



Thunder Bay Police Service

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Report No: 04/21

Chair and Members

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

SUBJECT

OIPRD Systemic Review Recommendations

REPORT SUMMARY

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

RECOMMENDATIONS

OIPRD Report Recommendations:

Recommendations Regarding TBPS Sudden Death and Other Investigations

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

Progress Report on Recommendations 1 to 5:

The Terms of Reference for the Reinvestigations were finalized as of September 2019.

All parties involved in the process have been named and the reinvestigations are underway, now including the investigation into the death of Stacey DeBungee.

Updates will be provided by the Executive Governance Committee.

We are hopeful that some of the parties listed in the Terms of Reference will also make up the external peer-review process for the recommended three (3) year period.

While the reinvestigations are ongoing, the TBPS is taking this opportunity to work with the involved parties to implement other efficiencies.

The TBPS continues to revise how to conduct sudden death reviews and recently implemented an internal streamlined plan of Sudden Death reviews as of February 2020. The plan will continue to be revised to ensure the best possible sudden death review process.

Recommendations Regarding TBPS Investigators and the Criminal Investigations Branch

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

Progress Report on Recommendation 6 & 7:

The TBPS Criminal Investigations Branch has now been expanded. As it currently stands, there are four (4) Detectives and sixteen (16) Detective Constables assigned to Major Case Management, meaning the TBPS has met its goal of twenty (20) dedicated officers. This was done recently with the addition of the final two (2) Detective Constables. However, three (3) of these Detective Constables are currently being utilized for the reinvestigation process and form part of the reinvestigative team as outlined above.

All members will have the necessary major case training upon entering the unit or within six (6) months of being on the unit. All provincial training has been completed for twelve (12) of the twenty (20) officers. While the Service was on track to have all officers trained on the major case management (MCM) courses, the Covid pandemic caused a delay. However, TBPS is hoping to have the remaining eight (8) officers trained by the end of the first quarter in 2021; this will depend on the availability of training at OPC.

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

Further, the TBPS, with the assistance of the Ontario Police College (OPC), is now the first organization to have PowerCase training independent of OPC. Training on PowerCase is now conducted locally by qualified instructors, negating the need to send staff to OPC to receive this training.

The TBPS will also utilize the best practices developed at the conclusion of the reinvestigative process.

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

Progress Report on Recommendation 8:

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

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. This mentorship will allow Uniform Patrol Branch officers to develop their skills and determine if they desire to follow a career path in CIB. All participants will also be offered the entry level "Criminal Investigation Techniques" course upon entering the mentorship program.

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

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

Progress Report on Recommendation 9:

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

The Service now has a Staff Sergeant in charge of Quality Assurance. As part of this role, training manuals are being developed. We anticipate that a training manual, specific to Major Crimes will be developed in the coming months. This update remains the same as June 2020 given that the Quality Assurance Staff Sergeant has been overwhelmed with work as a result of the pandemic.

However, new Detective Constables that have been assigned to CIB are now required to shadow an experienced officer for the purposes of development and training. Once the new Detective

Constable is deemed to have demonstrated the appropriate skills and knowledge they are then able to work independently of the experienced officer with the regular Supervisor oversight.

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

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

Lastly, the TBPS has recently signed an agreement with the Toronto Police Service Homicide Unit to send TBPS officers for a one (1) month period to allow TBPS officers to develop skills and acquire knowledge from the TPS Homicide Unit. This mentoring project was expected to start in November of 2020 however was postponed because of the Covid restrictions.

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

Progress Report on Recommendation 10:

While we are in process of completing this recommendation, it will be an ongoing endeavour – please see above. Again, this may require additional funding in order for it to be successfully implemented given the cost of officers and increased training costs.

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

Progress Report on Recommendation 11:

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

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

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

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

Progress Report on Recommendation 12:

In process – lead investigators and case managers are to ensure, on an ongoing basis, that forensic identification officers are kept apprised during the initial processing of the scene and that they are involved going forward.

A protocol is being worked on in conjunction with the Coroner to ensure open communication and to ensure best practices are utilized in all cases.

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

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

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

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

Progress Report on Recommendation 13:

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

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

The move to OPTIC continues in 2021. The tentative date to be live within OPTIC is the end of the second quarter in 2021. This is a very expansive endeavour which will provide greater connectivity and integration of our investigative files. While TBPS had hoped to become a part of OPTIC in 2020, the Covid pandemic has had an impact on our deployment timeline.

