full audio recording within the police vehicle. We also have automatic triggers which start the in-car camera recordings when certain parameters are met. One of these parameters is the activation of the emergency lights. Another parameter is the opening of the rear prisoner compartment doors when the police vehicle is running. Once the cameras are activated, 30 seconds of pre-activation video is captured, and the audio is captured beginning at the time of the

activation. All these recordings are secured and automatically uploaded to a digital evidence management system. The video cannot be deleted or altered once it has been made. We currently have 30 in-car cameras installed.

The Service has also launched a new video series called “Our Call” that showcases the calls for service our officers attend. This was spearheaded by Chris Adams and Scott Paradis. A video is shared monthly with the Thunder Bay Police Services Board at their open session meetings.

20. TBPS should, through policy, impose and reinforce a positive duty on all officers to disclose potential evidence of police misconduct.

Progress Report on Recommendation 20 (COMPLETE):

Such a duty already exists in legislation. However, our policy has been revised to include: “It is the duty of every member of the Thunder Bay Police Service to address behavior that could be deemed as misconduct when learned about or observed.”

While TBPS Policy has been amended to include a positive duty on the officers, the TBPS has also introduced a new internal Code of Conduct that expanded on this duty. Such a policy was developed and put into force in February 2021.

Recommendations Regarding Missing Persons Cases

21. I urge the Ontario government to bring into force Schedule 7, the Missing Persons Act, 2018, as soon as possible.

Progress Report for Recommendation 21 (COMPLETE):

The *Missing Persons Act* is now in force and the legislation is being utilized by members of the TBPS to assist them in missing persons cases.

The TBPS has participated in the training from the Ontario Police College to ensure full knowledge and compliance with the Act. All TBPS policies have been amended accordingly.

22. TBPS and the Thunder Bay Police Services Board should re-evaluate their missing persons policies, procedures and practices upon review of the report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, due to be released on or before April 30, 2019.

Progress Report for Recommendation 22 (ONGOING):

The Report was released and has been reviewed by the Service. The Service has recently updated its Missing Persons Policy and continues to review it on an ongoing basis (yearly or sooner if required).

The TBPS has been successful in obtaining provincial grant funding in order to advance important work in Human Trafficking and Missing Persons. The TBPS has also established two part-time Human Trafficking positions, in addition to one existing full-time officer. The part-time positions are filled by Detective Constables from the Domestic Violence Unit. The individuals will work opposite shifts in order to ensure coverage at all times. The Detective Constables are responsible to

communicate regularly with the victims of human trafficking, ensure investigations are complete, work with community groups / boards to educate them on human trafficking and how to recognize the signs.

The TBPS also utilizes the Family Information Liaison Unit (FILU) with the government of Ontario. FILU began providing services to families and loved ones of missing and murdered Indigenous women and girls in March 2017. Since that time, the TBPS has developed a relationship with the Unit to provide better service to families and loved ones to ensure they feel comfortable with the process and receive the information they need throughout the course of an investigation.

The Missing Person Policy has also undergone another internal review in 2022 and changes have been made. An additional policy review will occur in January of 2023. The TBPSB is also in the process of a policy review and the TBPS will ensure the appropriate changes are made once the Board's review is complete.

23. TBPS and the Thunder Bay Police Services Board should re-evaluate their missing persons policies, procedures and practices upon review of the Honourable Gloria Epstein's report on Toronto Police Service's missing persons investigations due to be released in April, 2020.

Progress Report for Recommendation 23 (*ONGOING*):

The Service has now had an opportunity to review the recommendations as outlined in the Epstein Report. Reports regarding this went to the TBPSB in September and October of 2021. Given the volume of recommendations outlined in the report, the Service will continue to work on this. A group has been formed to meet quarterly on these recommendations. The TBPS currently awaits input and guidance for implementation from the TBPSB.

Recommendations Regarding the Relationship between the Police and the Coroner's Office

24. The Office of the Chief Coroner, Ontario's Chief Forensic Pathologist, the Regional Coroner, and TBPS should implement the Thunder Bay Death Investigations Framework on a priority basis and should evaluate and modify it as required, with the input of the parties, annually.
25. The Office of the Chief Coroner should ensure police officers and coroners are trained on the framework to promote its effective implementation.
26. The Office of the Chief Coroner and TBPS should publicly report on the ongoing implementation of the framework in a way that does not prejudice ongoing investigations or prosecutions.

