

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

**Date: TUESDAY, MAY 23, 2023**

**Location: VALHALLA HOTEL – Scandia 1  
1 Valhalla Inn Road, Thunder Bay, ON**

**Time: 10:00 A.M.**



**THE TENTH MEETING OF THE  
FIFTY-FOURTH THUNDER BAY POLICE SERVICES BOARD**

**TUESDAY, MAY 23, 2023**

**VALHALLA HOTEL & CONFERENCE CENTRE – SCANDIA I  
1 Valhalla Inn Road, Thunder Bay, ON**

**10:00 A.M.**

**REGULAR SESSION**

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1. DISCLOSURES OF INTEREST

2. CONFIRMATION OF AGENDA

RES 1

With respect to the Tenth Session (Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on May 23, 2023, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

3. CONFIRMATION OF MINUTES

The Minutes of the Seventh Session (Special Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on April 13, 2023, to be confirmed. **(Pages 7 - 11)**

The Minutes of the Eighth Session (Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on April 18, 2023, to be confirmed. **(Pages 12 - 18)**

RES 2

THAT the Minutes of the Seventh Session (Special Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on April 13, 2023, and the Minutes of the Eighth Session (Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on April 18, 2023, be confirmed.

4. ORGANIZATION AND PERSONNEL

Commendations/Recognition

Constable Sharlene Bourdeau and Constable Evan Haywood to be recognized for their outstanding performances and skill in the execution of their duties.

**THUNDER BAY POLICE SERVICES BOARD (TBPSB)**

**REGULAR SESSION**

**May 23, 2023**

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5. PRESENTATION

Our Call Video Series

Mr. S. Paradis, Media Relations Coordinator, to present the 11<sup>th</sup> episode of the Police Service's "Our Call" video series.

6. REPORTS OF COMMITTEES

Governance Committee

Memorandum to the Thunder Bay Police Services Board from John S. Hannam, Secretary, dated May 18, 2023, relative to an update on the work of the Governance Committee. **(Page 19)**

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

7. REPORTS OF THE THUNDER BAY POLICE SERVICE

a) Unclaimed Funds

Report No. 20/23 (Police) relative to seized currency in connection with various criminal investigations, with no individual claim of ownership, for the Board's information. **(Distributed Separately)**

Chief of Police D. Fleury to provide an overview relative to the above noted.

8. GENERAL MATTERS

a) Website Proposal

Memorandum to the Thunder Bay Police Services Board from John S. Hannam, Secretary, dated May 18, 2023, relative to a proposal to update the Board's website. **(Page 20)**

Website Proposal from KPW Communications, dated April 26, 2023, relative to revamping the Board's website, for the Board's information. **(Pages 21 - 24)**

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

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

RES 3

With respect to the proposal from KPW Communications to review and update the Board's website, we recommend that the Thunder Bay Police Services Board

approve the expenditure as proposed;

AND THAT once the updating is completed, a presentation on the website and its features and design changes be presented to the Board.

b) OIPRD Report Recommendations

Summary of the status/progress of the OIPRD Recommendations since last presented on January 17, 2023, for the Board's information. **(Pages 25 – 46)**

Ms. H. Walbourne, Legal Counsel – Thunder Bay Police Service, to provide an overview relative to the above noted.

a) Memorandum – Summary of Approvals by Administrator

Memorandum to Members of the Thunder Bay Police Services Board from Mr. J. Hannam, Secretary to the Board, dated May 17, 2023, relative to a summary of approvals made by Administrator Malcolm Mercer since the April 18, 2023 Regular Session, for the Board's information. **(Page 47)**

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

c) Accounts Update – Payment of Invoices

Memorandum from John S. Hannam, Secretary to Members of the Thunder Bay Police Services Board, dated May 17, 2023, relative to the Monthly Summary of Invoices processed for payment since the April 18, 2023 Regular Session of the Board, for the Board's information. **(Page 48)**

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

9. PETITIONS AND COMMUNICATIONS

a) Funding Request

Memorandum to the Thunder Bay Police Services Board from John S. Hannam, Secretary to the Thunder Bay Police Services Board, dated May 16, 2023, relative to a Funding Proposal and Summary of the Board's Special Account, for the Board's information. **(Page 49 - 50)**

Correspondence from the John Howard Society (JHS) to the Thunder Bay Police Services Board, dated May 1, 2023, relative to a funding request to support their Recreational Therapy Program within the JHS Residence, for the Board's information. **(Pages 51 - 65)**

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

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

RES 4

With respect to a funding request from the John Howard Society presented at the May 23, 2023 Regular Session of the Thunder Bay Police Services Board, we authorize funding in the amount of \$10,000;

