

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

Meeting Date: **Tuesday, January 21, 2020**

Location: **McNaughton Room – City Hall**

Time: **9:00 AM**





THE
THUNDER BAY
POLICE SERVICES
BOARD

THE FIFTH MEETING OF THE
FIFTY-FIRST THUNDER BAY
POLICE SERVICES BOARD

McNaughton Room – City Hall
9:00 a.m.

TUESDAY, JANUARY 21, 2020

REGULAR SESSION

DISCLOSURES OF INTEREST

CONFIRMATION OF AGENDA

RES 1

With respect to the Fifth Regular Session Meeting of the Fifty-First Thunder Bay Police Services Board held on January 21, 2020, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CONFIRMATION OF MINUTES

The Minutes of the Third Regular Session Meeting of the Fifty-First Thunder Bay Police Services Board held on December 17, 2019, to be accepted. **(Pages 1 – 9)**

RES 2

THAT Minutes of the Third Regular Session Meeting of the Fifty-First Thunder Bay Police Services Board held on December 17, 2019, to be accepted.

RECOGNITION

Chair G. Morriseau and Chief S. Hauth to present a Certificate of Appreciation to Constable J. Saunders in recognition of his valuable contributions as a volunteer.
(Page 10)

VICE CHAIR - VACANCY

Chair G. Morriseau to provide an update relative to the above noted.

REPORTS OF THE THUNDER BAY POLICE SERVICES

Front Line Deployment

At the October 15, 2019 Regular Session meeting of the Thunder Bay Police Services Board Mayor B. Mauro provided verbal update with respect to requesting information from the Chief of Police relative to the above noted. Chief S. Hauth and Deputy Chief R. Hughes responded to questions relative to the above noted with respect to officers currently off work, return to work protocols and new position in Human Resources.

At that time a motion was carried recommending that the Chief of Police provide a report on the capacity to redeploy existing compliment of human resources to front line policing and that this report be brought back to the January 2020 Regular Session meeting of the Board.

At this time the update relative to the above noted will be provided to the Board in Closed Session due to the nature of the information being received.

Complaints Summary – Fourth Quarter 2019

Report 03/20 (Police) relative to the above noted, for the Board's information.
(Pages 11 – 13)

Joint Health and Safety Committee – Bi-Annual Report

Report No. 04/20 (Police) relative to providing a brief overview of the activities of the Thunder Bay Police Service Joint Health and Safety Committee between June 2019 to December 2019. **(Pages 14 – 15)**

GENERAL

Thunder Bay Police Association

Representative(s) from the Thunder Bay Police Association to provide Board with information relative to concerns and/or initiatives, as needed.

Chair G. Morriseau to provide a verbal update relative to the above noted.

OCPC Report Recommendations – Update

At the January 15, 2019 Regular Session Meeting of the Thunder Bay Police Services Board, Part V: Summary of Recommendations chart was presented.

The above noted chart will be presented to the Board on an on-going basis and as update are available.

OCPC Report Recommendations – updated chart, for information, was distributed separately on desks at the October 15, 2019 Regular Session Board meeting.
(Pages 16 – 25)

Chair G. Morriseau to provide verbal update relative to the above noted.

OIPRD Recommendations

Report 05/20 (Police) providing a one year update relative to the OIPRD Systemic Review Recommendations. **(Pages 26 – 47)**

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

Thunder Bay Police Recruitment Strategy

At the December 17, 2019 Regular Session meeting of the Thunder Bay Police Services Board, Ms. A. Wilson, Human Resources Specialist and Staff Sergeant G. Snyder provided a PowerPoint presentation relative to the above noted.

Document entitled “2020 Recruitment Strategy – Thunder Bay Police Service”.
(Pages 48 - 56)

Inspector D. Taddeo to provide an update relative to the above noted.

Canadian Association of Police Governance – 2020/2021 Membership

Information relative to membership renewal for the 2020/2021 year. **(Page 57 - 58)**

Discussion to be held relative to the above noted.

RES 3

With respect to the 2020/2021 Membership for the Canadian Association of Police Governance, we recommend that \$1,152.00 be paid to renew the Membership for the 2020/2021 year.

Invoice – Thunder Bay Police Association and Thunder Bay Police Services Board

Chair G. Morriseau to provide a verbal update relative to the above noted.

RES 4

With respect to the invoice relative to lunch expense for the meeting between the Thunder Bay Police Association and the Thunder Bay Police Services Board held on December 17, 2019, we authorize payment of half of the total bill at a cost of \$355.75, as the Association will cover the remaining half;

AND THAT the expense be paid by the Board's budget.

Legal Services for the Thunder Bay Police Services Board – Update

Chair G. Morriseau to provide a verbal update relative to the above noted.

NEW BUSINESS

CONFIRMING BY-LAW

RES 5

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

1. A By-law to confirm the proceedings of a Regular Session Meeting of The Corporation of the City of Thunder Bay, Thunder Bay Police Services Board, this 21st day of January, 2020.

Explanation: To confirm 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: PC01 - 2020

ADJOURNMENT

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

DATE: DECEMBER 17, 2019

TIME: 9:07 A.M.

PLACE: MCNAUGHTON ROOM – CITY HALL

CHAIR: MS. C. REITBERGER/MS. G. MORRISEAU

PRESENT:

Mayor B. Mauro
Councillor K. Oliver
Dr. K. Lansdell
Ms. G. Morriseau
Ms. C. Reitberger
Mr. T. Lockwood,
Administrator of the Board

OFFICIALS:

Ms. K. Power, Secretary - Thunder Bay Police Services Board
Ms. S. Hauth, Chief of Police
Mr. R. Hughes, Deputy Chief of Police
Ms. N. Korcheski, Assistant to the Secretary

DISCLOSURES OF INTEREST

There were no disclosures announced at this time.

CONFIRMATION OF AGENDA

It was the consensus of the Board to add Grant Announcement as an item of New Business.

MOVED BY: Ms. G. Morriseau
SECONDED BY: Mayor B. Mauro

With respect to the Third Regular Session Meeting of the Fifty-First Thunder Bay Police Services Board held on December 17, 2019, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED

Chair C. Reitberger thanked Mr. G. Wight, Police Advisor – Ministry of Community Safety & Correctional Services, for his support and guidance. It was noted that Mr. T. Gervais, Police Advisor, will replace Mr. G. Wight in providing support to the Board from the Ministry.

