

**AGENDA MATERIAL
FOR
THE THUNDER BAY
POLICE SERVICES BOARD
REGULAR SESSION**

Date: June 28, 2022

**Location: Delta Hotel – Ballroom BC
2240 Sleeping Giant Parkway
Thunder Bay, ON**

Time: 9:30 A.M.



THE THUNDER BAY
POLICE SERVICES BOARD

THE TWENTY-SECOND MEETING OF THE
FIFTY-THIRD THUNDER BAY POLICE SERVICES BOARD

TUESDAY, JUNE 28, 2022

DELTA HOTEL by MARRIOTT – BALLROOM BC
2240 Sleeping Giant Parkway, Thunder Bay, ON

9:30 A.M.

REGULAR SESSION

1. DISCLOSURES OF INTEREST

2. AFFIRMATION OF OFFICE

Correspondence from the Office of the City Clerk, dated June 6, 2022, relative to the appointment of Councillor Shelby Ch'ng to the Thunder Bay Police Services Board, effective May 9, 2022, expiring on November 30, 2022, for the Board's information. **(Page 8)**

The Affirmation of Office to be read aloud by Councillor Shelby Ch'ng, signed and filed.

3. CONFIRMATION OF AGENDA

RES 1

With respect to the Twenty-Second Session (Regular) of the Fifty-Third Thunder Bay Police Services Board held on June 28, 2022, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

4. CONFIRMATION OF MINUTES

The Minutes of the Twentieth Session (Regular) of the Fifty-Third Thunder Bay Police Services Board held on May 24, 2022 to be confirmed. **(Pages 9 - 13)**

RES 2

THAT the Minutes of the Twentieth Session (Regular) of the Fifty-Third Thunder Bay Police Services Board held on May 24, 2022 be confirmed.

5. DEPUTATIONS

Crime Stoppers

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Correspondence to the Thunder Bay Police Services Board from Crime Stoppers Vice Chair, Alexandria Cockerell, dated June 20, 2022, relative to a request for financial support, for the Board's information. **(Page 14)**

Crime Stoppers Board Chair, Solade Nicole, and Vice Chair, Alexandria Cockerell, will be in attendance to request financial support from the Board on a drugs and gangs awareness program.

6. PRESENTATION

Our Call Video Series

Mr. C. Adams, Director – Communications & Technology, to present the 7th episode of the Police Service's "Our Call" video series.

7. UNFINISHED BUSINESS

a) Artificial Intelligence Policy

At the May 24, 2022 Regular Session of the Board, the Police Service provided an overview of the use of Artificial Intelligence (AI) in their investigations, and requested that the Board develop a policy on the use of AI software and a monitoring guideline.

Memorandum to Members of the Thunder Bay Police Services Board from John S. Hannam, Secretary to the Board, dated June 20, 2022, relative to an Artificial Intelligence Policy, for the Board's information. **(Page 15)**

Memorandum to the Thunder Bay Police Services Board from Holly Walbourne, dated June 20, 2022, relative to an Artificial Intelligence Policy, for the Board's information. **(Page 16)**

b) OIPRD Recommendation #R29

At the May 24, 2022 Regular Session of the Board, Mayor Mauro asked the Chief to provide an overview of the major case investigations – particularly the cost, staffing and resources implications when pathology services are conducted in Toronto. Mayor Mauro noted that the cost implications for OCPC and OIPRD recommendations need to be considered at the time recommendations are being made, as there are significant costs involved in order to implement their recommendations. He asked that these considerations be included in the Administrator's Final Report (when his tenure with this Board is completed). Administrator Mercer asked Chief Hauth for a regional assessment of costs for major case investigations.

Memorandum to the Thunder Bay Police Services Board from Chief S. Hauth, dated June 15, 2022, relative to the above noted, for the Board's information. **(Page 17)**

Chief S. Hauth to provide an overview relative to the above noted.

c) OIPRD Report Recommendations

Summary of the status/progress of the OIPRD Recommendations since last presented on May 24, 2022, for the Board's information. **(Pages 18 - 34)**

Chief S. Hauth to provide an overview relative to the above noted, as well as brief updates on two recommendations.

8. ORGANIZATION AND PERSONNEL

a) Dakaj Inquest

Memorandum to the Thunder Bay Police Services Board from Inspector G. Snyder, dated June 15, 2022, relative to recommendations resulting from the Dakaj Inquest, for the Board's information. **(Pages 35)**

Inspector G. Snyder to provide an overview relative to the above noted.

b) Chief of Police - Recruitment Services Report

On Thursday, June 23, 2022, Chief of Police, Sylvie Hauth, announced her plans to retire at the expiry of her contract, effective June 14, 2023.

Administrative Report No. 02/22, relative to the purchase of recruitment services for a new Chief of Police, with Attachment A – Odgers-Berndtson Executive Search Services for Chief of Police, for the Board's information. **(Pages 36 - 48)**

Mr. J. Hannam, Secretary to the Thunder Bay Police Services Board, to provide an overview relative to the above noted.

The following motion will be presented for the Board's consideration:

RES 3

With respect to engaging a recruitment firm in the search for a new Chief of Police for the Thunder Bay Police Service, we recommend that the Thunder Bay Police Services Board accept the proposal of Odgers-Berndtson, as attached to this Report;

AND THAT this purchase of services be a single source purchase in accordance with By-Law PC 25-2020 (Supply Management);

AND THAT the Board Administrator and Board Secretary be authorized to execute any necessary documentation in support of this purchase.

9. GENERAL MATTERS

a) Strategic Plan Update

Chief S. Hauth to provide an update relative to the Service's Strategic Plan.

b) Annual Renewal of Lease – Police Services Board Office

Invoice No. 2022-001 from Caledonia Properties to the Thunder Bay Police Services Board, dated June 10, 2022, relative to the lease of office space, for the Board's information. **(Page 49)**

On September 26, 2019, a five (5) year lease between Rhea and Phil Crook, operating as Caledonia Properties, and the Thunder Bay Police Services Board, relative to office space for the Board, located at 317 E. Victoria Avenue – Units #8 and #10, Thunder Bay, Ontario, was accepted. On February 5, 2021, Unit #9 was added to the lease.

The Board is required to annually approve the lease payment. Mr. J. Hannam, Secretary to the Thunder Bay Police Services Board, to provide an overview relative to the above noted.

The following motion will be presented for the Board's consideration:

RES 4

With regard to the lease of office space for the Thunder Bay Police Services Board, we recommend that the Thunder Bay Police Services Board approves Caledonia Properties Invoice #2022-001 in the amount of \$26,306.40, relative to the lease of office space for Units #8, #9, and #10, located at 317 E. Victoria Avenue, Thunder Bay, Ontario, for the period August 1, 2022 to July 31, 2023;

AND THAT the rent be paid from the Board's budget.

c) OCPC Chart – Summary of Recommendations

Summary of the status/progress of OCPC Recommendations since last presented on March 16, 2021. **(Pages 50 - 61)**

Mr. J. Hannam, Secretary to the Thunder Bay Police Services Board, to provide an overview relative to the above noted.

d) Accounts Update – Payment of Invoices

Memorandum from John S. Hannam, Secretary to Members of the Thunder Bay Police Services Board, dated June 20, 2022, relative to the Monthly Summary of Invoices processed for payment since the May 24, 2022 Regular Session of the Board, for the Board's information. **(Page 62)**

Mr. J. Hannam, Secretary to the Board, to provide an overview relative to the above noted.

10. PETITIONS AND COMMUNICATIONS

a) Request for Support

Correspondence to former Chair Oliver from the Canadian Association of Police Governance (CAPG), dated June 20, 2022, relative to a request for support for the 33rd Annual Conference of (63 - 64)

Mr. J. Hannam, Secretary to the Thunder Bay Police Services Board, to provide an overview relative to the above noted.

The following resolution will be presented for the Board's consideration:

RES 5

With respect to correspondence from the Canadian Association of Police Governance requesting support for their 33rd Annual Conference being held virtually and in-person from September 9th – 11th, 2022 in Saskatoon, Saskatchewan, we authorize sponsorship in the amount of \$500.

AND THAT the sponsorship be paid from the Board's Special Account.

b) Tracking Board Reports

There are no updates for the following outstanding Board reports/standing agenda items.

i. Governance Committee Report

11. SUMMER SCHEDULE OF MEETINGS

If required, the Thunder Bay Police Services Board will meet on the following dates:

- Tuesday, July 19, 2022; and
- Tuesday, August 16, 2022.

If there is no urgent need to meet during the summer months, the next scheduled meeting of the Board is Tuesday, September 20, 2022.

12. NEW BUSINESS

13. CONFIRMING BY-LAW

RES 6

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Administrator and Secretary to the Thunder Bay Police

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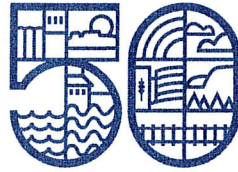
Services Board, sealed and numbered:

1. A By-law to confirm the proceedings of a Regular Session of The Thunder Bay Police Services Board, this 28th day of June, 2022.

Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Services Board at this meeting is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

BY-LAW NUMBER: PC20– 2022

14. ADJOURNMENT



OFFICE OF THE CITY CLERK
500 Donald Street East
Thunder Bay, ON P7E 5V3

Tel: (807) 625-2230
Fax: (807) 623-5468

Monday, June 6, 2022

Linda Douglas,
Assistant to the Secretary
Thunder Bay Police Services Board

Re: Board Appointment (Thunder Bay Police Services Board)

Please be advised that the following resolution was adopted by Committee of the Whole at its meeting held on May 2, 2022 and subsequently ratified by City Council on May 9, 2022.

“WITH RESPECT to the confidential Memorandum from City Clerk Krista Power dated April 26, 2022 relative to the current vacancy on the Thunder Bay Polices Services Board, we recommend that Councillor Shelby Ch’ng be appointed to fill this seat as prescribed by the Police Services Act;

AND THAT once ratified, notice of this appointment be provided to the Thunder Bay Police Services Board by the City Clerk.”

Should you have any further questions relative to the above, please do not hesitate to contact the undersigned.

Yours very truly,

Krista Power
City Clerk

/gs

**MEETING: THE TWENTIETH SESSION OF THE FIFTY-THIRD THUNDER BAY
POLICE SERVICES BOARD**

DATE: MAY 24, 2022

TIME: 10:00 A.M.

PLACE: DELTA HOTEL BY MARRIOTT
2240 SLEEPING GIANT PARKWAY, THUNDER BAY, ON

ADMINISTRATOR: MR. M. MERCER

PRESENT IN PERSON:

Mayor B. Mauro
Mr. M. Mercer

ABSENT:

Ms. G. Morriseau

OFFICIALS:

Ms. S. Hauth, Chief of Police
Ms. H. Walbourne, Legal Counsel – Thunder Bay
Police Service
Mr. C. Adams, Director – Communications &
Technology
Inspector G. Snyder, Thunder Bay Police Service
Mr. T. Gervais, Police Services Advisor – Ministry
of the Solicitor General
Mr. J. Hannam, Secretary – Thunder Bay Police
Services Board
Ms. L. Douglas, Assistant to the Secretary - Thunder
Bay Police Services Board

1. DISCLOSURES OF INTEREST

There were no disclosures of interest declared at this time.

2. CONFIRMATION OF AGENDA

Mr. J. Hannam added Expert Panel under New Business.

MOVED BY: Mr. M. Mercer

With respect to the Twentieth Session (Regular) of the Fifty-Third Thunder Bay Police Services Board held on May 24, 2022, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

APPROVED by Administrator

3. CONFIRMATION OF MINUTES

The Minutes of the Nineteenth Session (Regular) of the Fifty-Third Thunder Bay Police Services Board held on April 19, 2022 to be confirmed.

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Chief S. Hauth noted a minor revision to Provincial Grant Revenue on Page 5 of the minutes.