AND THAT the funding be paid from the Board's Special Account;

b) Requests for Financial Assistance

Correspondence from Sergeants Rick Popowich and John Read to Mr. J. Hannam, Secretary of the Board, dated May 5, 2023, relative to a request for financial assistance to attend the World Police and Fire Games in Winnipeg, Manitoba, for the Board's information. **(Page 66)**

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

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

RES 5

With respect to a request for financial assistance from Sergeants Rick Popowich and John Read, relative to attending the World Police and Fire Games in Winnipeg, Manitoba, we authorize sponsorship in the amount of \$700 to Sergeant Popowich and \$700 to Sergeant Read;

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

c) Notice of 2023 Annual General Meeting

Notice of the 34<sup>th</sup> Annual General Meeting from the Canadian Association of Police Governance (CAPG), the 2023 Call for Nominations, and the CAPG 2023 Call for Strategic Priorities, for the Board's information. **(Pages 67 - 73)**

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

d) Tracking Board Reports

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

i. Governance Committee – Policy Development

Policy responding to recommendations # 2 through 4 of the Epstein Report – Missing and Missed.

ii. Governance Committee – Policy Development

At the May 24, 2022 Regular Session of the Board, the use of Artificial Intelligence by the Thunder Bay Police Service was presented to the Board. At the February 21, 2023 Regular Session of the Board, the BriefCam Project Report was presented.

The Police Services Board was asked to develop a policy to ensure proper oversight regarding artificial intelligence and the use of video analytics.

iii. OCPC Chart – Summary of Recommendations

Summary of status/progress of OCPC Recommendations was last presented for the Board's information on June 28, 2022.

10. NEW BUSINESS

11. CONFIRMING BY-LAW

RES 6

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

1. A By-law to confirm the proceedings of a Regular Session of The Thunder Bay Police Services Board, this 23<sup>rd</sup> day of May, 2023.

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

BY-LAW NUMBER: PC12– 2023

12. ADJOURNMENT

**MEETING: THE SEVENTH SESSION OF THE FIFTY-FOURTH THUNDER BAY  
POLICE SERVICES BOARD**

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**DATE:** APRIL 13, 2023

**TIME:** 5:30 P.M.

**PLACE:** VALHALLA HOTEL & CONFERENCE CENTRE  
1 VALHALLA INN ROAD, THUNDER BAY

**ADMINISTRATOR:** MR. M. MERCER

**PRESENT:**

Mayor K. Boshcoff  
Councillor S. Ch'ng  
Ms. K. Machado  
Mr. M. Mercer

**ATTENDING via ZOOM**

Ms. D. Baxter

**GUEST:**

Mr. A. Mukherjee, Chair  
Independent Expert Panel

**OFFICIALS:**

Mr. D. Taddeo, Interim Chief of Police  
Mr. R. Hughes, Deputy Chief of Police  
Mr. J. Hannam, Secretary – Thunder Bay Police  
Services Board  
Ms. L. Douglas, Assistant to the Secretary - Thunder  
Bay Police Services Board

**GOVERNANCE COMMITTEE:**

Ms. D. Bain Smith

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1. DISCLOSURES OF INTEREST

There were no disclosures of interest declared at this time.

2. CONFIRMATION OF AGENDA

MOVED BY: Mr. M. Mercer

With respect to the Seventh Session (Special Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on April 13, 2023, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED by the Administrator

3. OPENING REMARKS

Administrator M. Mercer welcomed Mr. A. Mukherjee – Chair of the Independent Expert Panel to the meeting. An overview of Mr. Mukherjee's background and credentials was provided.

It was noted that the previous Board struck the Expert Panel in March, 2022, recognizing at the time that a deeper insight into the Board's work and relationships with the community and

Service were needed.

The Interim Report of the Expert Panel was received last September, 2022, and the Final Report is being received at this meeting.

4. PRESENTATION

Independent Expert Panel – Final Report

Copies of the Final Report of the Independent Expert Panel to the Thunder Bay Police Services Board, titled “*Building Trust through Bold Action – Roadmap for Real Change*” were distributed separately to Members of the Thunder Bay Police Services Board on April 8, 2023.

Memorandum to Members of the Thunder Bay Police Services Board from John S. Hannam, Secretary to the Board, dated April 10, 2023, relative to the Final Report of the Expert Panel, was provided for the Board’s information.

Mr. Alok Mukherjee, Chair of the Independent Expert Panel, using a PowerPoint slideshow, presented an overview of the Report, including the findings and a summary of the Expert Panel’s recommendations to the Board.