AFFIRMATION OF OFFICE

Correspondence from the Ministry of Community Safety and Correctional Services dated November 22, 2019, relative to Order in Council No. 1685/2019, appointing Mr. Kyle Lansdell to the Thunder Bay Police Services Board for a three year term effective November 21, 2019.

The Affirmation of Office was read aloud by Mr. Kyle Lansdell, signed and filed.

Ms. C. Reitberger noted that Mr. Lansdell will be required to complete mandatory Governance and Cultural training prior to having a vote on the Board. Mr. T. Lockwood will provide an update at a future meeting on the status of the training.

APPOINTMENT OF CHAIR AND VICE-CHAIR

The Secretary called for nominations from the Members for the appointment of a Chair for the remainder of 2019 and 2020. Both Ms. G. Morriseau and Mayor B. Mauro agreed to let their names stand.

MOVED BY: Ms. C. Reitberger
SECONDED BY: Mr. T. Lockwood

THAT Ms. G. Morriseau be appointed Chair of the Thunder Bay Police Services Board until November 30, 2020, or until such time as a replacement has been appointed.

CARRIED

The Secretary called for nominations from the Members for the appointment of a Vice Chair for the remainder of 2019 and 2020.

No nominations were received.

Ms. G. Morriseau assumed the Chair.

It was noted that discussion will be brought forward relative to Vice Chair at the January 21, 2020 Regular Session meeting.

CONFIRMATION OF MINUTES

The Minutes of the Thirty-Fourth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on November 19, 2019, to be accepted.

MOVED BY: Ms. C. Reitberger
SECONDED BY: Mr. T. Lockwood

THAT Minutes of the Thirty-Fourth Regular Session Meeting of the Fiftieth Thunder Bay Police Services Board held on November 19, 2019, to be accepted.

CARRIED

Notice of Motion to Rescind – Thunder Bay Police Association – Correspondence

At the November 19, 2019 Regular Session meeting of the Thunder Bay Police Services Board a memorandum from Ms. C. Reitberger, Chair – Thunder Bay Police Services Board, dated November 13, 2019, relative to a Notice of Motion to Rescind the resolution with respect to the Thunder Bay Police Association – Correspondence, passed at the October 15, 2019 Regular Session meeting of the Board was presented.

At that time the Chair withdrew the Notice of Motion to Rescind and asked the Board to consider a Notice of Motion to Reconsider with respect to the above noted.

A motion to approve amending the motion to allow for a Notice of Motion to Reconsider rather than Rescind was carried.

Also at the November 19, 2019 Regular Session meeting a motion to suspend the rules and allow for debate at the November 19, 2019 Regular Session meeting was presented and lost.

Discussion was held relative to the above noted.

It was the consensus of the Board to move this item to the end of the Regular Session agenda.

PRESENTATION

Recruitment Strategy – Thunder Bay Police Service

Ms. A. Wilson, Human Resources Specialist and Staff Sergeant R. Snyder provided a PowerPoint presentation and responded to questions relative to the above noted, for the Board's information.

Chief S. Hauth noted that an update relative to the above noted would be provided to the Board in early 2020.

It was the consensus of the Board to change the order of the agenda and move to item relative to Superhero Funding Request.

Superhero Initiative – Funding Request

Correspondence from D/C B. Pilley #765 – Thunder Bay Police Service, received December 9, 2019, requesting a sponsorship in the amount of \$250 for the Superhero initiative.

D/C B. Pilley provided an overview and responded to questions relative to the above noted request.

MOVED BY: Mr. T. Lockwood
SECONDED BY: Councillor K. Oliver

With respect to the request for sponsorship relative to the Superhero initiative as discussed at the December 17, 2019 Regular Session meeting of the Thunder Bay Police Services Board, we recommend that funding in the amount of \$250 be provided;

AND THAT the expense be taken from the Board’s Special Account.

CARRIED

At 10:03 a.m. it was the consensus of the Board to resolve into Closed Session relative to Section 35 4(b) of the *Police Services Act*, RSO 1990. (intimate financial or personal matters or other matters may be disclosed of such a nature, having regard to the circumstances, that the desirability of avoiding their disclosure in the interest of any person affected or in the public interest outweighs the desirability of adhering to the principle that proceedings be open to the public.)

At 11:18 a.m., the Board reverted back into open session.

Mayor B. Mauro left the meeting room.

REPORTS OF THE THUNDER BAY POLICE SERVICES

Unclaimed Funds

Report 01/20 (Police) relative to the above noted.

Chief S. Hauth provided a verbal overview relative to the above noted.

Quarterly New Hires

Report No. 02/20 (Police) relative to providing the names of newly hired full-time members by position with date of hire to December 31, 2019.

Chief S. Hauth provided a verbal overview relative to the above noted.

GENERAL

Thunder Bay Police Association

No members of the Association in attendance.

OCPC Report Recommendations – Update

At the January 15, 2019 Regular Session Meeting of the Thunder Bay Police Services Board, Part V: Summary of Recommendations chart was presented.

The above noted chart will be presented to the Board on an on-going basis and as updates are available.

OCPC Report Recommendations – updated chart, for information, was distributed separately on desks on October 15, 2019.

No update at this time.

Business Planning Session

Memorandum from Mayor B. Mauro, dated November 18, 2019, relative to Business Planning Session was deferred from the November 19, 2019 Regular Session meeting of the Board.

Memorandum relative to the above noted.

Invoice from Ms. A. Gilbeau, dated November 28, 2019, relative to October 11, 2019 facilitated planning session.

Chair C. Reitberger provided a verbal overview and responded to questions relative to the above noted.

Discussion was held relative to the above noted.

MOVED BY: Ms. C. Reitberger
SECONDED BY: Mr. T. Lockwood

With respect to the invoice dated November 28, 2019 from Ms. A. Gilbeau relative to October 11, 2019 facilitated business planning session, we recommend the invoice be paid in the amount of \$2,000.00;

AND THAT this expense be paid from the Board's budget.

CARRIED

It was the consensus of the Board that all matters pertaining to Board expenses, either through the Board's budget or the Board's special account be brought to the Board for discussion and approval.

Ontario Association of Police Services Boards (OAPSB) – 2020 Membership

Information relative to membership renewal for the 2020 year.

Discussion was held relative to the above noted.

MOVED BY: Mr. T. Lockwood
SECONDED BY: Councillor K. Oliver

With respect to the 2020 Membership for the Ontario Association of Police Services Boards, we recommend that \$5,697.18 be paid to renew the Membership for the 2020 year.