MOVED BY: Mr. M. Mercer

THAT the Minutes of the Nineteenth Session (Regular) of the Fifty-Third Thunder Bay Police Services Board held on April 19, 2022 be confirmed as amended.

APPROVED by Administrator

4. PRESENTATION

Our Call Video Series

Mr. C. Adams, Director – Communications & Technology, present the 6th episode of the Police Service’s “Our Call” video series. A brief background on the video series was provided for the Administrator.

The episode was titled “Action and Reaction”, whereby the Service was responding to a call dealing with weapons; the officer in the video was shown de-escalating a situation. Sgt. Rino Belcamino, Thunder Bay Police Training Special Operations Division, provided an overview of the situation depicted in the video.

5. ORGANIZATION AND PERSONNEL

a) Harassment in the Workplace – Update

Memorandum to the Thunder Bay Police Services Board from Inspector G. Snyder, dated May 13, 2022, relative to a public update of the status/progress of the Action Plan - Harassment in the Workplace – A Shift in Culture, was provided for the Board’s information.

Inspector G. Snyder reviewed the ten points in the Action Plan and responded to questions. Six of the issues have been completed; four are in progress/ongoing. He noted that the Terms of Reference are being developed; the group meets on a monthly basis. The next update will be provided at the October 2022 Board meeting.

b) Harassment Policy

Ms. H. Walbourne, Legal Counsel – Thunder Bay Police Service, provided a verbal presentation and overview of the revisions being made to the Service’s Harassment Policy.

The Harassment Policy will be reviewed on an annual basis. A local consultant company was retained to review the Service’s policy. A few recommendations were made by the consultant and are being implemented by the Service.

6. GENERAL MATTERS

a) Artificial Intelligence Policy

The Police Services Board will be asked to develop a policy on Artificial Intelligence (AI), including oversight and guidelines to monitor the use of AI in Police Service investigations.

Ms. H. Walbourne, Legal Counsel – Thunder Bay Police Service, provided a verbal update and responded to questions relative to the use of Artificial Intelligence (AI) by the Service. It is incumbent upon the Service to develop a policy to protect the privacy of citizens.

The Board was asked to develop a policy on the use of AI software and a monitoring guideline.

Mr. C. Adams, Director – Communications & Technology, also responded to questions.

Administrator M. Mercer expressed concerns about the proposed scope of the suggested policy.

Mr. J. Hannam was directed to research what other provincial boards and services are doing.

Ms. Walbourne will provide a memorandum outlining the specifics of the above noted request.

b) OIPRD Annual Report Recommendations

Summary of the status/progress of the OIPRD Recommendations since last presented on January 18, 2022, was for the Board's information.

Chief S. Hauth provided an overview of the highlighted updates in the summary, and noted that her office is in contact with the Regional Coroner on a weekly basis. An overview of the NICHE software program was provided, as well as the problems associated with being the sole user (in the province) of this software. The Service is in the process of switching over to OPTIC in order for other services to have the ability to view and share the data.

Mayor Mauro asked the Chief to provide an overview of the major case investigations – particularly the cost, staffing and resources implications when pathology services are conducted in Toronto. Mayor Mauro noted that the cost implications for OCPC and OIPRD recommendations need to be considered at the time recommendations are being made, as there are significant costs involved in order to implement their recommendations. He asked that these considerations be taken into account in the Administrator's Final Report (when his tenure with this Board is completed). Administrator Mercer asked Chief Hauth for a regional assessment of costs for major case investigations.

c) Accounts Update – Payment of Invoices

Memorandum from John S. Hannam, Secretary to Members of the Thunder Bay Police Services

Board, dated May 16, 2022, relative to the Monthly Summary of Invoices processed for payment since the April 19, 2022 Regular Session of the Board, was provided for the Board's information.

7. PETITIONS AND COMMUNICATIONS

a) All Chiefs Memorandum

Memorandum to All Chiefs of Police, Commissioner Thomas Carrique, and Chairs – Police Services Board from Richard Stubbings – Public Safety Division, dated April 25, 2022, relative to Police Services Board Members and Elections, was provided for the Board's information.

Mr. J. Hannam, Secretary to the Board, noted that the above noted memo was discussed with our newly-appointed City Council member, Shelby Ch'ng, regarding her candidacy in the provincial election and potential conflicts of interest.

A brief discussion followed on the status of the provincial appointees to our Board. It was noted that we will have to wait for the outcome of the Provincial Election on June 2, 2022.

Mr. Hannam noted that he did receive correspondence from the Office of the Solicitor General acknowledging the need for replacements (since the resignation of Michael Power and Roydon Pelletier).

b) Thank You Letter

Correspondence to the Thunder Bay Police Services Board from the Thunder Bay Police Youth Corps Board of Directors, dated April 27, 2022, relative to thanking the Board for their annual sponsorship, was provided for the Board's information.

Mayor B. Mauro provided a brief overview of the Police Youth Corps Final Parade he attended. He was happy to attend and commended Dick Waddington for creating the program. He also thanked the Police Service for supporting the Youth Corps.

c) Tracking Board Reports

There are no updates for the following outstanding Board reports/standing agenda items.

i. OCPC Chart – Summary of Recommendations

Summary of status/progress of OCPC Recommendations was last presented for the Board's information on March 16, 2021.

ii. Governance Committee Report

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8. NEW BUSINESS

Expert Panel Budget

Mr. J. Hannam presented the estimated budget for the Expert Panel onsite community consultation event being held in July, 2022. The maximum budget is estimated at approximately \$64,000, which will exhaust the community engagement portion of the Board's budget for 2022.

It was noted that the new Board members will benefit from the information provided by the Expert Panel.

Administrator M. Mercer approved the budget.

9. CONFIRMING BY-LAW

MOVED BY: Mr. M. Mercer

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Administrator and Secretary to the Thunder Bay Police Services Board, sealed and numbered:

1. A By-law to confirm the proceedings of a Regular Session of The Thunder Bay Police Services Board, this 24th day of May, 2022.

Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Services Board at this meeting is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

BY-LAW NUMBER: PC18– 2022

APPROVED by Administrator

10. ADJOURNMENT

The meeting adjourned at 10:57 a.m.



Monday June 20, 2022

To: Thunder Bay Police Service Board

Good afternoon, I would like to take this opportunity to introduce myself, Alexandria Cockerell. I am the Vice-Chair on the Board of Thunder Bay District Crime Stoppers. The intent of this letter is to speak to the Thunder Bay Police Service Board regarding a project that Thunder Bay District Crime Stoppers is working on in conjunction with the Thunder Bay Police Service as well as other community agencies.

As you can well imagine COVID-19 has placed an incredible strain on our ability to fund raise. Local News Outlets certainly indicate that the need for our program has not slowed, it has in fact increased significantly over the last several years.

During COVID-19 we ran an effective Guns and Gangs Campaign on very limited resources. The return on the investment led to an arrest and recovered guns, drugs, and valuable intelligence, further, it likely stopped an additional case of human trafficking or at the very least a home invasion.

Greater Toronto Area Gang members in concert with local persons of interest are clearly expanding into our communities. We are proposing to expand our program to include the outlying areas of our District. The gangs have no boundaries and human life, our sons and daughters are a commodity they recruit, use and trade on a whim.

We are requesting financial assistance from the Police Services Board to address gangs and guns as well as their counterparts' drugs and human trafficking. We wish to build on our small success from our previous campaign by building a tried and successful program in Southern Ontario utilized by Toronto Police Service. The program actively engages the community, schools, and youth programs to help educate, prevent, and assist youth in exiting the gang subculture. We would like to model our campaign after the TPS program to provide awareness and education to our communities as well as assist the police in their efforts.

A leadership role by our organization will serve as a steppingstone to encourage other municipalities to help fund a combined effort. We will endeavour to pool resources to become as effective as possible in the city and district.

Respectfully,

Alexandria Cockerell

Alexandria Cockerell
Vice Chair, Thunder Bay District Crime Stoppers

Thunder Bay Police Services Board

Memorandum

TO: Members of Thunder Bay Police Services Board

FROM: John S Hannam, Secretary to the Board

DATE: June 20, 2022

SUBJECT: Artificial Intelligence Policy

At its meeting of May 24, 2022 the Board received an overview of a new technology available through the upgrades to the ‘Eye in the Street’ CCTV system; an artificial intelligence software that is capable of scanning video, and selecting portions for further human review, at a rate that far exceeds the capacity of human operators. The operational benefits of employing such technology were briefly outlined.

It was also requested that the Board develop a policy on the use of such artificial technology, and a memorandum from H. Walbourne, further outlining this request, accompanies this memo.

Board administration has conducted a preliminary review of existing policies on the use of artificial intelligence technologies (AIT) of other police boards. At this point, in Canada, it would seem only the Toronto Police Services Board has such a policy. There are other resources, academic research and civil rights advocates that have examined the public use of artificial intelligence technologies.

The Toronto policy is an extensive one that incorporates both policy statements and procedural criteria for the Service to comply with, and in general is written in an attempt to capture AIT in the broad sense rather than addressing existing individual products.

It is Administration’s recommendation that a policy be developed for the Board, that is written with the current product (Briefcam) in mind while capturing the key principles and areas of concern that have been raised by, for example, the Information and Privacy Commission of Ontario and other agencies.

MEMORANDUM

TO: THUNDER BAY POLICE SERVICES BOARD

FROM: HOLLY WALBOURNE

SUBJECT: ARTIFICIAL INTELLIGENCE POLICY

DATE: JUNE 20, 2022

This memorandum serves as a request to the Police Services Board to implement a policy on the Service's use of artificial intelligence.

As discussed during the May Police Services Board meeting, the Service is embarking on a Pilot Project for the use of Briefcam. Briefcam is a video analytics program which uses artificial intelligence to process video files for review. This technology allows for a detailed examination of the various objects which make up each frame of video in an extremely efficient manner. Briefcam processed video files can be searched for individual characteristics and descriptions such as types of vehicles, colours of vehicles, clothing, accessories such as backpacks, hats, direction of travel of an object, and other key identifiers. The program generates a compressed timeline which tells where a specific or similar object appears within the entire video file. An investigator can then quickly and efficiently review the original video for these identified objects. Essentially, Briefcam is a very versatile search engine which reduces massive video recordings into more manageable durations which greatly assists investigations.

Last year, the Service drafted a procedure for the use of Briefcam, along with a privacy impact assessment, which were both sent to the Information and Privacy Commissioner (IPC). In April, the Service received correspondence from IPC outlining their concerns with our policy and more generally, the use of artificial intelligence. One of the key recommendations made by IPC was for the Police Services Board to implement a policy on artificial intelligence.

New technology allows police services to improve the effectiveness of policing while also increasing public safety in the City of Thunder Bay. However, with new technological advancements comes never thought of before risks posed to the privacy of community members. To ensure appropriate use of artificial intelligence, such as Briefcam, it is important to adopt new technology in a way that enables transparency and to ensure it is used in accordance with the law.

Under section 41(1)(a) of the *Police Services Act* (the *Act*), the Chief of Police is responsible for administering the police service and overseeing its operation, in accordance with the objectives, priorities and policies established by the Board.

The Board is the entity that is responsible for the provision of adequate and effective policing under the *Act* and its successor legislation. No current statutes or regulations fully govern the use of AI technologies in Ontario or Canada, and the Province has not yet developed comprehensive guidelines for the use of such technologies in policing.

The Board policy would outline the use of artificial intelligence and outline reporting guidelines for the Service to ensure appropriate oversight of the tools used. The policy would govern the Chief's use of the technology and would allow the board to access and account for its use.



MEMORANDUM

Office of the Chief of Police

Tel: (807) 684-1304

Fax: (807) 623-9242

DATE: June 15, 2022
TO: Thunder Bay Police Services Board
FROM: Chief S. Hauth
SUBJECT: Follow Up – Post-mortem Costing

At the May 24, 2022 Regular Session meeting of the Thunder Bay Police Services Board, the Board requested follow up relative to costing associated with post-mortem examinations.