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

Progress Report on Recommendation 14:

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

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

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

The re-investigative process also includes a partnership with NAPS in which we are able to utilize one of their Detective Constables to assist in the re-investigative process. In addition to NAPS, the reinvestigative process also utilizes officers from APS, OPP and Treaty Three.

The above occurs on an ongoing basis.

Recommendations Regarding Other TBPS Operational Areas

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

Progress Report on Recommendation 15:

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

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

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

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

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

Progress Report for Recommendation 16:

The CIT Unit will be evaluated on effectiveness through regular reporting on a quarterly and annual basis. The evaluations will inform recommendations on the goals of the engagement plans, capacity to perform the work and need of more staff to do the engagement work recommended in this report. The Unit has been increased by one (1) civilian member effective December 2020.

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

Progress Report for Recommendation 17:

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

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”.

The Service announced its winners on social media in late 2019. The art will soon be displayed in a chosen location of the building.

Further, the TBPS fully supports and assists in the Tree of Hope project initiated by one of its Constables, Sharlene Bourdeau.

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

Progress Report for Recommendation 18:

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

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

Progress Report for Recommendation 19:

Capital funding has been secured to actualize this project and the TBPS will be announcing the roll out of in-car cameras and body-worn cameras by the end of the first quarter of 2021.

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

Progress Report on Recommendation 20:

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

While TBPS Policy has been amended to include a positive duty on the officers, the TBPS will be introducing a new internal Code of Conduct that will expand on this duty. Such a policy will be developed by March 2021.

Recommendations Regarding Missing Persons Cases

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

Progress Report for Recommendation 21:

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

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

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

Progress Report for Recommendation 22:

The Report was released and has been reviewed by the Service. The Service has recently updated its Missing Persons Policy and continues to review it on an ongoing basis.

The TBPS has been successful in obtaining provincial grant funding in order to advance important work in Human Trafficking and Missing Persons. The TBPS has also established two (2) part-time Human Trafficking positions. These positions are now filled by Detective Constables from the Domestic Violence Unit (DVU). The individuals will work opposite shifts in order to ensure coverage at all times. The Detective Constables will be responsible to communicate regularly with the victims of human trafficking, ensure investigations are complete, work with community groups and boards to educate them on human trafficking and how to recognize the signs.

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

The Missing Person Policy has also undergone another internal review in June of 2020 and changes have been made. The TBPSB is also in the process of a policy review and the TBPS will ensure the appropriate changes are made once the Board's review is complete.

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

Progress Report for Recommendation 23:

The Service will await the release of the Honourable Gloria Epstein's report and incorporate as necessary.

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

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

Progress Report on Recommendations 24 – 26:

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

Recommendations Regarding the Relationship between the Police and Pathologist

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

Progress Report on Recommendation 27:

Not Applicable to TBPS.

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

Progress Report on Recommendation 28:

The Service's Sudden Death Policy has been fully reviewed and revised to incorporate the above. Also, as stated above, training has been completed that addresses the relationship between the investigators and pathologists.

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

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

Progress Report on Recommendation 29:

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

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

Progress Report on Recommendation 30:

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

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

Progress Report on Recommendation 31:

Not Applicable to TBPS.

Recommendations Regarding Racism in TBPS Policing – General

32. TBPS should focus proactively on actions to eliminate systemic racism, including removing systemic barriers and the root causes of racial inequities in the service. TBPS should undertake a

human rights reorganizational change strategy and action plan as recommended by the Ontario Human Rights Commission in October 2016.

Progress Report on Recommendation 32:

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

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

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

The CIT Coordinator will participate in many aspects of this recommendation through the Organizational Change Project – training, recruitment and communication internally and externally. Culturally significant training plans will be presented to the Chief for acceptance early in 2021.

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

Progress Report on Recommendation 33:

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

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

Progress Report on Recommendation 34:

Not Applicable to TBPS.

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

Progress Report on Recommendation 35:

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

As part of the transition from the Aboriginal Liaison Unit to the Community Inclusion Team, the new Civilian Coordinator 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.

Recommendations Regarding Racism in TBPS Policing – Training

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

37. TBPS should ensure the Indigenous cultural competency training recommended in this report is accompanied by initiatives in collaboration with First Nations police services that allow TBPS officers to train or work with First Nations police services and visit remote First Nations to provide outreach.