Mr. Mukherjee began his presentation by thanking Administrator Mercer, the Chief of Police, members of the community and members of the Indigenous community who came forward with their ideas and an interest in good policing. The consultation process went on for about three (3) months.

He noted that the Expert Panel was a diverse and interesting group of people with a great deal of experience in policing.

An overview of the mandate and the process was provided, including the review of the Service’s Strategic Plan, and the implementation of the OCPC and OIPRD recommendations.

Recent progress by the Board in the creation of a Governance Committee and a Labour Relations committee, as well as the recent appointment of a new Chief of Police, was acknowledged.

An overview of the following nine (9) subject areas for action and some concrete ideas on how to achieve them was presented.

1. Human Rights, Anti-Racism, Indigenous Equity, Diversity and Inclusion
2. Trauma-Informed Approach
3. Regional, Collaborative Model of Policing and Community Safety
4. Board: Governance
5. Board: Delivery of Services



6. Board: Human Resources – Management/Labour Relations
7. Service: Leadership
8. Service: Delivery of Policing
9. Service: Human Resources/Labour Relations

Mr. Mukherjee noted the Area of Action outside of the Board and the Service which affects the timely investigations of sudden deaths (the absence of Forensic Pathology Services in Northwestern Ontario) and outlined the steps necessary to create forensic pathology services in our region.

An Overview of Importance of Monitoring and Accountability and then the Conclusions were presented.

Administrator M. Mercer thanked Mr. Mukherjee for his presentation, and noted that the Expert Panel has provided the Board with much for consideration. Serious work is ahead. The underpinning of this report, a way of looking at law enforcement and community safety, is attractive for the way policing should be. The report is very much focused on the history and current reality of Northwestern Ontario and Thunder Bay.

The Board needs to be honest about the past in order to address the future. We need to recognize the challenges and past failures in order to move forward, effect change and overcome history. One must be optimistic that there is the possibility of change. We need to pay attention to the things that are good; we need to believe that we together can effect change; change is possible; a better future is possible.

Mayor K. Boshcoff thanked the panel and Administrator Mercer for their work on this report, and also noted that, as a city, community and region, we need to accept the realities of this hard-hitting report, but at the same time realize the potential. He agreed with the next steps, noting this was the path for Thunder Bay to be the city everybody wants us to be.

Councillor S. Ch'ng noted that she was hoping for a cost/feasibility estimate to accompany the multiple recommendations in this report. The report doesn't set out who is responsible for the costs involved with implementation.

Mr. Mukherjee responded that the Panel left the timetable up to the Board and Police Service. They refrained from providing costing. They felt it was more important that the Board and Police Service take on the actions and proposals and prioritize a realistic, practical timetable for the community based on their own resources; and they must be transparent to the public in order for the public to understand what is being accomplished (based on the resources of the Board and Police Service). He noted that all orders of Government must contribute to the costs involved with implementation.

Discussion was held about the role of the City of Thunder Bay since City Council approves the Police budget. Mr. Mukherjee noted that the City is legislated to develop a community safety and well-being plan; accordingly, the City is connected to this report.

With regard to Action Proposal #6 2.b. – Service Organization Chart – the establishment of an independent pillar of Indigenous Peacekeeping, Ms. K. Machado asked if other services have this pillar as part of their organization. Mr. Mukherjee confirmed that a number of other police services are already doing this, and the Panel felt that this would enhance the TB Police Service.

Discussion was held relative to the challenges of racism and unanswered investigations not being unique to Thunder Bay. Mr. Mukherjee noted that there are similar challenges in other communities across the country. However, there has been a sustained expectation for change in Thunder Bay - but the change has not happened. Actions and implementation by this Board will have an impact on conversations on community safety and well-being across the country.

Ms. D. Bain Smith asked for more concrete examples about a trauma-informed approach. Mr. Mukherjee responded, noting that continuing education and making sure that the officers who interact with the public are not only sensitive but understanding of inter-generational trauma. There is an emerging understanding and practice that is spreading across policing right now: in terms of treating employees, the leadership needs to pay attention to the challenges and impacts of those challenges that officers face.

In response to Ms. Bain Smith's question regarding a regional model, Mr. Mukherjee provided an example of a joint task force that involved the OPP, as well as regional and municipal police. Resources were made available by all three orders of government.

Upon the conclusion of Mr. Mukherjee's presentation, the following motion was carried:

MOVED BY: Mr. M. Mercer

With respect to the Final Report of the Expert Panel, received by the Thunder Bay Police Services Board on April 13, 2023, we recommend that the Board accept the Report as presented and refer the Report to the Governance Committee for its review of, and prioritization of, the recommendations and calls for action found within it.