Progress Report on Recommendations 24 – 26 (*COMPLETE*):

The Service has concluded in-house training with all officers that addresses the investigative relationship between the Police and the Coroner. The coroner's office is invited and does attend to assist in delivering this training. There is a working framework in place as outlined above that will be utilized on an ongoing basis.

Recommendations Regarding the Relationship between the Police and Pathologist

27. The Ontario Forensic Pathology Service should train all pathologists on the Intersection of Police and Coroners for Thunder Bay Death Investigations as set out in the framework.

Progress Report on Recommendation 27 (NOT APPLICABLE):

Not Applicable to TBPS.

28. TBPS should reflect, in its procedures and training, fundamental principles to define the relationship between investigators and pathologists.

Progress Report on Recommendation 28 (COMPLETE):

The Service's Sudden Death Policy has been fully reviewed and revised to incorporate the above. The policy will be reviewed as required and no later than once per year.

Also, as stated above, training has been completed that addresses the relationship between the investigators and pathologists.

TBPS leadership is in constant communication with the local coroners and pathologists where open and free communication is encouraged. There has been a notable increase in cooperation and all parties are able to address issues quickly as they arise. Of note, there are conversations currently underway between Criminal Investigations Branch Inspector to implement the sharing of reports electronically with the Coroner's office to expedite the sharing of information between both agencies.

29. The Ontario Forensic Pathology Service should establish a Forensic Pathology Unit in Thunder Bay, ideally housed alongside the Regional Coroner's Office.

Progress Report on Recommendation 29 (NOT APPLICABLE):

Not Applicable to TBPS. However, Chief Hauth sent a letter on October 22nd, 2019 to the then CEO of the Thunder Bay Regional Health Sciences Centre, Mr. Jean Bartkowiak, and copy to the Chief Coroner. The letter was in regards to the pressing need to establish a Forensic Pathology Unit in Thunder Bay. Conversations with the Chief Coroner's office are ongoing in relation to this matter.

The Chief of Police continues to advocate for a Forensic Pathology Unit in Thunder Bay. On November 24, 2021, the Chief of Police sent a letter to the Chief Coroner of Ontario that reiterated the importance of continuing to advocate for a new forensic program and facility in Thunder Bay.

30. If a Forensic Pathology Unit cannot be located in Thunder Bay, TBPS and the Ontario Forensic Pathology Service should establish, on a priority basis, procedures to ensure timely and accurate exchange of information on sudden death and homicide investigations and regular case-conferencing on such cases.

Progress Report on Recommendation 30 (**COMPLETE**):

The TBPS has recently entered into a Memorandum of Understanding with the Toronto Police Service for their assistance when post-mortems are scheduled to be conducted in Toronto. This allows for continuity and efficiencies while cutting down on costs of travel and delay.

The TBPS also completes an Ontario Forensic Pathology Service “Preliminary Police Report” form for any body being sent to Toronto for a post-mortem. This form includes the name, rank and badge number of the Major Crimes Unit Investigator and Forensic Identification Unit Investigator as well as a description of the scene and circumstances surrounding the death.

31. The Ontario Forensic Pathology Service should provide autopsy services compatible with cultural norms in Indigenous communities.

Progress Report on Recommendation 31 (**NOT APPLICABLE**):

Not Applicable to TBPS.

Recommendations Regarding Racism in TBPS Policing – General

32. TBPS should focus proactively on actions to eliminate systemic racism, including removing systemic barriers and the root causes of racial inequities in the service. TBPS should undertake a human rights reorganizational change strategy and action plan as recommended by the Ontario Human Rights Commission in October 2016.

Progress Report on Recommendation 32 (**ONGOING**):

Senior Management and Board Members did undergo Human Rights Training provided by the Commissioner. However, when the Chief requested assistance from the Commissioner on a more fundamental level, the Chief was told that the Commissioner did not have the resources to assist in a formal capacity.