Progress Report on Recommendation 36 & 37:

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

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

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

In May of 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 customizing the training and selecting a trainer(s) with the capacity to train all Members of the TBPS. CWG members will present a report with recommendations for Phase I training to Chief Hauth in the first quarter of 2021.

This recommendation is ongoing.

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

Progress Report on Recommendation 38:

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

Within the last year, the Chief of Police has added an item to the Regular Session agenda relative to publicly acknowledging Members of the Service. When a Member is identified as having demonstrated an outstanding commitment to volunteering their time within the community, they are publicly presented with a certificate of recognition.

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

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

This recommendation is ongoing.

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

Progress Report on Recommendation 39:

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

Recommendations on Racism in TBPS Policing – Recruitment and Job Promotion

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

Progress Report on Recommendation 40:

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

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

Progress Report on Recommendation 41:

In addition to the Organizational Change Project, the Service has begun to increase the capacity and staff within the Human Resources department. This will allow for there to be a focus on recruitment and diversifying the Service. Currently, the TBPS is reviewing the viability of including officers within the Human Resources department to assist with recruitment and retention initiatives. The entire recruitment process within the TBPS has been redeveloped with a focus on removing systemic barriers disproportionately encountered by Indigenous candidates. Everything from the initial testing to the background check has been modified or is completely new.

Important aspects to note specifically are:

1. Our interview process was examined as part of a Master's thesis project. As a result of this analysis, recommendations stemming from the research were implemented to remove cultural barriers to the

interview scoring process and redevelop the interview questions. This has removed cultural barriers, previously experienced by minority groups, including Indigenous candidates.

2. This complete redevelopment of the recruitment process has also been supplemented with extensive outreach to communities throughout Northwestern Ontario, including several First Nations, as well as throughout Manitoba. These outreach initiatives have built significant relationships with communities, secondary and post-secondary institutions. With the arrival of the pandemic, our recruitment efforts have been put on hold, however they are expected to increase once again in the future.

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

Please see our full report on the 2020 Recruitment Strategy for the Thunder Bay Police Service, presented to the Board in January 2020 and attached to this Report as Appendix A.

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

Progress Report on Recommendation 42:

The Service's promotional policy has undergone additional change effective January 1, 2021 which focuses less on traditional exam results and more on experience and diversity of each individual officer. The first competition, using the new policy, will begin in January 2021.

Recommendations for Implementation of Recommendations

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

Progress Report on Recommendation 43:

This Report represents the Service's second year update.

The next Report will be issued in January 2022, with interim reports being made to the TBPSB and reports to the OIPRD as is necessary.

44. On an annual basis, TBPS should provide the public with reports that provide data on sudden death investigations. These reports can provide data, in a disaggregated Indigenous and non-Indigenous

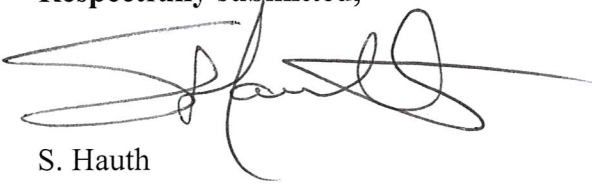
manner, detailing the total number of sudden death investigations with breakdown of investigative outcomes, including homicide, accidental death, suicide, natural death and undetermined.

Progress Report on Recommendation 44:

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 next year's report.

Attachment – Appendix A – 2020 Recruitment Strategy – Thunder Bay Police Service

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'S. Hauth', written over a horizontal line.

S. Hauth
Chief of Police

Prepared by: Ms. H. Walbourne

2020 Recruitment Strategy – Thunder Bay Police Service

Social barriers and systemic issues between the Thunder Bay Police Service and our community have been identified through a review by the Office of the Independent Police Review Director (OIPRD) and are detailed in the 2018 report 'Broken Trust: Indigenous People and the Thunder Bay Police Service.'

Some of these barriers and issues include a crisis of trust between Indigenous people and the TBPS, the perception of racial stereotyping in police investigations and the perception of systemic racism.

This review was initiated in response to complaints made to the OIPRD in regard to the death investigation of an Indigenous male in 2015. From this, it was determined that some of the death investigations were problematic and other interactions devalued Indigenous lives, reflected differential treatment and were based on racist attitudes and stereotypical preconceptions about Indigenous people. This has resulted in a broken trust between the Thunder Bay Police Service and Indigenous people due to cultural biases in relation to Indigenous death investigations and is a reflection of systemic racism at an institutional level. In response to these concerns, a systemic review was conducted and has resulted in 44 recommendations for improving relationships with Indigenous communities.