CARRIED

2020 OAPSB OPP Governance Summit

Information relative to the 2020 OAPSB OPP Governance Summit being held on January 30, 2020, in Toronto, ON.

MOVED BY: Mr. T. Lockwood
SECONDED BY: Councillor K. Oliver

With respect to the 2020 OAPSB OPP Governance Summit being held on January 30, 2020 in Toronto, ON, we authorize the following members to attend:

1. _____
2. _____
3. _____

Discussion was held relative to the above noted.

It was noted that there was no interest from Members present and if Members were interested in attending they should contact the Chair.

NEW BUSINESS

Grant Announcement

Chief S. Hauth provided an overview and responded to questions relative to the above noted with respect to Provincial Local Priorities Grant Funding including funding for projects that address Human Trafficking. It was also noted that funding relative to projects that address Guns and Gangs is still pending.

Notice of Motion to Rescind – Thunder Bay Police Association – Correspondence

This item was deferred earlier in the agenda to the end of the agenda.

Discussion was held relative to Notice of Motion to Reconsider with respect to the above noted.

MOVED BY: Mr. T. Lockwood
SECONDED BY: Ms. C. Reitberger

With respect to attendance from the Thunder Bay Police Association at the Thunder Bay Police Services Board meetings, as discussed at the October 15, 2019 Regular Session meeting of the Board, we recommend that the decision to send correspondence to the Association from the Board Chair on behalf of the Board be reconsidered;

AND THAT the Board not proceed with sending correspondence to the Thunder Bay Police Association.

CARRIED

BY-LAWS

MOVED BY: Mr. T. Lockwood
SECONDED BY: Councillor K. Oliver

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Chair and Secretary, sealed and numbered:

1. A By-law to appoint an Acting Secretary to the Board.

Explanation: The purpose of this By-law is to appoint Ms. Dana Earle, Acting Secretary.

BY-LAW NUMBER PC33-2019

CARRIED

MOVED BY: Mr. T. Lockwood
SECONDED BY: Councillor K. Oliver

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Chair and Secretary, sealed and numbered:

2. A By-law to appoint an Acting Secretary to the Board.

Explanation: The purpose of this By-law is to appoint Ms. Nyomie Korcheski, Acting Secretary.

BY-LAW NUMBER PC35-2019

CARRIED

CONFIRMING BY-LAW

MOVED BY: Mr. T. Lockwood
SECONDED BY: Councillor K. Oliver

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

1. A By-law to confirm the proceedings of a Regular Session Meeting of The Corporation of the City of Thunder Bay, Thunder Bay Police Services Board, this 17th day of December, 2019.

Explanation: To confirm 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: PC37 – 2019

CARRIED

Chair G. Morriseau and Mr. T. Lockwood, Administrator of the Board, thanked past Chair C. Reitberger for her overall dedication and service to the Board as Chair.

ADJOURNMENT

The meeting adjourned at 11:40 a.m.

Chair

Secretary

Chief of Police Sylvie Hauth and Ms. Georjann Morriseau, Board Chair, to present a Certificate of Appreciation to Constable Jeffrey Saunders in recognition of his valuable contributions as a Volunteer.

It has become apparent that Constable Saunders has a true passion for Special Olympics. Over the past few years, he has demonstrated genuine dedication to the Law Enforcement Torch Run (LETR). His attendance at the 2013 Summer Games in York Region made a significant impression on him, and since that time, he has been extremely inspired by the hard work and commitment of all the athletes and volunteers. In 2014, the LETR presented him with an award for the 5th highest percentage of funds raised by a Police Service in Ontario in the previous year. Then, in 2016, Constable Saunders was the recipient of the very prestigious “**Rising Flame Award**”. Deserving individuals are nominated for this award, and its purpose is to recognize an individual who shows exceptional promise of leadership and continued contribution to the Ontario Law Enforcement Torch Run.

Constable Saunders has supported and participated in many fundraising events in our community, generously donating his gift of time. His strong work ethic, combined with his easy-going and caring personality, make him a perfect fit for his involvement with this amazing and worthwhile charity. His enthusiasm and positive outlook are infectious. His contributions truly enhance the programs that are run locally, and we are all very fortunate to benefit from his skillset and attributes.

These are a few examples of the volunteer opportunities he has participated in:

- Polar Plunge (Since 2011);
- Mall Tolls;
- Boston Pizza Police Serving You;
- Conquer the Fort Mud Run For the Past 4 Years;
- Helped to Spearhead the “Yellow Card” Campaign in the Community;
- Annual Parade of Lights - Assists with decorating of Police Float, and also does traffic control for the Parade. Money raised goes partly to Special Olympics;
- Participant In Several Torch Runs.

Constable Saunders is always eager to take on any assignment without hesitation, and can be counted on to get the job done. He has been a proud member of the Thunder Bay Police Service for the past 18 years and represents our Service well. He has made a significant and valuable contribution to the various fundraising events and charities that benefit from his efforts. His sincere commitment to volunteering is commended.



Thunder Bay Police Service

SYLVIE HAUTH, CHIEF OF POLICE

1200 Balmoral Street, Thunder Bay, ON P7B 5Z5

Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: January 14, 2020

Date of Meeting: January 21, 2020

Report No: 03/20

Chair and Members

Thunder Bay Police Services Board

500 E. Donald Street

Thunder Bay, ON

P7E 5V3

SUBJECT

The Independent Police Review Act, 2007, established the Office of the Independent Police Review Director (OIPRD) and delegates' responsibility for the oversight and governance of public complaints concerning Ontario's Police Services to the OIPRD.

The Police Services Act establishes a partnership between the Thunder Bay Police Service, the Police Services Board, members of the public, and the OIPRD to investigate and resolve public complaints.

The Professional Standards Branch of the Thunder Bay Police Service investigates public complaints assigned by the OIPRD, under Part V of the Police Services Act, with respect to:

- Officer conduct complaints
- Complaints about the service and policies of the Thunder Bay Police Service

At the conclusion of the investigation, the Office of the Chief of Police will adjudicate the complaint. A substantiated officer conduct complaint may be dealt with by informal resolution or a Police Services Act Hearing. A substantiated service or policy complaint requires the Chief of Police to report to the complainant, the Police Services Board and the OIPRD, on the resolution of the complaint. An unsubstantiated Officer Conduct or Policy/Service complaint requires that no further action be commenced.

All steps in the public complaint process are subject to review by the OIPRD.