The Service is currently undergoing an Organizational Change project initiated by the Chief of Police. The details of the Organizational Change project can be found on the TBPS website.

The first meeting was held in April 2018 and the first area of change was the Aboriginal Liaison Unit. The Service is currently working on its Training Curriculum for all members of the TBPS, both civilian and sworn.

The CIT Coordinator will participate in many aspects of this recommendation through the Organizational Change Project – training, recruitment and communication internally and externally.

The Chief of Police authorized the establishment of an internal Equity, Diversity and Inclusion Committee. The Committee will discuss new initiatives such as the CIT Strategic Plan, various policies, recruitment initiatives and volunteer work. Recommendations from the work of the Committee will be forwarded to the Chief for consideration.

Truth and Reconciliation Training has commenced on the approved curriculum in December of 2021.

The training is a four (4) day course held off site. All members will be scheduled into the training over the next 2 years. As you can see from the syllabus, the training is a hands-on experience that allows for employees to be immersed into the culture and directly participate. The first session of training occurred on December 13-16, 2021. Feedback from members was that the training was beneficial, eye opening and timely.

All members of the TBPS will have completed the training by Mid-2023. Further, continuous education will occur throughout the course of a member's career and will be incorporated into yearly academic training.

33. TBPS leadership should publicly and formally acknowledge that racism exists at all levels within the police service and it will not tolerate racist views or actions. TBPS leadership should engage with Indigenous communities on the forum for and content of these acknowledgements. This would be an important step in TBPS advancing reconciliation with Indigenous people.

Progress Report on Recommendation 33 (**COMPLETE**):

On the day the Systemic Review Report was released, the existence of systemic racism was acknowledged. It was also reiterated by TBPS leadership that racist views and actions are not, and will never be, tolerated by the Service. The Chief also acknowledged the existence of systemic racism within the Service and the Board during the Board's Acknowledgement and Reconciliation Circle on January 13, 2019.

34. The Thunder Bay Police Services Board should publicly and formally acknowledge racism exists within TBPS and take a leadership role in repairing the relationship between TBPS and Indigenous communities. This too, is an important step in TBPS advancing reconciliation with Indigenous people.

Progress Report on Recommendation 34 (**NOT APPLICABLE**):

Not Applicable to TBPS.

35. TBPS leadership should create a permanent advisory group involving the police chief and Indigenous leadership with a defined mandate, regular meetings and a mechanism for crisis-driven meetings to address racism within TBPS and other issues.

Progress Report on Recommendation 35 (**ONGOING**):

Currently, there is a group called the Executive Committee on Indigenous and Diversity Issues which meets quarterly. This Committee acts as an advisory group to the Chief of Police when major incidents occur that require community input. However, this Committee has been put on hold and is being re-defined to better meet the needs of the Community under the Organizational Change project and will include an Aboriginal Liaison Unit component.

As part of the transition from the Aboriginal Liaison Unit to the Community Inclusion Team, the new Civilian Coordinator was tasked with redefining the role of the Committee as well as reviewing the composition of the Committee. As a result, there was the development of the Equity, Diversity and Inclusion (EDI) Committee. An internal committee of the TBPS. First meeting was held in September of 2021. The EDI Committee's general purpose is to consider, discuss, research and propose new innovations on who we are, what we represent internally and externally as a Service to ensure the best service to our community. This will include community engagement to hear about what our community would like to see from us. The EDI Committee connects to the Community Inclusion Team (CIT) Strategic Plan, as well as our response to the various reports and recommendations that impact our service delivery model.

The EDI Committee has reduced meeting frequency to quarterly and awaits recommendation to the Board by the Expert Panel to inform future work.