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

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

In addition to the review into the Thunder Bay Police Service, by the OIPRD, the Thunder Bay Police Services Board (the Board) was similarly investigated for their lack of oversight by the Ontario Civilian Police Commission (OCPC). There were 45 recommendations made by the OCPC which determined that the TBPS is not representative of the community it serves.

OCPC Recommendation 13 states that the Board will direct the Chief to submit, for their approval, a multi-year plan for the diversification of the TBPS, to include:

1. Specific targets for recruitment and a timeline for their achievements;
2. Recruitment strategies that focus on marginalized communities not represented or under-represented in the TBPS;
3. An analysis of existing barriers to recruitment, selection, 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;
8. Formalizing the requirement that the Chief and the Deputy Chief have knowledge and experience with Indigenous peoples, cultures, histories and policing.

It is further recommended, in Recommendation 14, that the Board develop, in conjunction with the Chief, a plan to build partnerships with First Nations, educational facilities and others to encourage Indigenous recruitment into the TBPS. In addition to this, the OCPC has also noted that the Board's relationship with Indigenous groups is far from optimal, and this contributes to the crisis in Indigenous policing in Thunder Bay. While some of the issues shaping that relationship run deep and require remedial action by the Board, a more solid policy foundation through strategic and business planning will greatly assist over the long term.

In response to the recommendations related to recruitment and retention, as set forth by the OIRPD and the OCPC, the TBPS has created a recruitment plan to outline its current initiatives and to identify short, medium and long term recruitment goals that will lead the service towards addressing these recommendations.

Current Initiatives, Short Term Goals and Objectives (6 months - 1 year)

Assessing and Removing Known Barriers to Recruitment and Selection

The current recruitment process was reviewed, existing barriers were identified and a plan was initiated to address OCPC recommendation 13-3 and the OIRPD recommendation 41. The recommendations requested an analysis of existing barriers to recruitment, selection, retention and advancement of under-represented groups, as well to implement measures to address those barriers and that TBPS should, on a priority basis, create and adopt a proactive strategy to increase diversity within the Service with prominence given to Indigenous candidates respectively.

In 2017, the TBPS began an organizational change initiative with the primary purpose being to repair relations with the Indigenous community and respond to calls of systemic discrimination. Diversity and cultural training opportunities were also created, along with a curriculum to deliver the training to the members of the TBPS. The initiative included a Workforce Census to gain a baseline demographic of the workforce.

A survey was provided to members of the TBPS with the opportunity to voluntarily identify their gender, age, and to identify as an Indigenous person or a person of another visible minority. Findings from the survey determined that 53% of members of the TBPS participated and a baseline demographic of the TBPS workforce was identified. Further, it was determined that the TBPS does not reflect the diversity of Thunder Bay and other police services in Ontario on race and gender representation in three areas; civilians that identify as visible minority, civilians and officers that identify as Aboriginal, or female Constables. These gaps identify areas for the TBPS to focus its recruitment efforts toward a diverse workforce for women and staff members of a visible minority.

To activate its commitment to a diverse workforce, the TBPS determined the need to investigate and eliminate existing employment barriers and develop and implement strategies for targeted recruitment to attract the identified, under-represented groups.

After careful analysis of best practices and a thorough review of the TBPS 2017 Workforce Census, the current recruitment model has been redeveloped and has replaced the previously used Constable Selection System. Some of the barriers are discussed below. Further, the pre-application requirement of the Certification of Results from Applicant Testing Services, Inc. has been eliminated effective January 1,

2020, by the Ontario Association of Chiefs of Police which suggests best practices to be used by Ontario Police Services.

Pre-Applicant Testing – New OACP Pre-hiring Certification

The Ontario Association of Chiefs of Police (OACP) has introduced a new Pre-Constable Selection System which provides an online pre-application certificate for Police Applicants in Ontario. This online pre-testing includes a medical examination, a fitness log and a personal assessment that measures the verbal ability of the applicant to identify words, themes and concepts. The testing also measures problem solving and decision making skills and contains a personality-based candidate assessment measure. As with many Ontario services, TBPS has adopted this new pre-application process.