REPORT SUMMARY

Summary of Fourth Quarter Complaints 2019

Local Inquiries.....	0
Customer Service Resolution Requests Received.....	1
Not Accepted.....	2
Accepted—OIPRD investigate.....	0
Accepted—TBPS investigate.....	4
Accepted—OPP investigate.....	0
Total.....	7

Complaint Type

Service Complaints.....	0
Conduct Complaints.....	7

2016-2017 Complaints Disposed of in the Fourth Quarter 2019

Withdrawal.....	0
Unsubstantiated.....	0
Substantiated	
Informal Discipline.....	0
PSA Hearing.....	0
Total.....	0

Outstanding 2016-2017 Complaints.....2
(OIPRD has the outstanding 2016-2017 complaints)

2018 Complaints Disposed of in the Fourth Quarter 2019

Withdrawal.....	0
Unsubstantiated.....	2
CSR.....	0
Informal Resolution.....	0
Informal Resolution Mediation.....	0
Substantiated	
Informal Discipline.....	0
PSA Hearing.....	0
Total.....	2
Outstanding 2018 Complaints.....	0

2019 Complaints Disposed of in the Fourth Quarter 2019

Withdrawal	0
Unsubstantiated	1
CSR.....	0
Rescreened officer retirement.....	1
Informal Resolution.....	4
Substantiated	
Informal Discipline.....	0
PSA Hearing.....	0
Total.....	6

Outstanding 2019 Complaints.....3

COMMENTS

N/A

RECOMMENDATIONS

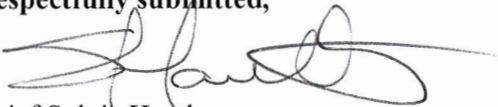
For Information Only

Prepared by,



Sergeant J. Tilbury,
Professional Standards

Respectfully submitted,



Chief Sylvie Hauth
MAC, CMM III Police Executive



Thunder Bay Police Service

SYLVIE HAUTH, CHIEF OF POLICE

1200 Balmoral Street, Thunder Bay, ON P7B 5Z5

Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: January 14, 2020

Date of Meeting: January 21, 2020

Report No: 04/20

Chair and Members

Thunder Bay Police Services Board

500 E. Donald Street

Thunder Bay, ON P7E 5V3

SUBJECT

Thunder Bay Police Service Joint Health & Safety Committee Bi-Annual Report.

REPORT SUMMARY

This is a brief overview of the activities of the Thunder Bay Police Service Joint Health and Safety Committee between June 2019 to December 2019.

BACKGROUND

Committee Highlights:

In total there were 29 Reports of Injuries submitted; 2 of which were re-occurring injuries

Worksite inspections continued to be conducted by the committee.

The Committee conducted a workplace violence/environmental assessment utilizing a Public Services Health and Safety Association tool kit. The findings from that assessment will be discussed with the Thunder Bay Police Service Training and Professional Standards Units in January 2020.

COMMENTS

For information of the Board.

RECOMMENDATIONS

Next Joint Health and Safety Committee report to the Board expected in July 2020.

Prepared by,



Mr. C. Adams, Management Co-Chair TBPS
Joint Health & Safety Committee

Respectfully submitted,



Chief Sylvie Hauth
MAC, CMM III Police Executive

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

PART V: Summary of Recommendations

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

RECOMMENDATION #	TIME LINE	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.	S			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.	S		TL & CR	An RFP is in development as a first step – aiming to fill positions by December 2019.
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.	S		CR & SH	DONE – WILL CONTINUE YEARLY
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, 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 5. The duty to brief the Board on serious incidents that can affect the community, either past or anticipated.	M		AG	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.
R.5. It is recommended that the Board establish a Governance Committee to review and propose revisions where necessary to all existing policies, including its Missing Person Policy, and to oversee the development and regular maintenance of Board policies.	M		BD	The Governance Committee establishment is on the September 2019 agenda. Deferred

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AG=Andy Graham
BD=Board Members

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.	M		AG	Chair is working with Solicitor General's Office and Policy Advisor Mr. Wight and Member Morriveau to complete this recommendation.
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.	M		BD	
R.8.	It is recommended that the Board develop and adopt an anti-racism strategy and policy for itself and the TBPS.	M			
R.9.	It is recommended that all Board policies be publicly and easily accessible.	M		BD	Working towards including policies on the Board's website.
R.10.	It is recommended that the Governance Committee post all draft policies on the Board's website for public review.	M		GC	
Regarding Board Planning:					
R.11.	It is recommended that the Board develop a Policy on Business Planning.	M		AG	
R.12.	It is recommended that the Board develop a Policy on Trend Analysis, Critical Points and Risk Management.	M		AG	
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: 1. Specific targets for recruitment and a timeline for their achievement; 1. Recruitment strategies that focus on marginalized communities not represented or under-represented in the TBPS; 2. An analysis of existing barriers to recruitment, selection, retention and advancement of under-represented groups, and measures to address those barriers; 3. Creation of a multi-stakeholder advisory group to support initiatives for retention and recruitment; 4. A plan for the training and support of existing and newly recruited staff to explain and promote the value of a representative service; 5. A development and promotion plan for current Service members from First Nations and other under-represented groups; 6. A monitoring and reporting system that enables the Board to receive accurate and timely reviews of progress to measure results; and	S		SH & CR	NOTE: A NEW HR SPECIALIST IS STARTING IN JUNE – RECRUITMENT IS NEXT GOAL FOR ORGANIZATIONAL CHANGE COMMITTEE Presentation at October Board meeting relative to Aboriginal Liaison Unit changes HR for TBPS is working on recruitment and retention strategies Chair met with Chief and Deputy – awaiting multi-year plan.

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AG=Andy Graham
BD=Board Members

7. Formalizing the requirement that the Chief and the Deputy Chief have knowledge or experience with Indigenous peoples, cultures, histories, and policing.				Board work on adding this to the job descriptions of the Chief and Deputy Chief of Police
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.	M/L		BD & SH	
Regarding Oversight of the Chief and Deputy Chief				
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.	M		AG	See R. 4.
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.	M		AG	
Regarding Communication and Transparency:				
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:				Website has been live since May 21/19 Board meeting. We are working on adding content.