CARRIED by the Administrator

5. NEW BUSINESS

There was no New Business presented.

6. CONFIRMING BY-LAW

MOVED BY: Mr. M. Mercer

**THUNDER BAY POLICE SERVICES BOARD (TBPSB)**

**SPECIAL REGULAR SESSION**

**April 13, 2023**

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

1. A By-law to confirm the proceedings of a Regular Session of The Thunder Bay Police Services Board, this 13<sup>th</sup> day of April, 2023.

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

BY-LAW NUMBER: PC8– 2023

CARRIED by the Administrator

7. ADJOURNMENT

The meeting adjourned at 7:04 p.m.

**MEETING: THE EIGHTH SESSION OF THE FIFTY-FOURTH THUNDER BAY POLICE SERVICES BOARD**

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**DATE:** APRIL 18, 2023

**TIME:** 9:00 A.M.

**PLACE:** VALHALLA HOTEL & CONFERENCE CENTRE  
1 VALHALLA INN ROAD, THUNDER BAY

**ADMINISTRATOR:** MR. M. MERCER

**PRESENT:**

Ms. D. Baxter  
Mayor K. Boshcoff  
Councillor S. Ch'ng  
Mr. M. Mercer

**REGRETS:**

Ms. K. Machado

**ATTENDING BY ZOOM:**

Mr. T. Gervais, Ministry of the Solicitor  
General

**OFFICIALS:**

Mr. D. Fleury, Chief Designate  
Mr. D. Taddeo, Interim Chief of Police  
Mr. R. Hughes, Deputy Chief of Police  
Inspector G. Snyder, Thunder Bay Police Service  
Ms. S. Vita - Human Resources Manager, Thunder  
Bay Police Service  
Staff Sergeant J. Dampier, Thunder Bay Police  
Service  
Mr. J. Hannam, Secretary – Thunder Bay Police  
Services Board  
Ms. L. Douglas, Assistant to the Secretary - Thunder  
Bay Police Services Board

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1. DISCLOSURES OF INTEREST

There were no disclosures of interest declared at this time.

2. INTRODUCTION AND WELCOMING – NEW CHIEF OF POLICE

On behalf of the Board, Administrator Malcolm Mercer introduced and welcomed the new Chief Designate for the Thunder Bay Police Service, Mr. Darcy Fleury.

3. CONFIRMATION OF AGENDA

MOVED BY: Mr. M. Mercer

With respect to the Eighth Session (Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on April 18, 2023, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED by the Administrator

4. CONFIRMATION OF MINUTES

**THUNDER BAY POLICE SERVICES BOARD (TBPSB)**

**REGULAR SESSION**

**April 18, 2023**

**Page 2 of 7**

The Minutes of the Fifth Session (Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on March 21, 2023, to be confirmed.

MOVED BY: Mr. M. Mercer

THAT the Minutes of the Fifth Session (Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on March 21, 2023, be confirmed.

CARRIED by the Administrator

5. BY-LAW

Appointment of a New Chief of Police

MOVED BY: Mr. M. Mercer

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

1. A by-law to appoint Darcy Fleury as Chief of Police of the Thunder Bay Police Service.
2. The Administrator and Secretary be and are hereby empowered and authorized to execute, on behalf of the Thunder Bay Police Services Board, affix the Seal of the Board to this By-law, and deliver the attached Employment Agreement (forming part of this By-law) to Darcy Fleury, in accordance with the terms and conditions therein more specifically set forth in the Employment Agreement.

Authorization: Thunder Bay Police Services Board (Closed Session) held on March 21, 2023.

3. AND THAT By-law PC47-2018 be repealed.
4. AND THAT this By-law take effect on the 15<sup>th</sup> day of May, 2023.

BY-LAW NUMBER: PC9-2023

CARRIED by the Administrator

6. DEPUTATION

Financial Support Request – Thunder Bay Police Pipe Band

Correspondence from Dan Taddeo, Colonel-in-Chief - Thunder Bay Police Pipe Band, to John

**THUNDER BAY POLICE SERVICES BOARD (TBPSB)**

**REGULAR SESSION**

**April 18, 2023**

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Hannam, dated April 5, 2023, relative to a Deputation Request, was provided for the Board's information.

An information package on the Thunder Bay Police Pipes and Drums was distributed separately on desks at the meeting.

Acting Drum Major Lorne Clifford provided some background information, as well as an overview of the Pipe Band's activities.