This request resulted from discussion with respect to OIPRD Recommendation 29 – establishment of a forensic pathology unit in Thunder Bay. The Board requested costing to determine an estimate of annual expenditures on post-mortems due to the forensic facility being in Toronto.

For the 2021 year the total expense of post-mortem examinations in Southern Ontario was \$31,095.74 for ten examinations conducted in Toronto. This total represents costs such as airfare, vehicle rental, accommodation and miscellaneous incidentals.

For the Board's information, during the period of January 1, 2022 to May 30, 2022, the Thunder Bay Police has already sent officers to Toronto for post-mortem examinations on nine separate occasions.

Summary of OIPRD Recommendations

Updated Chart – June 28, 2022 TBPSB Regular Session Meeting

This section provides a summary of the recommendations proposed to address the needs and issues identified through the OIPRD report.

Note: A recommendation marked as complete is not intended to mean that the Service will take no further action. It is intended to mean that the recommendation has been fully implemented and will be reviewed and changed as required. The TBPS is committed to the recommendation.

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
RECOMMENDATIONS REGARDING TBPS SUDDEN DEATH AND OTHER INVESTIGATIONS				
R.1. Nine of the TBPS sudden death investigations that the OIPRD reviewed are so problematic I recommend these cases be reinvestigated.	ONGOING Goal: March 2021 Revised Goal: September 2021 Spring 2022	Funding will be taken from the TBPS budget as needed. Will not become a permanent line item. Overall costs covered by other agencies. TBPS covering Chair of Executive Committee and Lead Investigator for re-investigation team 2020 – 2021 – To be determined	Primary: TBPS and Coroner's Office	For Recommendations 1 to 5: There are nine cases that were identified by the OIPRD as being recommended for re-investigation. A re-investigative team was established consisting of three tiers: Executive Governance as oversight, Investigative Resource and Blended Investigative team made up of members of various police services. All cases listed above have been reinvestigated and the files are being completed for review of the Executive Governance committee. Additionally, the tenth case listed in the OIPRD report is now being reinvestigated. No members of the TBPS will participate in the reinvestigation. All cases should be completed by March 2021 with exception of tenth which is anticipated to take longer given the later start date. The final report will be issued by end of 2021 While the expectation was to have the report completed by the end of 2021 it now appears that the aim is for the Spring of 2022. The meetings with the families are nearing completion with the last of the family update meetings occurring May 9-11, 2022. The final report of the 9 re-investigations was released on March 3, 2022.

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R.2. A multi-discipline investigation team should be established to undertake, at a minimum, the re-investigation of the deaths of the nine (9) Indigenous people identified.	ONGOING See R.1	See R.1	See R.1	See R.1
R.3. The multi-discipline investigation team should establish a protocol for determining whether other TBPS sudden death investigations should be re-investigated.	ONGOING See R.1	See R.1	See R.1	See R.1
R.4. The multi-discipline investigation team should also assess whether the death of Stacy DeBungee should be re-investigated, 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.	ONGOING Goal: January 2022	See R.1	See R.1	<p><i>This is the tenth case referenced above. The multi-discipline investigation team and various committees have determined that the sudden death of Stacy DeBungee will be re-investigated starting in January 2021.</i></p> <p><i>Discussions have occurred to determine how this is undertaken without prejudicing the ongoing Police Services Act proceedings.</i></p> <p><i>As per direction from the Ministry of Attorney General this has been given to the OPP team to be re-investigated</i></p>
R.5. TBPS should initiate an external peer-review process for at least three years following the release of this report.	ONGOING January 2022	To Be Determined	TBPS and various stakeholders	<p><i>Once the above referenced re-investigations are complete, the documents and practices established and identified from the multi-disciplinary team will be utilized on a go forward basis to determine a comprehensive and efficient peer-review process. It is yet to be determined who the external actors will be, if any.</i></p>
RECOMMENDATIONS REGARDING TBPS INVESTIGATORS AND THE CRIMINAL INVESTIGATIONS BRANCH				
R.6. TBPS should immediately ensure sufficient staffing in its General Investigations Unit in	COMPLETE	Budget additions	TBPS - CIB	<p><i>An additional 5 officers were added to the Criminal Investigations Branch in 2019. Positions were filled in the 2019 and 2020 years.</i></p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>the Criminal Investigations Branch. Adequate resources must be made available to enable this recommendation to be implemented on an urgent basis.</p>	<p>*However will be ongoing and reassessed based on needs as they evolve</p>	<p>2019 - \$350,000 2020 – above now permanent 2021 – Above now permanent</p>		
<p>R.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.</p>	<p>COMPLETE</p>	<p>Budget additions 2019 - \$208,920 2020 – above now permanent 2021 – above now permanent</p>	<p>TBPS - CIB</p>	<p><i>There has been a creation of four Major Crime Units within the Criminal Investigations Branch. There are now twenty officers trained and dedicated to major crime investigations; there are four (4) detectives and sixteen (16) detective constables assigned to Major Case Management. These officers make up four units of 1 detective and 4 detective constables working a 12 hour shift schedule rotation ensuring maximum coverage.</i></p>
<p>R.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.</p>	<p>COMPLETE</p>	<p>Budget additions 2019 - \$49,500 for training 2020 – above now permanent 2021 – above now permanent</p>	<p>TBPS – All Branch Commanders</p>	<p><i>The TBPS does have a secondment program to allow for officers in other branches to spend time in the Criminal Investigations Branch.</i> <i>The TBPS now has two (2) mentoring positions dedicated to the Uniform Patrol 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. All participants will also be offered the entry level “Criminal Investigation Techniques” course upon entering the mentorship program.</i> <i>This program will see eight (8) officers a year cycle through.</i></p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.9. TBPS should develop a formalized plan or protocol for training and mentoring officers assigned to Criminal Investigations Branch and the Major Crimes Unit.</p>	<p>COMPLETE</p>	<p>N/A</p>	<p>TBPS – CIB & Quality Assurance Staff Sgt.</p>	<p>The Criminal Investigations Branch and the Major Crime Unit adhere to all provincially mandated policies and procedures on investigating criminal matters.</p> <p>Training manuals specific to Major Crimes have been created (Detective Constable manual and Detective manual)</p>
<p>R.10. TBPS should develop a strategic human resources succession plan to ensure the General Investigations Unit, Criminal Investigations Branch, and the Major Crimes Unit is never without officers who are experienced in investigations.</p>	<p>ONGOING</p>	<p>Not yet known</p>	<p>TBPS – HR Manager & CIB</p>	<p>See above recommendations that assist in realizing the succession plan (specifically the mentorship program)</p>
<p>R.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.</p>	<p>COMPLETE</p>	<p>N/A</p>	<p>TBPS - CIB</p>	<p>This is being/has been addressed. Please also note that the Ministry of Community Safety and Correctional Services has just released their Major Case Management Inspection Report that deals directly with these matters. However, prior to the release of either Report, the Inspector of Criminal Investigations Branch implemented new procedures to ensure lead investigators and case managers were adequately apprised of their investigations.</p> <p>Most recently, the CIB reporting structure has been streamlined within the Branch. CIB now has a dedicated transcriptionist who will complete the report for an officer to review and the Supervisor to approve.</p> <p>As of May 2022, The Inspector of CIB and the Regional Coroner will speak weekly to ensure continuous communication.</p>
<p>R.12. TBPS should develop procedures to ensure forensic identification officers are provided with the information necessary to do their work effectively.</p>	<p>COMPLETE See R.11</p>	<p>See R.11</p>	<p>See R.11</p>	