Prior to this new system, TBPS was using the Applicant Testing Services, Inc. (ATS) Certificate of Results (COR) which consisted of a written communications test, an analytical test and a physical test, all of which contained many barriers for applicants. Given the geographical location of Thunder Bay, ATS only visited the city once or twice per year. During other times of the year, applicants were required to travel to various locations in other parts of Ontario to complete the COR. This requirement posed geographical and financial barriers to applicants who were not able to travel, or could not afford to travel. In addition, language barriers to applicants in under-represented groups were noted within the COR's written communication test. That test evaluated English language competencies which have proven difficult for culturally diverse applicants to understand and successfully complete. Further to that, the PREP (physical test) included some exercises designed for male applicants and did not factor in strength and stature differences for women.

New Recruitment Process

To confront the recruitment barriers, which were identified with the previous Constable Selection System, a new and culturally sensitive recruitment process, aimed at reducing systemic barriers and biases for Indigenous Peoples and people from other marginalized groups, has been introduced.

This new process includes phases and consists of the OACP pre-application certificate followed by an in-house physical test (Level 7 Shuttle Run), local focus interview, two psychological tests to measure personality and resiliency, a redeveloped Essential Competency Interview, and a thorough background investigation. The previous COR testing was based on an absolute pass/fail per phase while the new process allows for flexibility. This phased process allows the Recruitment Team to efficiently evaluate candidates in groups and provides an opportunity to condense the process for out of town candidates so they are able to complete the process in one visit. Further, the new process provides flexibility to allow the Recruitment Team to schedule the recruitment phases to suit the availability of the applicants.

The Essential Competency Interview process has been redeveloped and the interview questions have been restructured to ensure cultural appropriateness. The scoring mechanism has also been updated to remove an elimination score, and to allow for flexibility of the Recruitment Team to decide pass or fail based on individual candidate performance. This recognizes cultural communication differences and possible systemic barriers to under-represented groups. The previous Essential Competency Interview had a fail rate of approximately 75% in 2019 which was mainly due to the previous scoring matrix.

The TBPS has hired two additional retired officers to conduct background investigations, and created a newly implemented background investigation process. By having a background investigation team and a consistent process with timeframes, individual biases will be removed and efficiencies will be met.

References are to be done in person and unannounced home visits will be conducted for every candidate where proximity allows, and the use of cell phone technology, (Facetime), where proximity does not allow for in-person communication. Background investigators will also develop further reference checks not previously listed by candidates.

These changes align with the current processes used by other police services in Ontario. By making these changes, TBPS are creating a more inclusive, diverse and competitive job market for Police Constable Candidates.

Recruitment Outreach to First Nations, Northwestern Ontario and Manitoba

Recommendation 41 from the OIPRD report states that TBPS should, on a priority basis, create and adopt a proactive strategy to increase diversity within the service, with prominence given to Indigenous candidates. The OCPC had concluded that the TBPS is not representative of the community it serves and recommended that the Board develop, in conjunction with the Chief, a plan to build partnerships with First Nations, educational facilities and others, to encourage Indigenous recruitment into the TBPS. In addition to this, they have also noted that the Board's relationship with Indigenous groups is far from optimal, and this contributes to the crisis in Indigenous policing in Thunder Bay. It was further recommended that recruitment strategies should focus on marginalized communities not represented or under-represented in the TBPS.

The TBPS identified a shortage of Police Constable Applications in 2018-2019. Of the applications received, many were not meeting an acceptable standard and few were received from outside the general vicinity of Thunder Bay. Further, very few applicants were female or identified as Indigenous or other visible minority. That information identified a need for recruitment outreach beyond Northwestern Ontario, to Western provinces, and to First Nations communities. It became evident that outside of metropolitan Thunder Bay, minimum outreach was exclusive to Ontario only.

Prior to October 2019, the TBPS was not participating in outreach initiatives which focused specifically on recruitment from First Nations. Since then, the TBPS has initiated on-going recruitment outreach to nine (9) surrounding First Nations communities to introduce the police service, share the job opportunities that are available, and provide promotional material to share within these communities. Presentations to community members were provided in some instances and questions were answered in regard to a career in policing.

Working relationships have been developed with First Nations band members and the Recruitment Team will liaise with these members to educate them on the recruitment process so they become champions for the TBPS in their communities. From this, they will be able assist their community members with the application and recruitment process and provide advice to the Recruitment Team in terms of the specific needs of their communities. Further, these new initiatives will support the TBPS in repairing and building relationships with local, regional and national Indigenous communities.