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BD=Board Members

<ol style="list-style-type: none"> 1. Creation of its own website, with a separate look and feel from the Police Service; 2. Use of social media tools embedded in the site to encourage input; 3. Posting of meaningful information on police activities such as budget, performance reports, etc.; and 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>S M</p>		<p>BD AG</p>	
<p>R.18. It is recommended that the Board develop and publish online an annual outreach and consultation plan, identifying:</p> <ol style="list-style-type: none"> 1. Groups that it plans to consult on specific issues or general matters; 2. First Nations affected by population flow between them and Thunder Bay; and 3. Indigenous organizations with actual or potential linkages to TBPS programs, services, and operations. 	<p>L</p>		<p>BD</p>	<p>ON-GOING</p>
<p>R.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> <ol style="list-style-type: none"> 1. Commitment to open meetings, accessible to the community, with formal notice of the rationale for any closed or in-camera sessions or meetings; 2. Meetings held in non-police service facilities, with minimum security barriers or clearances necessary to gain access; 3. Publication of meeting notices, meeting agendas, supporting material, and minutes with sufficient detail to clarify the proceedings; 4. Online publication of Board policies, with opportunities for community members to provide input on policies under development; 5. Producing and posting video coverage of all public meetings; and 6. Any other measures consistent with the principle of openness and transparency. 	<p>S S S M M M</p>			<ol style="list-style-type: none"> 1. IN PROGRESS 2. DONE 3. IN PROGRESS 4. 5. 6.
<p>Regarding Relationships with Indigenous Groups:</p>				
<p>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.</p>			<p>BD</p>	<p>ON-GOING</p>

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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.	M		AG	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.
R.22. It is recommended that the Board establish formal agreements with First Nations governance bodies to share information and raise cultural awareness.	L		BD	
R.23. It is recommended that Board direct the TBPS to develop formal Terms of Reference for the Aboriginal Liaison Unit.	S		BD	Following report of the Organizational Change Committee in October
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; 3. Relevant legislation, especially the governance provisions of the <i>Police Services Act</i> ; 4. Strategic (Business) Plan for the Service: process and content; 5. Overview of current budget, and of the budgeting process; 6. Board policies and procedures; 7. Roles, powers, authorities, limitations and expectations of a Board member; 8. Review of current issues; 9. Review of confidential issues; 10. Communication protocols; and 11. Meeting schedule, planning, agendas, minutes, and protocols. 2. Overview of the Police Service by the Chief of Police: 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.	S		BD & OAPSB	
R.25. It is recommended that newly appointed Board members not be able to vote until they have completed this training.				DONE

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R.26.	It is recommended that the TBPSB undertake on-going series of cultural awareness training sessions in which it invites various parts of the community to help it better understand their issues with respect to public safety.	S/M/L		BD	ONE SESSION COMPLETE
R.27.	It is recommended that TBPSB use the training and development resources available from the Canadian Association of Police Governance and Ontario Association of Police Service Boards.				DONE
Regarding Support to Police Boards from the MCSCS:					
R.28.	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; 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.	S		MCSCS	The Board is presently reaching out to the Ministry to encourage them to move forward with their responsibilities.
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.	S		MCSCS	The Board is presently reaching out to the Ministry to encourage them to move forward with their responsibilities.
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.	S		MCSCS	The Board is presently reaching out to the Ministry to encourage them to move forward with their responsibilities.
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.	S		MCSCS	The Board is presently reaching out to the Ministry to encourage them to move forward with their responsibilities.

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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.	S		MCSCS	
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.	S		MCSCS	COMPLETE
Regarding the Appointment of an Administrator					
R.34.	It is recommended that the OCPC 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.				DONE
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.				DONE
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.				DONE

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R.37. It is recommended that the appointment be for a period of one year, with the OCPC reserving to itself the power to extend the term, if necessary.				DONE
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.	N/A			
<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. 	OG		TL	<ol style="list-style-type: none"> 1. DONE 2. DONE 3. IN PROGRESS 4. IN PROGRESS

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<p>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 <i>inter alia</i>: 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> <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>				
<p>R.40. It is recommended that the Administrator be given full power and authority to perform any or all of the responsibilities set out under section 31(1) of the PSA, as described earlier in this Report.</p>			TL	DONE
<p>R.41. It is recommended that the City of Thunder Bay not reappoint any of the current members upon expiry of their terms. Should the City of Thunder Bay chose to ignore, or refrain from accepting this recommendation, it is recommended that OCPC use the powers given to it by Section 25 of the PSA. I sincerely hope that this will not be necessary.</p>				DONE
<p>R.42. It is recommended that for the appointment of any future Board member attention be paid to the range of attributes, characteristics and competencies outlined by the Winnipeg Police Board as desirable for effectively contribution to its Board.</p>			BD	ON-GOING Winnipeg Police Board competencies have been shared with the Board and City Council.

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Regarding training for new appointees:					
R.43.	new Board members appointed to replace the outgoing board members be required to complete the On-Boarding and Orientation portion of the proposed strategy which will be the initial responsibility of the Administrator, as well as the ongoing duty of the Chair, to create and execute.			BD	ON-GOING Appointment expected in late September
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.			Province	
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 Service

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Date of Report: January 13, 2020
Date of Meeting: January 21, 2020
Report No: 05/20

Chair and Members
Thunder Bay Police Services Board
500 E. Donald Street
Thunder Bay, ON
P7E 5V3

SUBJECT

OIPRD Systemic Review Recommendations

REPORT SUMMARY

At the January 2019 Board Meeting, the Board was advised that the Thunder Bay Police Service would provide a more comprehensive, fulsome report in June 2019, followed by yearly updates for the following three (3) years. The following is the one year 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. The Terms of Reference are attached.

All parties involved in the process have been named and the reinvestigations are underway. Updates will be provided by the Executive Governance Committee.

We are hopeful that some of 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 such as with document exchange with the Coroner's Office.

The TBPS will also be implementing a new internal streamlined plan of Sudden Death reviews in February 2020.

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. The Criminal Investigations Branch will shortly have twenty (20) members dedicated to Major Crime investigations. There will be four (4) units comprised of one (1) Sergeant and four (4) detective constables. This has not yet been fully realized as a result of four (4) detective constables being utilized for the re-investigations.

All members will have the necessary major case training upon entering the unit or within six (6) months of being on the unit. All Major Case Command Triangle officers will have the required major case management (MCM) courses before the conclusion of 2020. The Criminal Investigations Branch has also implemented a mentoring plan which occurs in

three (3) month intervals, ensuring the newer officers are paired with experienced officers.

Further, at the end of March 2020, the TBPS will have a member certified to train other staff in PowerCase, which is something we have not had before. Prior to this, we were required to send members to the Ontario Police College, making it difficult to send multiple people as a result of the costs.

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. Unfortunately, this has been difficult to achieve as a result of needing more officers assigned to the Uniform Patrol Branch. As stated above, the Service will begin to utilize the secondment program once our recruits return from Ontario Police College and other experienced officers are hired.