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.13. TBPS should immediately improve how it employs, structures, and integrates its investigation file management system, Major Case Management System, and its Niche database.</p>	<p>ONGOING</p>	<p>Budget Additions 2019 - \$200,000 (OPTIC) 2020 – N/A 2021 – N/A</p>	<p>TBPS – All Branches & IT</p>	<p>Please note that the Ministry of Community Safety and Correctional Services has just released their Major Case Management Inspection Report that deals directly with these matters.</p> <p>TBPS Major Crime will be loading cases with the MCM framework using the Powercase application. This will meet the Provincial standard.</p> <p>The move to OPTIC continues in 2021. The tentative date to be live within OPTIC is the end of March 2021.</p> <p>January 2022 to be operational.</p> <p>May 2022 to be operational.</p> <p>Currently scheduled to be operational week of July 18, 2022.</p>
<p>R.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.</p>	<p>COMPLETE</p>	<p>N/A</p>	<p>TBPS – All Branches & IT External stakeholders</p>	<p>Such protocols, both formal and informal, already exist.</p> <p>In addition, the move to OPTIC will allow enhanced information sharing between agencies.</p>
<p>RECOMMENDATIONS REGARDING OTHER TBPS OPERATIONAL AREAS</p>				
<p>R.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.</p>	<p>COMPLETE</p>	<p>Budget Additions Cost of Consultant</p>	<p>TBPS – Community Services Branch External Stakeholders engaged in Organizational Change Project</p>	<p>For more than a year, the Service has been undergoing an Organizational Change Project, in which a consultant was hired and a committee of internal and external members were tasked with diversifying the Service and making it more inclusive. Part of this project was to look at the role of the Aboriginal Liaison Unit, which is now called the Community Inclusion Team.</p> <p>TBPS hired a civilian Community Inclusion Team (CIT) Coordinator to work with the Indigenous Liaison Officers. The CIT will develop engagement plans for the community and the Coordinator will participate on the TPBS Organizational Change Project going forward.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<p>Currently, the project is focusing on career long diversity training with a focus on Bias, Racism, Indigenous people and Culture.</p> <p>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.</p>
<p>R.16. TBPS should increase the number of officers in the Aboriginal Liaison Unit by at least three additional officers.</p>	<p>COMPLETE</p>	<p>Budget Addition 2019 – \$95,000 2020 – Above increase permanent 2021 – Above increase permanent</p>	<p>See R.15</p>	<p>S R.15</p>
<p>R.17. With Indigenous engagement and advice, TBPS should take measures to acknowledge Indigenous culture inside Headquarters or immediately outside it.</p>	<p>COMPLETE</p>	<p>N/A</p>		<p>In the main second floor lobby, we currently have on display the Robinson Superior Treaty and a Roy Thomas piece entitled "Relatives".</p> <p>We will shortly be showcasing art received as a result of an art competition put on by the TBPS for Fort William First Nation artists called "a call for artists".</p> <p>The TBPS fully supports and assists in the Tree of Hope project initiated by one of its constables, Sharlene Bourdeau and in partnership with Ontario Native Women's Association (ONWA).</p> <p>Update: The CIT Unit has updated the second floor display case acknowledging many different indigenous dates and themes. E.g. MMIWG, Every Child Matters, 2SLGBTQ, National Indigenous Day.</p> <p>The CIT Unit has worked with an Elders Advisory Committee to gather and be gifted with an Indigenous</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<p><i>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.</i></p> <p><i>Cedar Trees were planted on the south side flower gardens.</i></p>
<p>R.18. Thunder Bay Police Service should make wearing name tags on the front of their uniforms mandatory for all officers in the Service.</p>	<p>COMPLETE</p>	<p>Budget Additions</p> <p>2019 – \$2,000</p> <p>2020 – \$20,000</p> <p>2021 – N/A</p>	<p>TBPS – all levels</p>	<p><i>All name tags have been issued and are mandatory and considered a permanent part of an officer's uniform.</i></p>
<p>R.19. TBPS should implement the use of in-car cameras and body-worn cameras.</p>	<p>COMPLETE</p>	<p>Additional funding added to 2019 capital budget for 5 year project</p> <p>1st year implementation</p> <p>\$361,900 with \$72,000 infrastructure costs</p>	<p>TBPS – all levels</p>	<p><i>TBPS will be announcing the roll out of in-car cameras and body-worn cameras by the end of the first quarter of 2021.</i></p> <p><i>All body worn cameras have been deployed and are utilized by all front line officers in Uniform Patrol and Traffic.</i></p> <p><i>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</i></p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R. 20. TBPS should, through policy, impose and reinforce a positive duty on all officers to disclose potential evidence of police misconduct.	COMPLETE	N/A	TBPS	<p>altered once it has been made. We currently have 30 in-car cameras installed.</p> <p>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.</p> <p>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."</p> <p>Additionally, TBPS has introduced a new Code of Conduct addressing this recommendation directly.</p>
RECOMMENDATIONS REGARDING MISSING PERSONS CASES				
R.21. I urge the Ontario government to bring into force Schedule 7, the Missing Persons Act, 2018, as soon as possible.	COMPLETE	N/A	Ontario Gov't	<p>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.</p> <p>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.</p>
R.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.	ONGOING (Annual)	N/A	TBPS & TBPSB *Note: Input needed from TBPSB*	<p>The Missing Person Policy has also undergone another internal review in June of 2020 and changes have been made.</p> <p>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.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.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.</p>	<p>ONGOING Goal: June 2021 for initial report Long Term: Multi-year</p>	<p>Not yet known but could be significant</p>	<p>TBPS & TBPSB</p>	<p>The Honourable Gloria Epstein's report was released on April 9, 2021. The TBPS is in the initial phases of reviewing the report. A longer presentation and implementation strategy will be presented to the Board in June 2021. The Service provided update reports as to how it is implementing the recommendations as outlined in Epstein's report. Reports went to the board in September and October of 2021. The next report will come in the first half of 2022.</p>
<p>RECOMMENDATIONS REGARDING THE RELATIONSHIP BETWEEN THE POLICE AND THE CORONER'S OFFICE</p>				
<p>R.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.</p>	<p>COMPLETE</p>	<p>N/A</p>	<p>TBPS & Coroner's Office</p>	<p>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.</p>
<p>R.25. The Office of the Chief Coroner should ensure police officers and coroners are trained on the framework to promote its effective implementation.</p>	<p>COMPLETE</p>	<p>See R.24</p>	<p>See R.24</p>	<p>See R.24</p>
<p>R.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 of prosecutions.</p>	<p>COMPLETE</p>	<p>See R.24</p>	<p>See R.24</p>	<p>See R.24</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
RECOMMENDATIONS REGARDING THE RELATIONSHIP BETWEEN THE POLICE AND PATHOLOGIST				
R.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.	N/A	N/A	Coroner's Officer	N/A
R.28. TBPS should reflect, in its procedures and training, fundamental principles to define the relationship between investigators and pathologists.	COMPLETE	N/A	TBPS	<i>The Service's Sudden Death Policy has been fully reviewed and revised to incorporate the above. The policy will be continuously reviewed as required.</i>
R.29. The Ontario Forensic Pathology Service should establish a Forensic Pathology Unit in Thunder Bay, ideally housed alongside the Regional Coroner's Office.	N/A	N/A	TBPS & Coroner's Office & Key stakeholders	<p>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.</p> <p>The Chief is in the process of authoring another letter advocating for additional resources. A copy will be shared with the Board prior to release.</p> <p>Chief Hauth sent a letter on November 24, 2021 to the Office of the Chief Coroner and copying the Thunder Bay Police Services Board. Within that correspondence Chief Hauth notes that alongside the Regional Coroner's Office, the establishment of a forensic pathology unit forms part of the OIPRD recommendations under Recommendation 29.</p>
R.30. If a Forensic Pathology Unit cannot be located in Thunder Bay, TBPS and the Ontario Forensic Pathology Service should establish, on a priority	COMPLETE	Budget Additions 2021 – To be determined	TBPS & Coroner's Office	<i>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</i>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>basis, procedures to ensure timely and accurate exchange of information on sudden death and homicide investigations and regular case-conferencing on such cases.</p>		<p>(cost recovery model by Toronto Police Service)</p>		<p>efficiencies while cutting down on costs of travel and delay.</p> <p>The MOU received final signature of March 2, 2021.</p>
<p>R.31. The Ontario Forensic Pathology Service should provide autopsy services compatible with cultural norms in Indigenous communities.</p>	<p>N/A</p>	<p>N/A</p>	<p>Coroner's Office</p>	
<p>Recommendations Regarding Racism in TBPS Policing – General</p>				
<p>R.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.</p>	<p>ONGOING</p>	<p>Budget Additions</p>	<p>TBPS & External Stakeholders</p>	<p>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.</p> <p>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.</p> <p>The CIT Coordinator will participate in many aspects of this recommendation through the Organizational Change Project – training, recruitment and communication internally and externally. Culturally significant training plans will be presented to the Chief for acceptance early in 2021.</p> <p>The Chief authorized the establishment of an internal Equity, Diversity and Inclusion Committee. The Committee will discuss new initiatives such as the CIT Strategic Plan, various policy, recruitment initiatives and volunteer work. Recommendations from the work of the committee can be forwarded to the Chief to consider.</p> <p>Training will start based on the approved curriculum in December of 2021.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<p>First training session to be held December 13-16, 2021 with additional sessions scheduled for January 2022.</p> <p>Truth and Reconciliation Training (four days – ten hour sessions per day) is underway for all TBPS members.</p>
<p>R.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.</p>	<p>COMPLETE</p>	<p>N/A</p>	<p>TBPS – Chief of Police</p>	<p>On the day the Systemic Review Report was released, the existence of systemic racism was acknowledged. It was also reiterated by the 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.</p>
<p>R.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.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	
<p>R.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 the TBPS and other issues.</p>	<p>ONGOING</p>	<p>Not yet known. Currently the group is made up of volunteers.</p>	<p>TBPS & External Stakeholders</p>	<p>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.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<p>As part of the transition from the Aboriginal Liaison Unit to the Community Inclusion Team, the new Civilian Coordinator will be tasked with redefining the role of the Committee as well as reviewing the composition of the Committee. As an individual was just hired in this position, an update will follow.</p> <p>The development of the Equity, Diversity and Inclusion (EDI) Committee. An internal committee of the TBPS. First meeting held 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.</p>
RECOMMENDATIONS REGARDING RACISM IN TBPS POLICING – TRAINING				
<p>R: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:</p> <ul style="list-style-type: none"> a) Is ongoing throughout the career of a TBPS officer or employee; b) Involves “experiential training” that includes Indigenous Elders and 	COMPLETE	<p>Budget Additions</p> <p>2021 – \$55,000 (actual training cost)</p>	<p>TBPS & External Stakeholders</p>	<p>Further, Dr. Leisa Desmoulin 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</p> <p>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 local police services. Also, the group has consulted with trainers from the justice sector to find a trainer for the initial phase of the training. Currently they are</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>community members who can share their perspective and answer questions based on their own lived experiences;</p> <p>c) Is informed by content determined at the local level, and informed by all best practices;</p> <p>d) Is interactive and allows for respectful dialogue involving all participants;</p> <p>e) Reflects the diversity within Indigenous communities, rather than focusing on one culture to the exclusion of others;</p> <p>f) Explains how the diversity of Indigenous People are 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</p>				<p>customizing the training and selecting a trainer(s) with the capacity to train all members of TBPS. CWG members will present a report with recommendations for Phase I training to Chief Hauth by the end of the March 2021.</p> <p>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 is 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.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>members of vulnerable or marginalized communities.</p>				
<p>R.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.</p>	<p>COMPLETE</p>	<p>See R.36</p>	<p>TBPS & External Stakeholders</p>	<p><i>In addition - currently have in place Grade 8 visit project in conjunction with NAPS where officers visit First Nations communities.</i></p>
<p>R.38 TBPS leadership should provide greater support for volunteerism by attending relevant sporting or community events.</p>	<p>COMPLETE</p>	<p>N/A</p>	<p>TBPS</p>	<p><i>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.</i></p>
<p>R.39 TBPS should develop and enhance additional cultural awareness training programs relating to the diverse community it serves.</p>	<p>ONGOING</p>	<p>Not yet known</p>	<p>TBPS</p>	<p>See R.36 <i>CIT established FACT Fridays communicating information to all members of the TBPS on Culture, 2SLGBTQ and relevant topics to inform, allow for better understanding and dispelling common myths.</i></p>
<p>RECOMMENDATIONS ON RACISM IN TBPS POLICING – RECRUITMENT AND JOB PROMOTION</p>				
<p>R. 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.</p>	<p>COMPLETE</p>	<p>Budget additions 2020 – 2021 -</p>		<p><i>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.</i></p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R. 41	COMPLETE	Budget Additions 2020 – 2021 – (recruitment initiative costs)	TBPS	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. A full report was provided to the TBPSB in January 2020 Also, the Service is in the process of reviewing its HR department and looking at ways to expand.
R. 42	COMPLETE	N/A	TBPS	TBPS Promotional Policy newly implemented in 2020 Collective Agreement and internal procedures changed with emphasis placed on different criteria for promotions.
RECOMMENDATIONS FOR IMPLEMENTATION OF RECOMMENDATIONS				
R.43	COMPLETE	N/A	TBPS	TBPS reports yearly to the OIPRD and more frequently to the TBPSB on recommendation progress.
R.44	ONGOING	N/A	TBPS	While most of this information is available in the Service's annual report, the Service is currently looking into ways to deliver as much of the above information in the coming annual reports.

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
outcomes, including homicide, accidental death, suicide, natural death and undetermined.				



MEMORANDUM

Office of the Chief of Police

Tel: (807) 684-1304

Fax: (807) 623-9242

DATE: June 15, 2022
TO: Thunder Bay Police Services Board
FROM: Inspector G. Snyder
SUBJECT: Dakaj Inquest Recommendation for Ontario Police Services
For information.

In March of 2022, the Thunder Bay Police Service received correspondence from the Ministry of the Solicitor General in regard to recommendations resulting from an inquest into the death of Ismet Dakaj, which occurred in 2014 in the Municipality of Halton.

There were two recommendations that were specific to Police Services in the Province of Ontario being:

1. To amend the pay-duty policies of all police services in the province of Ontario to require that any employer or constructor requesting a pay duty officer to attend at or near a construction worksite submit to the relevant police service a current Traffic Control Plan and a copy of the employer or constructor's current traffic control and signaller protocols.
2. To amend the pay-duty policies of all police services in the province of Ontario to include a provision that any pay duty officer attending at or near a construction worksite in a pay-duty capacity must be fully informed prior to arrival of the employer/constructor's current traffic control and signaller protocols, as updated by the employer/constructor.

A response to the Ministry of the Solicitor General regarding these recommendations was requested by September 1, 2022.

On May 11, 2022, the Thunder Bay Police Service published a new Paid Duty policy which specifically outlined and thoroughly covered the Dakaj Inquest recommendations noted above. A response to the Ministry of the Solicitor General has also been submitted, complying with their request.



The
Thunder Bay
Police Services
Board

Administrative Report 02/22

June 13, 2022

RE: Purchasing – Recruitment Services

Background

The Chief of Police, Sylvie Hauth has advised the Thunder Bay Police Services Board (the Board) that she plans to retire from the Thunder Bay Police Service (the Service) at the expiration of her current contract, effective June 14, 2023. It is to the advantage of the Thunder Bay Police Service that the search for a new Chief of Police be undertaken in a time frame that would allow for a suitable overlap between the new Chief and Chief Hauth. To that end the Board has directed that single source purchasing of recruiting services, as provided for in the Board's Supply Management By-law be examined. This Report presents recommendations to execute such a purchase.

Discussion

Single Source Purchase

The Board's Supply Management By-law outlines different options for the purchase of goods and services, that vary with the amount of monies to be expended. Article 4.08 of the By-law provides for the use of the negotiation method of purchase based on different considerations and rationales, two of which are as follows:

- (e) Single Source is being recommended because it is more cost-effective or is otherwise more beneficial; or
- (f) when authorized by the Board.