Geographical location is a barrier that could be experienced by candidates from remote First Nations communities. The availability of internet service to apply for police service positions, the ability and cost to travel for the recruitment process, and the cultural transition to a new urban community are all barriers for an Indigenous candidate. Through outreach and community support, the TBPS has developed, and is continuing to develop relationships with leadership in First Nations communities who will assist in coordinating the application and recruitment process for members of their communities.

In October 2019, members of the TBPS Recruitment Team travelled in excess of 3600 kilometres and visited 7 communities in Northwestern Ontario and Manitoba, presenting to over 200 students at various

high schools and colleges, many of which have a high population of Indigenous students. Findings from this outreach indicated that the TBPS and career opportunities offered are not known outside of the immediate area of the City, and there are numerous prospective Indigenous and non-Indigenous candidates within a short distance who were not previously being targeted or engaged.

In January 2020, TBPS returned to Manitoba to attend the University of Manitoba two-day career fair and to present to the Northwest Law Enforcement Academy, Assiniboine College and Brandon University. Upon conclusion of that initiative, the majority of Northwestern Ontario and Manitoba have been canvassed and plans are underway for an outreach trip to Saskatchewan in the spring of 2020. On-going annual recruitment visits to maintain partnerships with the educational institutions and First Nations communities that were visited is key to successful, long-term recruitment outreach.

Increasing workplace diversity will assist in building cultural understanding and acceptance amongst the staff and service. By having a diverse police service, assistance with cultural challenges faced by the Indigenous Peoples in the community can be better provided, repairing and building new relationships with the Indigenous Community can begin, and providing policing that is inclusive and supports cultural appropriateness can be attained. In summary, the TBPS will move towards being more representative of the community that it serves.

Furthermore, these outreach initiatives directly support TBPS initiatives to address the recommendations set forth in the OCPC report and recommendation 41 of the OIRPD Report.

Development and Training of a Recruitment Team for Interviews and Outreach

With the newly implemented recruitment process, effective January 1, 2020, the next step will be to select and train a new Recruitment Team. The Human Resources Unit will canvass staff to express interest and a team of six will be selected based on competencies and inclusivity. In selecting this team, preference will be given to staff who have received Indigenous cultural training and have direct experience with Indigenous Peoples, Indigenous culture, and/or experience in marginalized communities. Selected recruitment personnel will attend Indigenous Cultural Competency Training to ensure that the recruitment initiatives and processes remain culturally appropriate, consistent, and inclusive.

Recruitment Advertising

In continuing the effort toward being more culturally inclusive, TBPS will be translating 'Thunder Bay Police Service' to Ojibway, Cree and Oji-Cree for the logo on recruitment promotional material. New recruitment promotional materials will include positive content and success stories.

The TBPS social media presence will be increased for recruitment content and will include videos, pictures, job postings and other recruitment related events to bring awareness to communities across the province, and Canada, for both sworn and civilian positions within the police service.

Monthly recruitment information nights will be held at TBPS or other venues, in various geographic locations, within the City of Thunder Bay and/or neighbouring municipalities. Those will be an open invitation for interested candidates to attend and speak to the Recruitment Team about career opportunities and recruitment processes.

Proposed Indigenous Cadet Program

In December 2019, the TBPS submitted an application to the Anti-racism Action Program through the Department of Canadian Heritage for funding to support an Indigenous Cadet Program. That program would help to eliminate discrimination and barriers for Indigenous police candidates and provide equitable employment opportunities.

By increasing the complement of Indigenous Officers, the TBPS aims to foster cultural acceptance and awareness within the workforce and community; reduce cultural biases; and work towards positive, trusting relationships between the service and the Indigenous population in Thunder Bay and surrounding areas.

The TBPS would commit to hiring two Indigenous Cadets (when eligible candidates exist) per calendar year on a one year renewable contract. To qualify for hire as cadet, candidates must have post-secondary education (or equivalent) and must successfully complete the recruitment process. The Recruitment Team will have the flexibility to assess the educational equivalency of candidates on an individual basis, considering life experience and other learning opportunities that the candidate has obtained. Cadets are assigned to a patrol unit, in the Uniform Patrol, and stationed at the front desk where they provide front-line support to the public, are taught police duties and assist officers in the execution of those duties. Once trained, cadets have the ability to create calls for service and author general occurrence reports of reported incidents that do not require a police officer to attend immediately.