Recommendations Regarding Racism in TBPS Policing – Training

36. TBPS should work with training experts, Indigenous leaders, Elders and the Indigenous Justice Division of the Ministry of the Attorney General to design and implement mandatory Indigenous cultural competency and anti-racism training for all TBPS officers and employees, that:
 - a. Is ongoing throughout the career of a TBPS officer or employee
 - b. Involves “experiential training” that includes Indigenous Elders and community members who can share their perspective and answer questions based on their own lived experiences
 - c. Is informed by content determined at the local level, and informed by all best practices
 - d. Is interactive and allows for respectful dialogue involving all participants
 - e. Reflects the diversity within Indigenous communities, rather than focusing on one culture to the exclusion of others
 - f. Explains how the diversity of Indigenous people and pre and post contact history is relevant to the ongoing work of TBPS officers and employees. For example, Indigenous culture and practices are highly relevant to how officers should serve Indigenous people, conduct missing persons investigations, build trust, accommodate practices associated with the deaths of loved ones and avoid micro-aggressions. Micro-aggressions are daily verbal or non-verbal slights, snubs, or insults that communicate, often inadvertently, derogatory or negative messages to members of vulnerable or marginalized communities.
37. TBPS should ensure the Indigenous cultural competency training recommended in this report is accompanied by initiatives in collaboration with First Nations police services that allow TBPS officers to train or work with First Nations police services and visit remote First Nations to provide outreach.

Progress Report on Recommendation 36 & 37 (COMPLETE):

The Chief of Police, along with Dr. Leisa Desmoulins, have now established the Training Curriculum Working Group. It consists of Michelle Solomon from the Ontario Nation Women's Association, Terry Armstrong, retired Chief of Police of Nishnawbe-Aski Police Service, Tesa Fiddler from the Thunder Bay Catholic School Board, Inspector Derek West with the Service, Jan Ritchie who now occupies the role of CIT within the Service and Rita Fenton, an Elder and member of Fort William First Nation. Dr. Leisa Desmoulins will guide this process.

In March of 2019, the Chief of Police and the majority of the TBPS Senior Management Team, along with the TBPS Board and members of the Thunder Bay Police Association, completed cultural awareness training provided by the Indigenous Justice Division with the Ministry of the Attorney General.

Further, Dr. Leisa Desmoulins alongside the Curriculum Working Group are actively gathering information and testing various training programs to be implemented throughout the duration of a police officer's career. The development of this curriculum is ongoing. The framework will reflect a community-focused service delivery model that activates the principles from the Truth and Reconciliation Commission's Final Report and the training recommendations from the OIPRD's Broken Trust Report. The framework will be grounded in diversity, equity and inclusion.

In May 2020 Chief Hauth tasked the CWG members to develop a curriculum with four phases, grounded in recommendations from two previous reports. To date, the CWG has studied other curricula from the OPP and other police services. Also, the group has consulted with trainers from the justice sector to find a trainer for the initial phase of the training.

As per recommendation 32, the training commenced in December of 2021. The CWG provided parameters to be included in the Diversity Training. The CIT Coordinator prepared the training which included consultation with Elders and outreach to include Community members to assist with delivery of the training. The first training session was held December 13-16, 2021.

In addition, we currently have in place the grade eight (8) visit project in conjunction with NAPS where officers visit First Nations communities in anticipation of youth coming to Thunder Bay to attend school. Given the pandemic TBPS has unfortunately not been able to make consistent visits during this time frame.

38. TBPS leadership should provide greater support for voluntarism by attending relevant sporting or community events.

Progress Report on Recommendation 38 (COMPLETE):

TBPS leadership does provide support for voluntarism. The Chief of Police attends many community events and ensures she is out in the community in support of as many events as possible. Other members of our leadership team volunteer for various organizations such as Special Olympics and the Youth Corps.

Within the last year, the Chief of Police has added to the TBPS Board agenda a public acknowledgement of the TBPS members. When a member is identified as having demonstrated an outstanding commitment to volunteering their time within the community, they are publicly presented with a certificate of recognition.

Additionally, with the new leadership team, a greater emphasis is being placed on attending events, to show support and encourage more community involvement.

Unfortunately, the ongoing pandemic has limited community engagement, but the Service has been utilizing social media to stay connected to the community it serves.

39. TBPS should develop and enhance additional cultural awareness training programs relating to the diverse community it serves.

Progress Report on Recommendation 39 (ONGOING):

Please see progress reports relating to Recommendations 32, 36, and 37.

Additionally, CIT established FACT Fridays that assist in communicating information to all members of the TBPS on Culture, 2SLGBTQ and other relevant topics to inform and allow for better understanding and dispelling common myths.