In the matter at hand the recruitment of a Chief of Police can easily take six months or more to conclude, perhaps longer. Other purchasing methods, in this case the development and issuing of a Request for Proposal (RFP) to attract submissions from competing recruitment firms can have extended timelines of their own. An RFP process is typically 3-4 months long, longer if sufficient satisfactory proposals are not initially received. A single source purchase allows for a more contained timeline that would meet the current circumstances with adequate buffer of time should it be needed. Administration is of the view that a single source purchase is appropriate in this case.

Recruitment Services

It is advisable, and certainly has been the practice in the past, to engage a professional recruitment firm to carry out and support the Board in searching for candidates for senior positions such as the Chief of Police. The use of recruitment firms allows the Board to benefit from their expertise, experience and objectivity when identifying and selecting candidates to participate in the recruitment, as well as their support and advice through the interview and final selection process.

With the direction of the Board to examine a single source purchase Administration initiated discussions with the firm of Odgers-Berndtson; the firm that was utilized for the past 3 Chief of Police searches, past Deputy Chiefs, and two City Manager searches for the City of Thunder Bay (2003 and 2008). Odgers-Berndtson is an international firm with a long standing practice in executive search and recruitment. The Toronto office with whom past Thunder Bay Police Services Boards have worked with have extensive experience in, and knowledge of, the policing executive landscape in both Ontario and Canada.

The result of the discussions with Odger-Berndtson is the attached proposal, presented here for the Board's consideration. The search and recruitment process outlined in the proposal is thorough and comprehensive, presents a manageable timeline and offers options for testing and assessment of candidates that reach the final stages of the recruitment process. The work outlined in the proposal is offered at a cost \$45,000; payable in 3 stages as the work of the recruitment proceeds.

Your Administration has worked directly with the firm, and the named representatives in a number of the prior recruitment efforts noted above, and recommends the firm and this proposal to the Board.

Recommendation

The following motion is presented for the Board's consideration.

“With respect to engaging a recruitment firm in the search for a new Chief of Police for the Thunder Bay Police Service, we recommend that the Thunder Bay Police Services Board accept the proposal of Odgers-Berndtson, as attached to this Report;

AND THAT this purchase of services be a single source purchase in accordance with By-Law PC 25-2020 (Supply Management);

AND THAT the Board Administrator and Board Secretary be authorized to execute any necessary documentation in support of this purchase.”

Attachment A – Odgers-Berndtson, Executive Search Services for Chief of Police

07 June 2022

Mr. John Hannam
Thunder Bay Police Services Board, via email: psbsecretary@hotmail.com

Re: Executive Search Services for Chief of Police

Dear John,

We value our longstanding relationship with the Thunder Bay Police Services Board and would indeed welcome the opportunity to work with you again as you embark on the critical task of finding a successor for Chief Sylvie Hauth. To that end we have attached to this letter information detailing our approach to the search, leadership assessment and the biographies of those members of our team who would support this engagement.

Provided below is our summary of the objectives and important considerations to ensure a successful professional search.

- This is a time of unprecedented challenge for police services across Canada and indeed North America – challenges that relate to community safety and expectations, as well as leadership and management within the Service. Recent events have placed extraordinary demands on police leaders – requiring a fine balance between decisive action, judgements regarding community safety and public confidence. Within that context, an essential first step in undertaking this assignment will be to work with the Board in building a consensus as to the priorities and challenges for the Thunder Bay Police Service over the coming few years. *(Please see Appendix 1 for more information.)*
- Within that framework, the Board's priorities and performance expectations for the new Chief can be established with a special focus on the Chief's first year in office. This will serve as, in effect, a performance contract between the Board and the new Chief.
- Realistic selection criteria can then be determined – that combination of experience, leadership and management skills that will be required for success in meeting the challenges facing the Service.
- With agreement on the candidate profile, we will be in a position to undertake a search for candidates that is both thorough and targeted.
- Our team will work with the Board to ensure that the decision-making process throughout is thoughtful and objective – providing the opportunity for all qualified candidates to compete equally.
- To assist with the final decision, finalist candidates will complete our Leadership Assessment program. This will provide the Board with a balanced assessment of each candidate's strengths as a leader and identify areas of potential concern – in particular, when faced with difficult/challenging decisions, the results will also serve as the basis for guidance / orientation for the successful candidate. *(Please see Appendix 3 for more information.)*
- We are committed to ensuring that all who participate in the process, particularly internal candidates, should feel that it has been a positive experience and that they were treated professionally throughout the process.
- While input will be canvassed from a number of different sources, this appointment of a Chief is the Board's decision. The Board must own the process; it is our responsibility as your consultants to ensure that you are well informed and the process is professionally and efficiently managed.

The COVID-19 Pandemic resulted in an unprecedented time. Ensuring the health and safety of our employees, clients, candidates, and business partners continues to be a top priority for our firm. While the nature of the current environment is still unpredictable, we understand that business must continue. Therefore, we have taken steps to ensure that the timeliness



and quality of our work with clients remains unaffected. We have the processes and technology in place to ensure that our Partners and staff can support you in-person and from any location, and we are tailoring our communications to our clients' and candidates' specific needs and policies.

In proposing our fee we have taken into consideration the scope and complexity of the search process and balance that with our desire to partner with the Thunder Bay Police Services Board on this critical and professionally challenging assignment. Therefore, we are pleased to offer you a confirmed fee of \$45,000 CAD for this assignment. Please note that 13% HST is not included in our fixed professional fee.

We trust that the information we have provided is helpful in assisting the Board. Please don't hesitate to let us know if you have any questions. You can count on nothing less than our full and enthusiastic commitment should we have the opportunity to be of service.

Sincerely,



Tanya Todorovic
Partner, Not-For-Profit and Public Sector
tanya.todorovic@odgersberndtson.com



Appendix 1: Outline of Our Approach

Consultation

At the outset of the assignment we would wish to discuss with the Board and other key influencers, those individuals whose input will help us to understand in-depth the priorities and challenges facing the Thunder Bay Police Service today and over the next five years.

To that end, we would anticipate discussions with members of the Board, on an individual basis – the Chief and other senior members of the Service, as well as representatives of the Police Association. Other members of the Service will be provided the opportunity to contribute to ensure that we develop a balanced and well-rounded perspective. As we have in the past, we will seek your advice as to community leaders / organizations whose input will be of value.

Further, it will be important, indeed essential, that as part of the consultation process, members of the larger Thunder Bay community have the opportunity to share their thoughts and expectations for the Service – and to suggest the qualities that will make the new Chief a respected leader within the Thunder Bay community. The appointment of a new Chief represents a unique opportunity for the Board to engage in a positive, constructive dialogue with the community. From our previous engagements, we have developed a number of approaches which have proved effective in organizing public consultations – we will be pleased to discuss these with the Board.

Ultimately, the objective of these consultations is to develop a greater understanding of the Thunder Bay Police Service today and of the challenges/issues facing the Service over the coming years. This will serve as a basis for:

- Determining the mandate and priorities for the new Chief of Police;
- Identifying the experience, skills and personal qualities required to successfully meet those priorities;
- Developing the case studies that will form an essential part of the candidate assessment process;
- Presenting an informed account of the Thunder Bay Police Service when soliciting the interest of potential candidates.

A careful analysis of documents such as strategic and business plans and external reports on the Service, together with the input from this consultation process, will provide us with the information needed to prepare a detailed **Briefing Document** for your approval. This document will set out for recruitment purposes an overview of the Thunder Bay Police Service – its priorities and challenges, a statement of the objectives, responsibilities and performance expectations for the Chief, as well as the skills, experience and personal qualities that will be required of the successful candidate. Once approved, this document will serve as part of a briefing package to be presented to potential candidates.

With approval of the Briefing Document, we are then in a position to develop for the Board's consideration a job posting and overall search strategy/plan.



There are four dimensions to our search plan:

- **Investigative Research:** Here, our research team will set out to identify those police organizations in which individuals might be expected to have gained the experience necessary for this role. Organizations will be selected on the basis of size and complexity of operation – as well as **their reputation for competent, innovative management.**
- **File/Database Search:** We maintain a sophisticated database, which keeps track of key individuals as well as issues and trends in the sectors in which we practice. Given the work we have done with police organizations across Canada, our database currently contains a number of individuals who might be well qualified for this role.
- **Targeted Sourcing and Headhunting:** We have developed over the years an extensive network of reliable contacts within the police community to whom we can turn for advice and referrals as to possible candidates. We work hard to maintain these relationships so that our calls are welcome and the advice given is constructive.
- **Advertising:** As a supplement to our outreach activities, we would wish to discuss with you the potential advantages (and costs) of advertising in selected online media and with organizations such as the Ontario Association of Chiefs of Police and the Canadian Association of Chiefs of Police, as well as Blue Line. While we believe our network is strong enough, to ensure a high quality short list, advertising may be important for issues of transparency and to ensure maximum exposure for the opportunity.

In drawing up our search plan (to identify candidates), we are anticipating that there may be internal candidates and that the Board will wish us to assess these together with well qualified candidates from outside the Thunder Bay Police Service. We are particularly sensitive in our dealings with internal candidates. Often, their candidacy is known within the Service and, unfortunately, sometimes the media, creating a great deal of additional anxiety for those concerned. We do our best to be supportive in these circumstances. Whatever the outcome for an internal candidate, we try to ensure that this is a constructive, developmental experience. Once decisions have been made, we spend time with the candidates – providing as much support and positive feedback as we can.

Develop Long List

We would make sure that before initiating our first contacts, we are able to make a professional and compelling presentation of the opportunity, and be in a position to respond to the questions and concerns most likely to be in the minds of potential candidates.

Having identified our potential universe of candidates, we will arrange to meet (in ways appropriate to the current situation) with any serious internal candidates. With potential external candidates we will make initial contact by telephone to present and discuss the opportunity, with a view to obtaining expressions of personal interest, or suggestions as to other potential candidates.

Tenacity is a critical element of this process. We will make every effort to ensure that we speak with all of the individuals identified or recommended as potential candidates. Typically, this requires many follow-up phone calls given the significant pressures on individuals working in today's complex and demanding environments.

Once satisfied that we have identified a strong group of potential candidates, we will schedule a progress meeting with the Board to review our activities to that point and to obtain their feedback on our 'long-listed' candidates. At this time, we will also prepare for the Board a written report summarizing our activities to date.



Develop Short List

Following this discussion with the Board, we will arrange to have an in-depth discussion with the candidates agreed to have the strongest potential. These meetings will have two objectives:

- to ensure that we convey to candidates an honest accounting of the Thunder Bay Police Service, its challenges and priorities, as well as performance expectations for the Chief, so that they are in a position to make an informed decision as to their candidacy;
- to make a thorough and systematic assessment of their candidacy for the position.

The effort put into the consultation phase of the assignment will pay substantial dividends as we come to assess candidates. The information obtained with regard to position responsibilities, issues/challenges, expectations of performance and organizational style/culture, will be translated into a set of selection criteria, against which all potential candidates would be assessed.

In general terms, these criteria fall into five categories:

- understanding the challenges facing the Thunder Bay Police Service – and police leadership in general;
- experience required to assume responsibilities of the role;
- leadership style that is consistent with the needs of the Service today and over the next five years;
- personal values and priorities; and
- management competencies/skills required for successful performance.

Based on these criteria, we will develop a series of topics and case studies to be covered during the interview. Each interview will follow a relatively structured format, to ensure that consistent information is obtained in a manner that enables us to assess each candidate's skills, experience and personal style against the agreed selection criteria.

It will be our objective to identify through these interviews a small group of perhaps four or five individuals whom we consider to be qualified, both in terms of their experience and personal style, to take on the challenges of this role. We will prepare a detailed report on each of the shortlisted candidates.