However, to realistically allow for proper training and appropriate projections, additional officers may be needed in the Uniform Patrol Branch, impacting future budgets.

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 crime.

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 Crime's will be developed in the coming months.

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.

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.

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.

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.

The move to OPTIC continues in 2020. We are scheduled to upgrade our systems to OPTIC by the end of April 2020. The full conversion to the OPTIC Niche RMS will follow. There will be training and operational reviews involving all our Branches to ensure a smooth transition.

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

Progress Report on Recommendation 14:

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 drug enforcement and gun 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.

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 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. Operational changes continue to occur.

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 Service's goal is to increase the number of officers in the Aboriginal Liaison Unit, however our current budget does not allow for this. In the 2019 budget, the Chief asked for one civilian position to be added to the ALU.

However, the Service is looking at integrating ALU in other areas of the Service to ensure widespread change occurs, namely in recruitment and training initiatives.

There is no larger update at this time as this has been an ongoing project but we expect that an update will come throughout the year.

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.

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:

Names tags will be implemented within the first quarter of 2020 once the budget is approved.

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

Progress Report for Recommendation 19:

In the late spring of 2019, the Thunder Bay Police Service (TBPS) concluded a comprehensive pilot project of body worn camera and in-car cameras and their respective integration with a cloud-based digital evidence management system (DEMS). The DEMS was an essential component of this pilot project as evidence gleaned from the two camera systems had to be seamlessly uploaded and then shared with the Crown Attorney and Provincial Offences Act prosecutors.

At the conclusion of the pilot project, members of the management team began a comprehensive review of data and other factors in an effort to evaluate the success of the project. This evaluation considered factors such as the value of evidence gained, time spent by officers processing evidence, time spent by support staff processing evidence, freedom of information requests, impact on prosecutions, impact on complaints, and overall impact on transparency and accountability. The results of the pilot project and recommendation to proceed with a full deployment of in-car cameras, body worn cameras, and a digital evidence management system was presented to the Thunder Bay Police Services Board.

Subsequent to this, the TBPS through public procurement assisted by the City of Thunder Bay published a "Request for Information" in an effort to gain information from vendors on suitable products and solutions to move forward. Once that information was received, it was examined and assessed in order to prepare a "Request for Proposals" (RFP) document. At the same time however, other Ontario police services were engaged similarly; most notably York Regional Police who were completing an RFP for in-car cameras and integrated DEMS. While the TBPS was examining the potential to use the York Regional Police RFP and vendor agreement instead of proceeding to an RFP, it was learned that the Toronto Police Service would be announcing a successful vendor for a body-worn camera deployment integrated with a DEMS.

This latter announcement was supposed to have occurred in the last quarter of 2019 however it has been delayed until the early first quarter of 2020. It is anticipated that the TBPS will be able to use the process utilized by the Toronto Police Service as well as York Regional Police to decide on a successful vendor for a full deployment of body worn cameras, in-car cameras, and a DEMS by the late 2nd quarter of 2020. A full actual front-line deployment will occur shortly thereafter.

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."

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.

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 also established two part-time Human Trafficking positions. These positions will be filled by detective constables from the domestic violence unit. The individuals will work opposite shifts in order to ensure coverage at all times. The detective constables will be responsible to communicate regularly with the victims of human trafficking, ensure investigations are complete, work with community groups / boards to educate them on human trafficking and how to recognize the signs.

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

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.

The Service is also in the process of developing further training regarding the investigative framework. It is anticipated that a final version of such training will be

actualized once the re-investigations are complete as valuable lessons and information may come to light through that process.

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.

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.

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.

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:

In Process.

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

Progress Report on Recommendation 31:

Not Applicable.

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.

Since February 2017, the Service has begun its Organizational Change Project, with the help of consultant Dr. Leisa Desmoulins of Lakehead University, Department of Aboriginal Education.

The Change Project includes four (4) areas of change. Those areas are: Aboriginal Liaison Unit, Recruitment, Communication and Training. The roll out of these initiatives will overlap but will begin with the Aboriginal Liaison Unit. This was approved by the Police Services Board in October of 2017.

In December 2017 the Service asked its employees to complete an internal survey that will serve as the baseline for the project as to the composition and make up of our organization. The survey was open for completion until January 5, 2018.

Between January 8th and 22nd, 2018, the Service put out 2 advertisements, internal and external, to have members join the working group to assist in implementing the organizational changes. There are three (3) community members and four (4) service members sitting on the working group.

The first meeting was held in April 2018 and the first area of change is the Aboriginal Liaison Unit.

Since this time, the Organizational Change Committee has identified areas of change and presented to the Police Services Board in the latter part of 2019.

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.

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 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.

It is hoped that a new Committee will be established by May of 2020.

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:

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, the Chief, alongside Dr. Leisa Desmoulins, 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.

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 many community events and ensures she is out in the community in support of as many events as possible. Other members of our leadership team volunteer for various organizations such as Special Olympics and the Youth Corps.

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

Additionally, with a new leadership team, a greater emphasis is being placed on attending events, especially those that the officer's volunteer at, to show support and encourage more community involvement.

This recommendation will be 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:

Currently, the Service uses the following tests in its recruitment process:

The Employee Screening Questionnaire version 2 (ESQ2) is a personality-based selection measure designed to provide employers with an efficient and effective method for identifying superior job candidates. The ESQ2 measures employees' propensity to engage in both positive, as well as counterproductive work behaviors. The development of the ESQ2 was guided by a recognition that organizations seek to hire employees who are both committed and productive, and who abstain from undesirable behaviors such as theft and tardiness.

This test relates directly to policing as the position requires a high level of professionalism, integrity, and the ability to conduct oneself in a manner which represents the police service and the public. The ESQ2 provides sufficient data to the police recruiters to correlate an applicant's positive and negative work behaviours with their past experience. By providing reliable data to police recruiters/background

investigators/police psychologists, it helps validate the decisions made and identifies potential areas of concern.

MMPI 2RF: The Minnesota Multiphasic Personality Inventory-2 Restructured Form (MMPI-2-RF), is a 338-item self-report measure linked conceptually and empirically to modern theories and models of psychopathology and personality. Tests will be submitted to psychologist for assessment. If there are concerns with the test, psychological interview will be recommended.

Connor-Davidson Resiliency Scale: analyses risk factors and the predisposition for the development of PTSD and other forms of anxiety.