Recommendations on Racism in TBPS Policing – Recruitment and Job Promotion

40. TBPS should implement psychological testing designed to eliminate applicants who have or express racist views and attitudes. In Ontario, such specific testing is not done. It can be tailored to the TBPS experience. This testing should be implemented in Thunder Bay on a priority basis.

Progress Report on Recommendation 40 (COMPLETE):

The psychological testing TBPS now engages in is extensive and much more thorough than what has been completed in the past. We now have three separate psychological tests that are analyzed by a psychologist in order to inform a medical opinion on the candidate's suitability to be a police officer. One of these tests, the MPulse, specifically analyzes liability factors including racially offensive conduct, negativity and inappropriate attitudes. Candidates also receive face to face interviews with a psychologist should any portion of the testing be inconclusive or potentially concerning. Candidates with concerning test results are screened out of the process.

41. TBPS should, on a priority basis, create and adopt a proactive strategy to increase diversity within the service, with prominence given to Indigenous candidates.

Progress Report on Recommendation 41 (COMPLETE):

In addition to the Organizational Change Project, the Service has begun to increase the capacity and staff within the Human Resources department. This will allow for there to be a focus on recruitment and diversifying the Service. Currently, the TBPS is reviewing the viability of including officers within the Human Resources department to assist with recruitment and retention initiatives.

The entire recruitment process within the TBPS has been redeveloped with a focus on removing systemic barriers disproportionately encountered by Indigenous candidates. Everything from the initial testing to the background check has been modified or is completely new.

Important aspects to note specifically are:

1. Our interview process was examined as part of a Master's thesis project. As a result of this analysis, recommendations stemming from the research were implemented to remove cultural barriers to the interview scoring process and redevelop the interview questions. This has removed cultural barriers, previously experienced by minority groups, including Indigenous candidates.
2. This complete redevelopment of the recruitment process has also been supplemented with extensive outreach to communities throughout Northwestern Ontario, including several First Nations, as well as throughout Manitoba. These outreach initiatives have built significant relationships with communities, secondary and post-secondary institutions. With the arrival of the pandemic, our recruitment efforts have been put on hold, however they are expected to increase once again in the future.

Our proactive strategy to completely redevelop our recruitment process is complete. The new process is inclusive and has removed systemic barriers that were once common place. The recruitment outreach has focused on Indigenous communities within Northwestern Ontario and into Manitoba and this will continue once we are through the pandemic. TBPS was also recognized nationally, through the Globe and Mail, outlining the efforts and process that we have changed with our recruitment process. From this article, the TBPS has received numerous calls from across Canada discussing the initiative and the new process we have in place.

The Service continues to develop initiatives to enhance recruiting for all personnel. The HR and Recruitment Team traveled to Manitoba and Saskatchewan in November of 2022 to continue the recruitment initiative.

42. TBPS leadership should link job promotion to demonstrated Indigenous cultural competency.

Progress Report on Recommendation 42 (**COMPLETE**):

The Service's promotional policy has undergone additional changes as outlined in the Collective Agreements (2020-2023). The first competition utilizing this new process began as of January 7th, 2022. The interview portion of the competition will include questions related to demonstrating cultural competency.

Recommendations for Implementation of Recommendations

43. TBPS should report to the OIPRD on the extent to which the recommendations in this report are implemented. This is imperative given the crisis in confidence described in this report. The OIPRD should, in turn, report publicly on TBPS's response and the extent to which the recommendations in this report are implemented.

Progress Report on Recommendation 43 (**COMPLETE**):

This Report represents the Service's fourth year update.

44. On an annual basis, TBPS should provide the public with reports that provide data on sudden death investigations. These reports can provide data, in a disaggregated Indigenous and non-Indigenous manner, detailing the total number of sudden death investigations with breakdown of investigative outcomes, including homicide, accidental death, suicide, natural death and undetermined.

Progress Report on Recommendation 44 (**ONGOING**):

While the data is not disaggregated Indigenous and non-Indigenous, the Service does publish the total number of sudden deaths in its annual report. The Service continues to assess a different model to be in strict compliance with the recommendation while also addressing any issues of accuracy.

Respectfully submitted,



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A/Chief of Police

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