Board Interviews

At a meeting with the Board, we will make a presentation on our short-listed candidates. This will provide the opportunity to discuss each of these individuals and to identify additional information needed to assist in decision making. Our second objective in this meeting will be to work with the Board to prepare for their interviews with the shortlisted candidates. For that discussion, we will prepare two working documents:

- **Interview Guide:** This will take the form of a series of issues and topics to be covered during the interview. This format will serve as, in effect, a checklist to ensure that all relevant subjects are covered with each candidate without limiting the scope and quality of the discussion.
- **Assessment Guide:** For this, we will translate the agreed selection criteria into a format that will enable Board members to make comparative judgments among candidates in a structured and consistent way.



We are frequently asked by Boards to help them prepare for the interviewing process and we are always pleased to do this. Our objective is to ensure that you are in a position to make the best choice of candidate. To do this effectively requires a frame of reference for the interview and the ability to focus in what is typically a one to two hour meeting, on topics that provide real insight into the nature and relevance of the candidate's experience – and particularly their skills and personal qualities – against the agreed criteria.

After agreement has been reached on the short list, we will make contact with the remaining candidates to inform them of the outcome. We are always ready to give personal feedback to individuals who wish to understand why they were unsuccessful.

Finalist Presentation and Interview

We anticipate that following your meetings with the shortlisted candidates, you will identify perhaps two individuals for further consideration. We would propose that these finalists be asked to make a formal presentation to the Board on their vision for the Service, its challenges and their early priorities; this to be followed by a question and answer period based on their presentation. This is also an opportunity for the Board to clarify issues which may have arisen during the first round of meetings.

Leadership Assessment

As a complement to our search practice, Odgers Berndtson has created a national Leadership Assessment Practice providing assessment services to our clients. The Practice operates independently from our Executive Search business in order to ensure the impartiality of all assessments.

Our Leadership Team has worked with us on all of our police related assignments. Like us, they have come to appreciate the challenges in leading a major police service, particularly in this time of change and disruption. At an appropriate time, we will discuss with the Board the added value of a more in-depth assessment.

Our assessment is structured to provide you with added insights as you come to make your final decision. We are pleased to provide feedback to successful candidates that sensitize them to personal development needs. We would be pleased to describe our assessment in more detail, should you wish.

Completing References

We will undertake thorough and extensive reference and background checking. To ensure that our references are objective and unaffected by our own understanding of candidates, referencing is conducted by experienced professionals within our firm who have not been directly involved in the search. They will receive, from our Project Lead, a detailed brief on the role and performance expectations, together with any lines of inquiry suggested by the Leadership Assessment. They will contact references who have known the candidate from a number of different perspectives – Directors/Board Chairs, direct reports, executive colleagues, and community or other external relationship. They will ask referees about the candidate's performance, management expertise, contributions and leadership style, focusing on areas that our interview suggested further clarification or insight was required.



The reference findings for each finalist candidate will be compiled in a report, together with their leadership assessment and interview results. We typically request six to eight references for a position of this importance and seniority. As part of the referencing, we verify education and professional memberships and conduct the necessary criminal background and credit history checks. The results of these reference checks will be shared in individual reference reports to the Board (our clients have frequently commented on the quality and value of our reference and assessment reports as they come to make their final decision).

Decision and Offer

The final stages of the search process must be managed with great care and sensitivity. We see it as an important part of our contribution to facilitate that final decision-making process – ensuring that all those involved have the opportunity to present their concerns. No candidate is 'perfect' and part of the final decision should include an appreciation of the areas in which the chosen candidate will require support, and how that may be provided.

Throughout the search, we will have maintained a dialogue with candidates to determine whether, if offered the position, there may be issues that would impact their acceptance – such issues as compensation or family concerns that might influence relocation. We share the results of these discussions with our client as the search progresses to smooth the offer process. We do our best to ensure that any concerns arising unexpectedly in the final moments are addressed appropriately.

Final Report

Upon completion of the search, we will prepare a Final Report for the Board describing and summarizing the search process and outcomes. We do appreciate that the Board may be required, under the Access to Information, to make public at least part of this report.

Support and Follow-up

Fundamental to our approach is the recognition that our responsibility does not end with the hiring decision. We measure our success not in terms of a 'placed candidate', but by the contribution the new executive makes to our client's organization. Thus, we are concerned to provide the Chief with as much support as we can, as they take up the new role:

- Typically, during our orientation and through the course of the search, we will have met with a representative cross section of stakeholders. The information gathered during those meetings can be of real value to the new Chief in understanding issues and expectations and, in the case of an external candidate, history and culture. Prior to their start date, we arrange a briefing session with the Chief to share this information and discuss its implications.
- In situations where the new Chief comes from a different city, we provide advice and support to the family as they make decisions about housing, education, and so on. From day one, the demands on the new Chief will be significant. It is important that the family feel they have someone to turn to for support during this sometimes-difficult transition.

We will make a point of staying in touch with the successful candidate and the Board Chair during the early months of their tenure. In this way, we can help address any issues or concerns that might arise as the new Chief is initiated into the role.



Appendix 2: Proposed Search Timeline

Prepared June 2022

TIMING	July to End of August	September to October	End October	November	End November	December	
PHASE	Orientation & Consultations	Research & Candidate Development	Ogders Berndtson Credentials Review	Client Interviews with Candidates	Finalist Assessments	Offer/Acceptance	
ACTIONS	Launch meeting with Board	Place advertisement on agreed upon venues	Meet with Board to present credentials of long-listed candidates	First Interviews with Candidates & Board	Perform comprehensive reference (& other background checks as required) of Finalist Candidate(s)	Formulate & negotiate Offer Letter	
	Complete extensive Consultation process: Board/staff/community	Extensive research & approach prospective candidates	Select candidates for 1st round interviews with the Board		Second Interviews with Candidates & Board	Conduct psychometric testing/leadership assessment (optional)	Finalize appointment
	Development of Draft Briefing Document, Advertisement & Posting Strategy	Consideration of prospective internal candidates	Confirm 1st round interview framework & questions			Present Reference Documentation to Board	Prepare announcement
	Approval of Briefing Document, Advertisement & Posting Strategy	Consideration of qualified applicants		Disengage Unsuccessful Candidates			
		OB interviews with qualified candidates					
DELIVERABLES	<i>Confirm Search Timeline</i>		<i>Credentials Package</i>	<i>Interview Guides</i>	<i>Reference Reports; Results of Background Checks; Leadership Assessment Reports</i>	<i>Offer Letter</i>	
	<i>Confirm Consultation Process</i>			<i>1st & 2nd Round Interviews</i>			
	<i>Briefing Document & Posting</i>						



Appendix 3: Leadership Assessment

Our LeaderFit assessments provide insights into the leadership capabilities and potential of individual executives, helping zoom in on their fit relative to the demands of the role and organizational culture. Each assessment option features highly-validated psychometric assessments and ensures that individuals receive a personalized debrief of their assessment results.

LeaderFit Benchmark <i>Best for:</i> Individual Snapshot of Leadership Strengths and Gaps	Benchmark Plus <i>Best for:</i> Benchmarking of Executive Level Candidates	LeaderFit Executive <i>Best for:</i> C-Suite Selection and Development
ASSESSMENT HIGHLIGHTS		
<ul style="list-style-type: none"> • Completion of three online psychometric instruments. • Benchmark report mapped to our five LeaderFit dimensions. • Comparative Analysis can be prepared on request. 	<ul style="list-style-type: none"> • Same instruments as Benchmark, plus Looking Glass open-ended questionnaire. • One-hour interactive session conducted face to face or remotely. • Benchmark Plus customized report with feature analysis page on Development Recommendations, Role Fit, or High Potential. 	<ul style="list-style-type: none"> • Same instruments as Benchmark Plus with the addition of executive-level cognitive instrument. • Customized Looking Glass questionnaire. • Half-day interactive session includes structured interview, business case or simulation. • Full custom Report mapped to 10 LeaderFit dimensions. • LeaderFit Executive Plus includes 360 inputs (gathered by phone) from internal or external stakeholders.
BENEFITS		
<ul style="list-style-type: none"> • Rapid turnaround using Hogan-based norms. • Narrative report can easily be shared with individual. 	<ul style="list-style-type: none"> • Enhanced validity through both online and interpersonal components allows for a more integrated and holistic analysis. Ideal to fast-track individual onboarding. 	<ul style="list-style-type: none"> • Analysis based on enhanced LeaderFit model that blends high potential and C-Suite level dimensions. • Provides high touch experience for senior executives. • Balances psychometric and 360 inputs for maximum validity.
TURNAROUND TIME		
1-2 Days	3-5 Days	7-10 Days
ASSESSMENT FEES		
<ul style="list-style-type: none"> • \$1,300 per individual * 	<ul style="list-style-type: none"> • \$2,800 per individual 	<ul style="list-style-type: none"> • \$6,000 per individual for LeaderFit Executive

*This is included in our quoted professional fee for the two finalist candidates.



Appendix 4: Key Personnel

Tanya Todorovic will lead this engagement on your behalf and will have overall responsibility for the management and successful outcome of the search. She will work with the Thunder Bay Police Service Board to ensure that a thorough and professional search is undertaken.

Paul Stanley will serve as a strategic advisor to the search. Paul brings over 30 years of experience working as a management consultant and search consultant within the criminal justice system.

[Tanya Todorovic](#)

Partner, Non-Profit & Public Sector Practice



Based in Toronto, Tanya is a Partner in Odgers Berndtson's Public Sector and Not for Profit Practice. She specializes in recruiting senior level talent for the broader public sector specifically in the policing sector.

Prior to joining Odgers Berndtson, Tanya worked in a range of human resources roles in both the private and public sectors. Beginning her career with the Ministry of the Attorney General in Ontario, she then worked for professional services firms in a human resource capacity, culminating in heading up the Human Resources department for the Advisory Practices at Ernst & Young.

Tanya holds a Master's degree in Judicial Administration from Brock University and a Specialized Honours Degree in Public Policy Administration from York University. She received her Certificate in Human Resources Management from the Rotman

School of Management at the University of Toronto.

Tanya has over 16 years of experience conducting senior level police appointments.

In addition to Tanya's search experience, she volunteers her time to mentor and participate in workshops that support the advancement of women in policing.



Paul Stanley
Managing Partner (Toronto)



Paul Stanley is a Managing Partner in our Toronto office and is a co-founder of the Canadian firm. A certified Management Consultant, he has over 30 years of consulting and search experience in both the private and public sectors. As a search professional, he has worked in Canada, the United States, and the United Kingdom and he has also carried out senior level recruiting assignments on behalf of the World Bank in Africa and the Caribbean.

Over the last twenty years, Paul has assisted with the appointment of leaders for some of Canada's most important public institutions including the Bank of Canada, Canada Post, and the RCMP. Over a period of 20 years, he has led many searches for Police Services Boards across Canada assisting with the appointment of their Chief (Calgary, Vancouver, Durham Region, Edmonton, Halton Region, Hamilton, Kawartha Lakes, Niagara Region, Thunder Bay, Toronto, Windsor and Winnipeg,) as

well as working with Police Chiefs to select and develop their executive teams. In recognition of his contribution to police leadership, Paul was an invited speaker at an international conference on Police Leadership.

Prior to establishing Odgers Berndtson Canada, Paul was a founding partner of the A.R.A. Consulting Group, one of Canada's most respected international development and public sector consulting practices. Of note, his clients included many organizations within Canada's criminal justice system – including Justice Canada, the Solicitor General, and the Toronto Police Service - where he evaluated the Service's first community policing initiatives. His early career was as a psychologist in the search practice of Peat Marwick Partners.

Paul holds an honours degree in Psychology from McGill University and a Master of Science degree in organizational and counseling psychology from the University of Waterloo.