Upon successful completion of the Cadet Program, the cadet would be sponsored to attend Ontario Police College on a tuition grant. Upon graduation, the candidate would have a guaranteed, permanent position beginning as a fourth class constable with the TBPS.

In support of this proposed Indigenous Cadet Program, partnerships with Nokiiwin Tribal Council, Anishinaabek Employment and Training, the Thunder Bay Multicultural Association, and the Northwestern Ontario Local Immigration Partnership have been solidified. Support requests have also been made to the Fort William First Nation, the Indian Friendship Centre, and Nishnawbe-Aski Nation.

Hiring Indigenous members will foster cultural acceptance and combat racism and discrimination at the local and regional level. Strengthening workplace diversity will assist police specialty units dedicated to outreach and recruitment by being more accepted as there will be a mutual understanding of the histories and cultural differences of all involved parties.

Successful cadet candidates from remote First Nations communities would be required to relocate to Thunder Bay for employment. This program will offset their accommodation costs, as well as their cost of living and support them in transitioning from their traditional community to an urban setting. By partnering with local organizations such as the Nokiiwin Tribal Council and the Thunder Bay Multicultural Association, support to our Indigenous cadets can be provided to help them navigate their new everyday life in an urban environment.

Involvement in the Cadet Program implementation will include approval, promotion and support by First Nations Band Councils, as well as on-going feedback about the process along with the specific needs of their community. This feedback is key to proper evaluation in addressing any concerns or issues and to provide recommendations and support for improvement. Working with local Indigenous support organizations such as the Nokiiwin Tribal Council will also provide an avenue for feedback about the program from these communities, and will provide the TBPS with insight on best practices in terms of outreach, recruitment and relationship building.

The TBPS will be informed by June 2020 if the Indigenous Cadet Program has been approved by the Anti-Racism Action Program for funding.

Medium Term Goals (1 – 2 Years)

Multi-Stakeholder Advisory Group

The OCPC has further recommended the creation of a multi-stakeholder advisory group to support initiatives for retention and recruitment of Indigenous police members. The advisory group will consist of four to six members from key organizations in the community such as the Thunder Bay Multicultural Association and will include selected members of the TBPS Recruitment Team and Senior Command Team. That group will meet at designated times throughout the year to discuss recruitment statistics, address any concerns to recruitment and retention that arise, and determine a course of action to remedy any concerns or issues that are identified. Implementation of the Multi-Stakeholder Advisory Group will require further planning and development with a plan to be in place and operational by 2021.

Applicant Survey Statistics

Further to the Workforce Census of 2017, an Applicant Survey has also been developed with the purpose of measuring recruitment demographics and will be an integral part of evaluating the TBPS success in recruitment outreach and initiatives, as well as the new recruitment process.

Applicants will be requested to complete and submit the Applicant Survey along with their application to the Service. They will be requested to voluntarily self-identify as Indigenous or belonging to another marginalized group, their gender, where they heard about TBPS and job opportunities, and any suggestions they have in regard to the recruitment outreach and initiatives. Further, the number of applications will be tracked and statistics will be kept in the Human Resources Unit. This measure will assist the TBPS in ensuring that the TBPS is representative of the community it serves, and to measure successful recruitment initiatives and outreach. Those statistics will be regularly provided to the Board and Multi-Stakeholder Advisory Group for review of progress and to measure results.

Job Promotion Linked to Demonstrated Indigenous Cultural Competency

Current promotional policies and processes will be carefully reviewed and adjusted to include Indigenous cultural competency when assessing and considering candidates for internal job promotions. The Human Resources Unit and the Recruitment Team will conduct research to determine what other police services in the region utilize in terms of evaluation matrixes or processes, and a recommendation will be made based on the best practices that are identified.

On-going Recruitment Outreach

Efforts in recruitment outreach will continue on an annual basis with the educational institutions that the TBPS has developed relationships with, new outreach opportunities will be identified and plans will be made to increase outreach to new areas and schools. Recruitment statistics will be analyzed and considered when making future outreach plans.

On-going Outreach to First Nations Communities

The TBPS will be visiting local First Nations Communities, where current relationships exist, on an annual basis to provide outreach and presentations to community members. The TBPS also plans to meet with the Nishnawbe-Aski Police Service and Treaty Three Police Service to discuss joint information nights for Indigenous applicants from these communities. Outreach will be expanded further to communities such as, but not limited to Fort Hope First Nation, Pic Mobert First Nation, Attawapiskat First Nation, Bearskin Lake First Nation, Big Grassy First Nation, Deer Lake First Nation, Fort Severn First Nation, Ginoogaming First Nation, Grassy Narrows First Nation, Hornepayne First Nation, Lac des Mille Lacs First Nation, Lac Seul First Nation, Long Lake First Nation, Niisaachewan Anishinaabe Nation, and Pikangikum First Nation.