However, it is important to note that the TBPS Human Resources Department is in the process of modernizing its recruitment process and changes will occur within the year. A separate report will be presented to the Board in January 2020.

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.

As a starting point, the Service has already conducted a base line survey as part of its Organizational Change Committee which is discussed at Recommendation 32.

This Recommendation will advance in conjunction with the recommendations found in the OCPC Report (recommendations 13 and 14) that call on the Chief of Police to present a multi-year recruitment strategy to the Board. Such a report will be presented to the Board in January 2020, but below are the following relevant excerpts:

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 the OCPC recommendation 13-3 and the OIPRD recommendation 41. These 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 this training to the members of the TBPS. This 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 this survey determined that 53% of members of the TBPS participated and a baseline demographic of the TBPS's 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: 1. civilians that identify as visible minority; 2. civilians and officers that identify as Aboriginal; and 3. 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's 2017 Workforce Census, the current recruitment model has been redeveloped and has replaced the previously used Constable Selection System. Some of these 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.

New Recruitment Process

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.

Recruitment Outreach to First Nations, Northwestern Ontario and Manitoba

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 this trip, 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.

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.

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

Progress Report on Recommendation 42:

The Service's promotional policy was changed, effective January 2, 2020 which focuses less on traditional exam results and more on experience and diversity of each individual officer. The first competition, using the new policy, is underway.

The TBPS Human Resources department will continue to research the best way to assess and link Indigenous cultural competency to job promotion and the promotional process will be amended as needed.

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 one (1) year update.

The next Report will be issued in December 2020, marking the second yearly update.

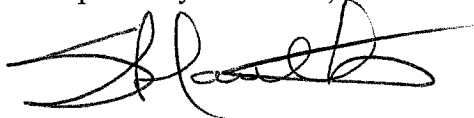
The Service will also stay in contact with the OIPRD and the Board to provide them with updates as requested.

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 will identify the data more clearly in line with the above noted guidelines in next year's report.

Respectfully submitted,



Chief Sylvie Hauth
MAC, CMM III Police Executive

**REINVESTIGATIONS OF DEATHS IN THUNDER BAY
AS
RECOMMENDED IN BROKEN TRUST-THE REPORT OF THE OFFICE
OF THE INDEPENDENT POLICE REVIEW DIRECTOR**

Terms of Reference

PURPOSE

The Office of the Independent Police Review Director (OIPRD) recent report into investigations of deaths of First Nation people in Thunder Bay, "Broken Trust", identified systemic failings of death investigations. It recommended that nine of the cases that were reviewed be reinvestigated:

1. Christine GLIDDY (identified as A.B. in Broken Trust)
2. Shania BOB (identified as C.D. in Broken Trust)
3. Marie SPENCE (identified as E.F. in Broken Trust)
4. Aaron LOON (identified as G.H. in Broken Trust)
5. Sarah MOONIAS (identified as I.J. in Broken Trust)
6. Jethro ANDERSON (identified as M.N. in Broken Trust)
7. Curran STRANG (identified as O.P. in Broken Trust)
8. Kyle MORRISSEAU (identified as Q.R. in Broken Trust)
9. Jordan WABASSE (identified as S.T. in Broken Trust)

In response, the Thunder Bay Police Service, the Office of the Chief Coroner and the Ontario Forensic Pathology Service prepared an independent, multi-disciplinary and multi-agency team approach that would use basic principles to reinvestigate these cases.

The goals of these enhanced investigations include:

- Truth-seeking and transparency
- Supporting the administration of justice
- Development of the Thunder Bay Police Service investigation team through application of best practices
- Enhancing professional collaboration among the partner agencies
- Community confidence in outcome/results of reinvestigations
- Restoring the confidence of the public and the affected communities and families

REINVESTIGATION STRUCTURE AND ROLES

A three-tiered oversight framework to manage and conduct the reinvestigations.

- **Executive Governance Committee:**
 - Nishnawbe Aski Nation Grand Chief Alvin Fiddler
 - Honourable Justice Stephen T. Goudge
 - Dr. Dirk Huyer, Chief Coroner for Ontario
 - Dr. Michael Pollanen, Chief Forensic Pathologist for Ontario
 - Chief Sylvie Hauth, Chief of Thunder Bay Police Service
 - Ms. Helen Cromarty, First Nation Elder

- **Investigative Resource Committee:**
 - Dr. Kona Williams, Forensic Pathologist, Sudbury Forensic Pathology Unit
 - Dr. Barry McLellan, Investigating Coroner
 - Kimberly Murray, Assistant Deputy Attorney General, Indigenous Justice Division, Ministry of the Attorney General
 - Susan Orlando, Crown Attorney, Ministry of the Attorney General
 - Other expertise as required such as toxicologist, forensic identification officer, representatives to support families, etc.

- **Blended Investigative Team:**
 - Detective Superintendent Ken Leppert (retired OPP) - LEAD
 - Nishnawbe Aski Police Service (NAPS) Detective Constable
 - Thunder Bay Police Service (TBPS) Detective Constables (5)

ROLES

Executive Governance Committee

- Oversee the re-investigations
- Develop and approve the reinvestigation framework, procedures and terms of reference
- Track progress against key milestones
- Meet as required to complete necessary tasks
- Approve all completed reinvestigations
- Make public the reinvestigation findings as appropriate
- Brief senior officials and key stakeholders
- Make recommendations for future investigations as appropriate

Investigative Resource Committee

- Act as expert resources for the Blended Investigative Team
 - Sub-committees with particular expertise may be struck to respond to specific questions
- Provide support to Blended Investigative Team regarding:

- Ensuring all existing information is obtained
- Ensuring culturally safe trauma focused support is available to family members
- Meet at the discretion of the Blended Investigative Team, but no less than once every two months

Blended Investigative Team

- Conduct police reinvestigations
 - Gather all existing information regarding each of the nine cases:
 - coroner investigations
 - inquest briefs
 - police reports/files
 - Utilize Major Case Management principles to support the reinvestigations
- Each case to be investigated by the external police service appointee, plus one or more investigators from TBPS and NAPS
- Communicate with the affected communities and families
- Ensure support for families affected by the reinvestigation of the deaths (culturally safe trauma focused support)
- Report to the Investigative Resource Committee and Executive Governance Committee
- Share with the Executive Governance Committee additional cases identified during the reinvestigation work that, in the view of the team lead, would warrant further investigation

CRITICAL PATH

A one-year timeframe for the reinvestigations:

- **June 18, 2019**, obtain approval from the Thunder Bay Police Service Board
 - Announcement of the reinvestigation structure, framework and timelines
- **September to December 2019**, commence reinvestigation
 - September and December 2019, Blended Investigative Team meet with Investigative Resource Committee for update
- **January 2020**, all levels of reinvestigation teams meet with Executive Governance Committee for update
 - Update to be made public as appropriate
- **March and May 2020**, Blended Investigative Team meet with Investigative Resource Committee for update
- **July 2020**, all reinvestigations complete and final report presented to the Executive Governance Committee for review, approval and public release

REINVESTIGATION COSTS AND RESOURCES

- The Thunder Bay Police Service is responsible for the costs of the reinvestigations relating to:
 - adequate facilities and equipment
 - approved officer travel, meal and accommodation expenses in accordance with the policies of the TBPS
 - remuneration and expenses of any individual contractors (e.g., retired police officer(s) and judge), honorarium for Elder
- Culturally safe support for families will be arranged and funded through existing programs
- The partner agencies will contribute in-kind expertise and will cover the salary and benefits of participating members
 - Coverage for travel expenses to attend meetings may be subject to negotiation with the TBPS and in accordance with the policies of the TBPS

CONFIDENTIALITY

The participants agree to not to disclose or publish any information they receive without the prior consent of the Executive Governance Committee.

CONFLICT OF INTEREST

The Executive Governance Committee will be consulted as necessary to address any emerging real or perceived conflicts of interest.

PART B: PARAMETERS FOR REINVESTIGATION

The Executive Governance Committee has set the following parameters for reinvestigation to ensure a balanced, thorough and consistent reinvestigation of the nine deaths:

A: INVESTIGATION TO COVER THE FOLLOWING THREE DOMAINS CONSISTENT WITH THE FIRST PRINCIPLES OF INVESTIGATION:

1. **FACTUAL:** Fully explore and reinvestigate the history, scene and circumstances of each of the deaths.
 - Discreet investigative tasks
 - Natural history of the person
 - What happened at the time of death and time leading into it – hours, days etc.

2. **FACTUAL:** All medical and scientific aspects of the deaths must be reinvestigated by the coroner, forensic pathologist and forensic scientists
 3. **DERIVE FROM FACTS:** multidisciplinary consensus-based opinion/analysis.
 - Reconstruction of the events leading to death and how the death occurred.
 - Nuanced analysis – Complete a wholistic analysis evaluating for intersections between the person, the examination, forensic testing findings and the circumstances of the death
- **OUTPUT:** Look at the facts of all nine deaths both in isolation then in comparison to each other – similarities, trends.

The Executive Committee further expects:

1. Families need to be re-interviewed.
 - Potential information or theories the family or others may have need to be investigated.
 - Families must be provided culturally safe trauma informed support prior to, during and after discussions with the investigators
 2. In addition, interviews need to be completed of any key witnesses/informants in the initial investigation or new ones that may come up in the re-investigation.
 3. Scenes will all be revisited and photographically recorded.
 - Possible forensic mapping of the locations of the deaths. Evaluating for potential hazards that may identify opportunity for public safety enhancement.
 - Complete an analysis of each of the death scenes for similarities and common factors.
- **OUTPUT:** Completed physical report that takes into account all of the above.
- Delivered to the Executive Committee for provision to the TBPS Board and can, at least in part, be made public.

Guiding Principle: It is necessary to ensure confidence in the ability to investigate and to reinvestigate without bias.

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 OIPRD 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 Nokiiwin 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

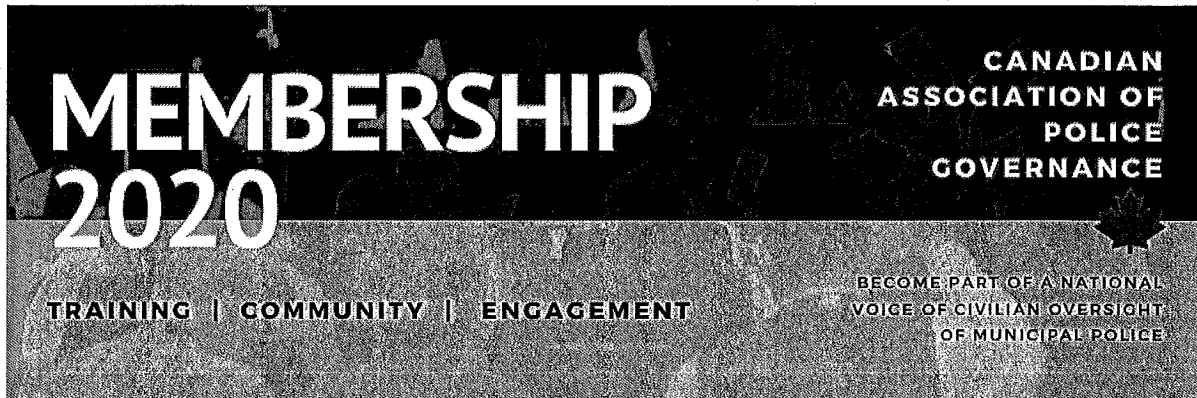
The TBPS commits to on-going Indigenous and cultural training as required for its Recruitment Team to ensure that the recruitment processes remain culturally inclusive and appropriate. On-going training will also be provided to all members of the Service to sustain cultural awareness, competency and 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.

Nyomie Korcheski

From: Canadian Association of Police Governance <communications@capg.ca>
Sent: December 31, 2019 3:39 PM
To: Nyomie Korcheski
Subject: CAPG 2020 Membership Renewal



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This includes Canadian municipal police boards, commission or committees including RCMP Advisory Committee/Committee of Municipal Council with a legislated mandate to govern its local police service, or a First Nations police governance body.

Service Size*	Annual Due*
up to 10	\$312
11 to 25	\$496
26 to 100	\$781
101 to 250	\$1,152
251 to 400	\$1,498
401 to 1,000	\$4,373
1,001 and up	\$6,246

Non-Police Board Organizations

Non-Police Board Organization means any public body, educational institution, municipal, provincial or federal authority or not-for-profit association that is not a Police Board/RCMP Advisory Committee/Committee of Municipal Council, but that is engaged in policing, law enforcement, public safety, crime prevention, justice, corrections, or governance.

Examples of eligible organizations include:

- Provincial and Federal Government representatives responsible for policing policy
- Educational institutions delivering law enforcement curriculum
- Municipal or police sector associations
- Other Canadian organizations engaged in activities related to the areas noted above

Annual Due.....\$630



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