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Vendor No. : 113022
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To: Police Services Board
 1200 Balmoral Street
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 Ontario
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Ship To:

CONTACT	CONTRACT NUMBER	DATE OF WORK	SHIPPED VIA	F.O.B. POINT	TERMS
Rhea	4600010277	Property Lease			Immediate

SER.	DESCRIPTION	UNIT PRICE	AMOUNT
1	Lease of three spaces (#8,#9 & #10) at 317 Victoria Avenue, 5 Year term. Valid 1 st Aug 2019 to 31 st Jul 2024 Fourth year rent (1 st Aug 2022 – 31 st Jul 2023) 12 months @ Vendor # 113022 Contract # 4600010277 date 26 th Aug 2019, & 5 th Feb 2021	\$1,940/m	\$23,280.00
		SUBTOTAL	\$ 23,280.00
		SALES TAX	\$ 3,026.40
		SHIPPING & HANDLING	
		TOTAL DUE	\$ 26,306.40

Make all checks payable to: **Caledonia Properties (please call for check pickup)**
 If you have any questions concerning this invoice, call: Rhea Crook, (807) 632 3358

THANK YOU FOR YOUR BUSINESS!

PART V: Summary of Recommendations UPDATED: June 2022

This section provides a summary of the recommendations proposed to address the needs and issues identified through this investigation.

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
Regarding Board Governance Policy:				
R.1. It is recommended that there be a clear statement of the role of the Board in governing the police service, defining the key instruments required to provide governance, and specifying the authorities and constraints on the Board.	Q3 2021		Board	October 15, 2019 Statement to be produced
R.2. It is recommended that a person who does not carry out any other municipal role, especially one at the executive level, be appointed to provide services to the Board in the capacity of a Secretary.	Q3 2020		Board	Completed September 17, 2019 An RFP is in development as a first step – aiming to fill positions by December 2019. February 5, 2020 RFP final selection in progress for independent Secretary to the Board March 8, 2021 Completed
R.3. It is recommended that the Board Chair, with support from the Chief, presents the budget to the municipal government that includes remuneration for an Executive Director.	Q4 2020		Board & Chief	September 17, 2019 Done – will continue yearly March 8, 2021 Completed/Annual Completed/Annual
R.4. It is recommended that the Board develop a policy regarding relations between the Board and the Chief that clearly delegates operational responsibility to the Chief, but also outlines the Chief's duties at a high level to include: 1. The duty to manage the TBPS effectively and efficiently; 2. The duty to implement the policy direction of the Board; 3. The duty to ensure a service that reflects the community it serves; 4. The duty to provide information to the Board on the TBPS's performance, its compliance with policies, community relations,	Q3 2021		Board & Chief	In progress September 17, 2019 The Chair has met with Mr. Graham Wight from Ministry to begin the process. We are currently looking for a consultant who can help us with policy manual. March 8, 2021

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>developing trends or significant incidents that would affect plans or changes to police services and annual training and reports on performance in delivering services free of bias, racism, discrimination and harassment; and</p> <p>5. The duty to brief the Board on serious incidents that can affect the community, either past or anticipated.</p>	Q3 2020		Board	<p>Completed/Ongoing September 17, 2019 The Governance Committee establishment is on the September 2019 agenda.</p> <p>October 15, 2019 The Governance Committee establishment is on the September 2019 agenda. Deferred</p> <p>February 5, 2020 Imminent</p> <p>March 8, 2021</p> <p>October 15, 2019 Chair is working with Solicitor General's Office and Policy Advisor Mr. Wight and Member Morrisseau to complete this recommendation.</p>
<p>R.6. It is recommended that the Board undertake development of a Board Policy Manual to address governance and other matters that are general to all police forces, as well as those that are unique to the circumstances of the Thunder Bay Police Service.</p>	Q3 2021		Governance Committee	<p>Sample policies sent to committee October 2021</p> <p>October 15, 2019 Working towards including policies on the Board's website.</p>
<p>R.7. It is recommended that the Board engage with First Nation organizations, including the Bear Clan and education authorities and local schools, to conduct a formal review of the Missing Persons Policy.</p>	Q4 2021		Governance Committee	
<p>R.8. It is recommended that the Board develop and adopt an anti-racism strategy and policy for itself and the TBPS.</p>	Q3 2021		Governance Committee	
<p>R.9. It is recommended that all Board policies be publicly and easily accessible.</p>	Q4 2021		Governance Committee	
<p>R.10. It is recommended that the Governance Committee post all draft policies on the Board's website for public review.</p>	Q3 2021		Governance Committee	

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
Regarding Board Planning:				
R.11. It is recommended that the Board develop a Policy on Business Planning.	Q3 2021		Board/ Governance Committee	
R.12. It is recommended that the Board develop a Policy on Trend Analysis, Critical Points and Risk Management.	Q2 2022		Governance Committee	
Regarding Recruitment, Retention and Promotion				
R.13. It is recommended that the Board direct the Chief to submit, for its approval, a multi-year plan for the diversification of the TBPS, to include: <ol style="list-style-type: none"> 1. Specific targets for recruitment and a timeline for their achievement; 2. Recruitment strategies that focus on marginalized communities not represented or under-represented in the TBPS; 3. An analysis of existing barriers to recruitment, retention and advancement of under-represented groups, and measures to address those barriers; 4. Creation of a multi-stakeholder advisory group to support initiatives for retention and recruitment; 5. A plan for the training and support of existing and newly recruited staff to explain and promote the value of a representative service; 6. A development and promotion plan for current Service members from First Nations and other under-represented groups; 7. A monitoring and reporting system that enables the Board to receive accurate and timely reviews of progress to measure results; and 8. Formalizing the requirement that the Chief and the Deputy Chief have knowledge or experience with Indigenous peoples, cultures, histories, and policing. 	Q1 2020		Board & Chief	<p>Completed: A new HR specialist was hired in June 2019 – recruitment is next goal for organizational change committee</p> <p>Recruitment plan/long term strategy was presented to the Board at PSB meeting on January 19, 2020 with short, medium and long term goals to recruitment and diversification of the Service.</p> <p>Presentation at October Board meeting relative to Aboriginal Liaison Unit changes HR for TBPS is working on recruitment and retention strategies</p> <p>October 15, 2019 Chair met with Chief and Deputy – awaiting multi-year plan.</p> <p>September 17, 2019 8. Board work on adding this to the job descriptions of the Chief and Deputy Chief of Police</p> <p>February 5, 2020 8. The chief and deputy are active in the indigenous community – ie: pow wows, sweat lodge. Have done in house training and attends organizational events</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R.14. It is recommended that the Board develop, in conjunction with the Chief, a plan to build partnerships with First Nations, educational facilities and other partners to encourage Indigenous recruitment into the TBPS.	Q1 2020		Board & Chief	Completed. September 17, 2019 Board work on adding this to the job descriptions of the Chief and Deputy Chief of Police Forms part of current recruitment strategy presented in January 2020
<i>Regarding Oversight of the Chief and Deputy Chief:</i>				
R.15. It is recommended that the Board develop a policy regarding relations between the Board, the Chair, and the Chief that clearly delegates operational responsibility to the Chief, but also outlines the Chief's duties at a high level to include: 1. The duty to manage the TBPS effectively and efficiently; 2. The duty to implement the policy direction of the Board; 3. The duty to ensure the TBPS reflects the community it serves; 4. The duty to report to and provide information to the Board; and 5. The duty to brief the Board on serious incidents that can affect the community, either past or anticipated.	Q3 2021		Board & Chief	In progress. September 17, 2019 See R. 4 March 8, 2021
R.16. It is recommended that Board policy on Relations with the Chief specify the Chief's responsibility to report to the Board on operational matters that may become matters of concern to the Board, including: 1. The performance of the TBPS, specifically in delivering services free of bias, racism, discrimination and harassment; 2. TBPS compliance with policies; 3. The state of community relations; 4. Developing trends or significant incidents that would affect plans or changes to police services; 5. Implementation of operational and training plans; and 6. Board input or decisions required.	Q3 2021		Board & Chief	March 8, 2021 In progress
<i>Regarding Communication and Transparency:</i>				
R.17. It is recommended that, consistent with practice of many boards across the country, the following steps be taken by the TBPSB to make itself publicly accessible:			Board & Admin	Board website in place Q2 2019, other measures in process.

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>1. Creation of its own website, with a separate look and feel from the Police Service;</p> <p>2. Use of social media tools embedded in the site to encourage input;</p> <p>3. Posting of meaningful information on police activities such as budget, performance reports, etc.; and</p> <p>4. Development of Board - specific policy and protocols for representation of the Board, crisis communication, Board confidentiality, and other internal and external communication needs.</p>	<p>Q2 2019</p> <p>Q3 2021</p>			<p>September 17, 2019 Website has been live since May 21/19 Board meeting. We are working on adding content.</p> <p>February 5, 2020 1 – soft launch – May 21, 2019 Regular Session Meeting</p> <p>Communications support identified March 2021, Communication Plan adopted April 2021</p> <p>On-going</p>
<p>18. It is recommended that the Board develop and publish online an annual outreach and consultation plan, identifying:</p> <p>1. Groups that it plans to consult on specific issues or general matters;</p> <p>2. First Nations affected by population flow between them and Thunder Bay; and</p> <p>3. Indigenous organizations with actual or potential linkages to TBPS programs, services, and operations.</p>	<p>Q4 2021</p>		<p>Board</p>	<p>September 17, 2019 On-Going</p> <p>To be incorporated in Communications Strategy</p>
<p>19. It is recommended that the TBPSB create a policy statement committing to the principle of openness and transparency in its communication. Specific measure reflecting this policy should include</p> <p>1. Commitment to open meetings, accessible to the community, with formal notice of the rationale for any closed or in-camera sessions or meetings;</p> <p>2. Meetings held in non-police service facilities, with minimum security barriers or clearances necessary to gain access;</p> <p>3. Publication of meeting notices, meeting agendas, supporting material, and minutes with sufficient detail to clarify the proceedings;</p> <p>4. Online publication of Board policies, with opportunities for community members to provide input on policies under development;</p> <p>5. Producing and posting video coverage of all public meetings; and</p> <p>6. Any other measures consistent with the principle of openness and transparency.</p>	<p>Q4 2021</p>		<p>Board</p>	<p>September 17, 2019</p> <p>1. In Progress</p> <p>2. Done</p> <p>3. In Progress</p> <p>March 8, 2021 To be incorporated in Communications Strategy, some measures already in place</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
Regarding Relationships with Indigenous Groups:				
R.20. It is recommended that the TBPSB formally and explicitly adopt principles of reconciliation and recognition of Indigenous peoples in their governance and service delivery models.	Q4 2021		Governance Committee	September 17, 2019 On-Going
R.21. It is recommended the Board establish a specific policy with respect to both the Board and the TBPS' relationship with First Nations communities, people, governments, organizations and service providers setting out the Board's goals, objectives, strategies, communication and consultation protocols, and other measures to facilitate more effective relationships.	Q4 2021		Governance Committee	September 17, 2019 The Board is meeting with Branch Commanders to discuss how the Board's Business Plan will complement what the service is doing. The Board will hold a one day planning retreat. March 8, 2021 To be incorporated in Communications Strategy
R.22. It is recommended that the Board establish formal agreements with First Nations governance bodies to share information and raise cultural awareness.	Q1 2022		Board	
R.23. It is recommended that Board direct the TBPS to develop formal Terms of Reference for the Aboriginal Liaison Unit.	Q2 2021		Chief	September 17, 2019 Following report of the Organizational Change Committee in October February 5, 2020 Re-vamp of the ALU to be presented publicly in Feb. or March 2020 with new terms of reference Completed October 2020 with rebranding as Community Inclusion Team, 4 officers and a civilian coordinator
Regarding Board and Police Training:				
R.24. It is recommended that the Board, in co-operation with OAPSB and funded by the Province, develop a compulsory, standard orientation package for new Board members that will include: 1. Briefing by the Chair on: 1. Oath of confidentiality; 2. Conflict of interest statement;	Q1 2019		BOARD & OAPSB	1. March 2019 Completed 2. Completed/Ongoing