The TBPS plans to develop working relationships with many First Nations Communities to continue efforts in building and repairing trusting relationships and to bring awareness of the Service and job opportunities, with the ultimate goal of recruiting and retaining employment from these communities.

The Recruitment Team will work closely with the TBPS Aboriginal Liaison Unit in a joint effort for recruitment and outreach to these communities. The Aboriginal Liaison Unit has a unique role in building bridges with the Indigenous community and they are responsible for developing and delivering effective liaison services to promote positive relations between the TBPS and the Indigenous community. Further, this unit assists in the development of strategies to address issues and concerns identified by the Indigenous community.

On-going Review of Recruitment Processes to Ensure Best Practices and Cultural Appropriateness

The TBPS Recruitment Team will participate in the most current training on Indigenous Culture and recruitment best practices to ensure that recruitment processes remain optimal and culturally appropriate. Through open communication between the Recruitment Team, Human Resources and the Senior Command Team, processes will be updated accordingly, and where needed, based on the recommendations of this group.

Additionally, the applicant survey will aid TBPS in implementing necessary changes to the recruitment process. Working relationships with the Aboriginal Liaison Unit will ensure that recruitment processes are remaining culturally appropriate and sensitive and will ensure that all members of the TBPS who are involved with recruitment are providing a consistent message.

The Multi-Stakeholder Advisory Group will also assist the TBPS in identifying any concerns and provide insight and recommendations on improvements to the recruitment process. The Advisory Group will also help to oversee this review.

Ongoing Review and Identification of Recruitment Barriers

Through recruitment evaluation using the Applicant Survey, analysis of recruitment statistics, and consultation with the Multi-Stakeholder Advisory Group and the Aboriginal Liaison Unit, the TBPS will continually assess for recruitment barriers and adjust processes to reduce or eliminate such barriers as they are identified.

Long Term Goals (2+ Years)

Sustain On-going Evaluation of Recruitment Processes and Outreach

Through the use of the Applicant Survey, recruitment statistics, suggestions and recommendations from the Recruitment Team, the Multi-Stakeholder Advisory Group, the Senior Command Team and the Aboriginal Liaison Unit, the TBPS will continually evaluate its recruitment processes, initiatives and efforts to ensure best practices and cultural inclusivity. Regular communication with partnering organizations such as the Thunder Bay Multicultural Association and the Nookiiwin Tribal Council will provide insight of any issues, concerns or suggestions that have arisen from the community.

Diversification of TBPS: Workforce that Accurately Represents the Community

Through successful outreach and a barrier free, culturally appropriate recruitment processes, the TBPS will increase its diversification on an ongoing basis to be representative of the community it serves as identified in the Organizational Change initiative previously discussed. Increase in diversification will also serve to foster a culturally acceptable workplace environment. The on-going assessment of barriers through the Applicant Survey, as well as continuous feedback from partnering organizations and the Indigenous community will ensure that this diversification initiative is attainable, measured and sustained in a long-term capacity and becomes a best practice for the TBPS and also the province.

Comply and Sustain Compliance with Recruitment and Retention Related Recommendations from the OIRPD and OCPC

Through the initiatives identified under short and medium term goals, the TBPS plans to address the recommendations related to recruitment as set forth by the OIRPD and the OCPC by early 2022. Plans to bring the short term goals to fruition are already in place and the next step will be to secure the resources required to implement the medium term goals.

Sustain On-going Training and Development of the Recruitment Team and the Service

The TBPS commits to on-going Indigenous and cultural training as required for its Recruitment Team to ensure that the recruitment processes remain culturally inclusive and appropriate. On-going training will also be provided to all members of the Service to sustain cultural awareness, competency and inclusiveness. That is currently proceeding through the Organizational Change initiative and a curriculum to deliver the training is in development. The curriculum framework describes a professional development program for members of the TBPS and reflects a community-focused service delivery model that activates the principles from the OIRPD report. The framework encompasses diversity and inclusion and forms the foundation for professional development that supports the ongoing work of the organizational change, for equity and inclusion, within the TBPS and its work in the community.