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>3. Relevant legislation, especially the governance provisions of the <i>Police Services Act</i>;</p> <p>4. Strategic (Business) Plan for the Service: process and content;</p> <p>5. Overview of current budget, and of the budgeting process;</p> <p>6. Board policies and procedures;</p> <p>7. Roles, powers, authorities, limitations and expectations of a Board member;</p> <p>8. Review of current issues;</p> <p>9. Review of confidential issues;</p> <p>10. Communication protocols; and</p> <p>11. Meeting schedule, planning, agendas, minutes, and protocols.</p> <p>2. Overview of the Police Service by the Chief of Police:</p> <ol style="list-style-type: none"> 1. Outline of the organization, personnel and deployment; 2. Tour of facilities; 3. Meeting with senior and frontline officers; 4. Briefing on Current Challenges and Community Developments; and 5. "Ride Along" with frontline officers. 				
R.25.				Completed/Ongoing
R.26.	Q1 2019		Board	One session Completed/Ongoing
R.27.	Q1 2019		Board	Completed/Ongoing
Regarding Support to Police Boards from the MCSCS:				
B.28.	?		MCSCS	

It is recommended that the MCSCS create a Police Board Governance Standard that would mandate the roles and necessary governance tools of each police service board, to include:

1. Roles of the Board to govern the police service;
2. Obligation to engage community in its deliberations;
3. Need for Board to be sensitive to First Nations realities;

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>4. Duties of the Chair and Vice-Chair; 5. Governance Processes; 6. Public Access guidelines, most notably the need to constrain the use of closed meetings; and 7. Relationship with the Chief, including setting of goals, monitoring of performance and the need for formal performance evaluation processes.</p>				
<p>R.29. It is recommended that the MCSCS create a New Board Member Orientation Standard that would require all new board members to undertake a specific training process before they can participate in board meetings as voting members.</p>	?		MCSCS	
<p>R.30. It is recommended that the MCSCS develop a Performance Evaluation Protocol to provide boards with the tools to assess their performance and to enable the MCSCS to conduct, through an inspection process not now in place, periodic evaluations of the board's performance. Such evaluations could take place every three years, as they would constitute a resource demand on the MCSCS.</p>	?		MCSCS	
<p>R.31. It is recommended that the MCSCS designate, as applicable, the following crimes for which the TBPS Chief of Police must develop and maintain procedures and processes for criminal and general investigations: 1. Criminal Organization; 2. Human Trafficking; 3. Missing and Murdered Indigenous Women and Girls; and 4. Hate Crimes and Violence against Indigenous Peoples.</p>	?		MCSCS	
<p>R.32. It is recommended that the MCSCS create, or make more accessible, the trend analysis that the MCSCS is required to undertake under the PSA, and ensure that such analysis emphasizes marginalized communities, most notably First Nations.</p>	?		MCSCS	
<p>R.33. It is recommended that the MCSCS clarify in policy that Zone Advisors can attend all board meetings, whether they are open or closed, subject to the same confidentiality rules that apply to board members.</p>	?		MCSCS	COMPLETE

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<i>Regarding the Appointment of an Administrator</i>				
R.34. It is recommended that the OCPD exercise its authority under section 23(1) and 24(1) to appoint an Administrator for a period of time to temporarily exercise all of the powers of the Board while the Board is reconstituted in the interim period.				Completed
R.35. It is recommended that the Administrator carry out all of the functions and responsibilities of the Board, including the creation of an appropriate policy framework until new members, along with Ms. Reitberger, are appointed and have received appropriate and relevant training.				Completed
R.36. It is recommended that the Administrator possess, at a minimum, the following attributes: 1. The Administrator should not be a person who has a vested interest in the current situation and can be seen to be free from bias insofar as policing in Thunder Bay is concerned. There should be no possible suggestion that the Administrator is part of the "history" of the Board; 2. The Administrator's function is to be limited in time and scope and is one of organization, oversight and education; 3. The Administrator is to be knowledgeable in police service board matters generally; 4. The Administrator should also be knowledgeable in board governance matters generally. 5. The Administrator should be legally trained so that he or she can preside over meetings of the Board and the subcommittee thereof and guide the Board with respect to the various legal challenges currently facing it; and. 6. The Administrator should be a person who will either have or who could gain the respect of both the Indigenous and non-Indigenous community. 7. The Administrator should be a consensus builder.				Completed
R.37. It is recommended that the appointment be for a period of one year, with the OCPD reserving to itself the power to extend the term, if necessary.				Completed

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.38. It is recommended that the City of Thunder Bay pay all of the costs and expenses of the Administrator by means of a one-year specific increase in the budget of the Board.</p>	<p>N/A</p>			<p>OCPC agreed to carry the Administrator's costs, including extension to July 1, 2020.</p>
<p>R.39. It is recommended that the Administrator perform the following functions:</p> <ol style="list-style-type: none"> 1. Until the Board members have completed their training and are eligible to vote, the Administrator shall preside over all regularly scheduled and special meetings of the Board, including the in-camera portions. The Administrator shall also attend and preside over all sub-committee meetings. The Administrator shall have the sole vote. 2. Design a suitable training strategy and package for all Board members consistent with recommendations made herein, particularly those set out in Part III, section 3.9. The Administrator will secure resources for its design and delivery. The Administrator will ensure that all Board members receive this training. The Administrator (and, in the future, the Chair) will certify, in writing, that the training is complete. 3. When some, but not all, of the members have completed their training and are, consequently, eligible to vote, the Administrator shall continue to preside over all regularly scheduled and special meetings of the TBPSB, including the in-camera portions. The Administrator shall also continue to attend and preside over all sub-committee meetings. The Administrator shall have on vote, except in the case of a tie when the Administrator shall have an additional deciding vote. 4. When all board members have completed their training and are, consequently, eligible to vote the Administrator shall attend, either in person or by conference call or video conference, all regularly scheduled and special meetings of the Board, including all in-camera portions. The Administrator shall, in the same manner, attend all sub-committee meetings. The Administrator shall have a single vote. 5. On his or her own initiative or upon request from any member of the TBPSB, the Administrator shall provide advice to the Board and/or individual members, where appropriate, about inter alia: Board processes including, but not limited to issues such as the recording of votes, taking of minutes, scheduling agenda items, delegation of authority and composition of subcommittees. 	<p>Ongoing</p>		<p>TL</p>	<ol style="list-style-type: none"> 1. Completed 2. Completed 3. Completed 4. Completed

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>6. Achieve and maintain compliance with the PSA and any applicable regulations made pursuant to the PSA;</p> <p>7. Establish a suitable policy framework for the ongoing governance of the Board and review and update as necessary a protocol for its relations with the TBPS, Thunder Bay City Council and other organizations;</p> <p>8. Have full power and authority to make any changes he or she sees fit to the Board processes to enhance governance over itself or the TBPS;</p> <p>9. Make recommendations to the Executive Chair of the OCPC on the Board's composition, including the power to suspend any or all of its Members;</p> <p>10. Work with the Board to engage the public in discussion about the Board and its role; and</p> <p>11. Advise the Executive Chair about the need to vary or cancel any Order made in response to changing circumstances and in consultation with the Board.</p>				
R.40.			TL	Completed
R.41.				Completed
R.42.			BOARD	ONGOING
<p><i>Regarding training for new appointees:</i></p>				
R.43.			BOARD	ONGOING

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
responsibility of the Administrator, as well as the ongoing duty of the Chair, to create and execute. R.44. It is recommended that the Province fund the development of the proposed training and assist the OAPSB in updating its current online orientation material, especially if it is to be the standard orientation package.				
R.45. It is recommended that the Province fund the development of the proposed training and assist the OAPSB in updating its current online orientation material, especially if it is to be the standard orientation package.				

Thunder Bay Police Services Board

Memorandum

TO: Members of Thunder Bay Police Services Board

FROM: John S. Hannam, Secretary to the Board

DATE: June 20, 2022

SUBJECT: Monthly Summary of Invoices

Since the May 24, 2022 Regular Session of the Board, the following invoices have been processed for payment:

- Invoice #2022-0081 from KPW Communications Incorporated, dated May 30, 2022, for \$14,003.98, relative to the Expert Panel Project costs (reimbursement).
- Invoice #22 from Mr. J. Hannam, dated June 3, 2022 for \$5,826.56, relative to professional services rendered.
- Invoice #22 from Ms. L. Douglas, dated May 31, 2022, for \$3,381.53, relative to professional services rendered.
- Invoice #2022-001 from Caledonia Properties, dated June 10, 2022, for 26,306.40, relative to the lease renewal for Police Services Board office space at 317 Victoria Avenue, East, Thunder Bay, for the period August 1, 2022 to July 31, 2023.
- Invoice #TBPB22-004.120 from Principles *Integrity*, dated May 4, 2022, for \$1,412.50, relative to services rendered in April, 2022.
- Invoice #TBPB22-005.149 from Principles *Integrity*, dated June 4, 2022, for \$1,130.00, relative to services rendered in May, 2022.

/jsh

Jun 20, 2022

Thunder Bay Police Services Board
317 Victoria Avenue, East - Unit #10,
Thunder Bay, ON P7C 1A4

Dear Chair Oliver,

RE: Support for the 33rd Annual Conference of the Canadian Association of Police Governance

On behalf of the CAPG Board of Directors and the Conference Planning Committee, I am writing to request your support for the 33rd Annual Conference of the Canadian Association of Police Governance (CAPG). The Conference, hosted by the Saskatoon Board of Police Commissioners will take place in Saskatoon from September 9-11, 2022 with a virtual option to accommodate any budget or travel constraints.

"COMMUNITY PARTNERSHIPS & ENGAGEMENT" is the theme of our conference. This year, delegates will be given the opportunity to explore the various ways other police boards and services have collaborated creatively and meaningfully to cultivate safer communities. Our thoughtfully curated program aims to leverage the insights you have given us into police governance, along with that of policing leaders and emerging figures in the field, to give delegates a firm foundation on which to make informed policy decisions that enhance public safety.

The planning committee is asking for your support to help us offset the cost of putting on this first-rate conference. The funds raised in support of our annual conference are used to help minimize the cost for members to attend, offset the substantial expenses associated with delivering an in-person event, and support marketing and outreach activities to communicate with our community. In return, we offer our sponsors recognition on our website and other marketing materials as well as during the event, both at the venue and on our virtual platform. **This is a unique opportunity for the Thunder Bay Police Services Board to showcase its leadership in governance on the national stage.**

Our members have shown a great deal of generosity and commitment throughout the years by contributing varying amounts of funds. There are several exceptional sponsorship opportunities

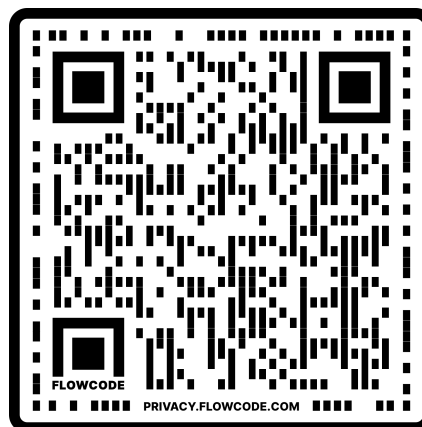
available that have been tailored to a combined virtual and in-person experience that provide a high level of visibility for your organization. You can review our 2022 Prospectus to find a package that fits your organization's budget and preferences.

We are sincerely grateful for any contributions you can make. We commit to making the conference experience unique and rewarding for everyone who attends. I look forward to your positive reply.

Sincerely,



Jennifer Malloy
CAPG Executive Director
Att: [Sponsorship Prospectus](#)



**Scan to download
Sponsorship Prospectus**