There are currently 20 members, and they are all volunteers. There is a need to replace some of the uniforms, and this is considered an extraordinary cost to their budget. The cost of outfitting a member ranges between \$1,500 and \$2,000. As well, some of the drums are 30+ years old and are beyond the ability to repair them.

It was noted that the Police Service provides \$2,000 annually for the Pipe Band.

Dan Taddeo, Colonel-in-Chief, noted that the Pipe Band is an integral part of the Police Service as far as community outreach goes. Members act as ambassadors of the Police Service and for the City of Thunder Bay at many events.

MOVED BY: Mr. M. Mercer

With respect to a request for financial support from the Thunder Bay Police Pipe Band, we authorize sponsorship in the amount of \$5,000.00;

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

CARRIED by the Administrator

7. REPORTS OF THE THUNDER BAY POLICE SERVICE

a) Quarterly Complaints

Report No. 19/23 (Police) relative to the summary of complaints for Q1 of 2023 (January, February and March, 2023), was provided for the Board's information.

Staff Sergeant J. Dampier, Thunder Bay Police Service, provided an overview relative to the above noted.

b) Thunder Bay Police Service – First Quarter Variance Report

Report No. 18/23 (Police) relative to an update on the status of the Operational Budget of the Thunder Bay Police Service as of March 31, 2023, was provided for the Board's information.

Interim Chief of Police D. Taddeo provided an overview relative to the above noted.

As of March 31, 2023, an overall unfavourable variance of \$800,000 is projected for 2023.

c) Thunder Bay Police Services Board – First Quarter Variance Report

Memorandum to Members of the Thunder Bay Police Services Board from John S. Hannam, Secretary to the Board, dated April 8, 2023, relative to an update on the status of the Operational Budget of the Thunder Bay Police Services Board as of March 31, 2023, was provided for the Board's information.

Mr. J. Hannam, Secretary to the Thunder Bay Police Services Board, provided an overview and noted that there is no significant variance estimated at this time.

8. ORGANIZATION AND PERSONNEL

Human Resources Recruitment Initiatives

Memorandum to the Thunder Bay Police Services Board from Sherry Vita, Human Resources Manager – Thunder Bay Police Service, dated April 11, 2023, relative to Recruitment Initiatives, was provided for the Board's information.

Ms. S. Vita, Human Resources Manager - Thunder Bay Police Service, with the use of a PowerPoint presentation, provide an overview of local and district recruitment initiatives, including an overview of travelling to Manitoba for recruitment purposes.

The Police Service is working with Firedog Communications to develop a marketing strategy to recruit new cadets and experienced officers. "Be a Force for Change" and "Answer the Call" are the slogans being promoted through social media, brochures, business cards, and posters.

A brief discussion was held relative to the current challenges in recruiting locally and nationally. Interim Chief of Police D. Taddeo provided an overview of barriers, including the high cost of tuition to the Ontario Police College, especially for those candidates from Northwestern Ontario.

Ms. Vida responded to questions about diversity in the applications being received, as well as reasons for the decline in applications for new recruits and experienced officers.

It was noted that, going forward, the Police Service will be targeting younger age groups, particularly those students graduating from college and university, through their various forms of social media.

9. GENERAL MATTERS

Accounts Update – Payment of Invoices

**THUNDER BAY POLICE SERVICES BOARD (TBPSB)**

**REGULAR SESSION**

**April 18, 2023**

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Memorandum from John S. Hannam, Secretary to Members of the Thunder Bay Police Services Board, dated April 10, 2023, relative to the Monthly Summary of Invoices processed for payment since the March 21, 2023 Regular Session of the Board, was provided for the Board's information.

10. PETITIONS AND COMMUNICATIONS

a) Ekamba Inquest Recommendation

Memorandum to the Thunder Bay Police Services Board from Inspector G. Snyder, dated April 11, 2023 relative to a response by the Thunder Bay Police Service to recommendations resulting from the Ekamba Inquest, was provided for the Board's information.

Inspector G. Snyder, Thunder Bay Police Service, summarized the recommendations made at the Ekamba Inquest, with a focus on mental health. He noted that there is ongoing mental health training for officers, with a focus on de-escalation specific to mental health calls for service.

Overall, the Police Service is in compliance.

Interim Chief Taddeo noted that artificial intelligence is being developed for the use of body cameras when responding to calls in crisis.

b) Request for Sponsorship

Email correspondence to John Hannam and Linda Douglas from Detective Constable Ryan Doucette, dated April 3, 2023, relative to a request for sponsorship, was provided for the Board's information.

MOVED BY: Mr. M. Mercer

With respect to a request for sponsorship from Detective Constable Ryan Doucette, relative to attending the World Police and Fire Games in Winnipeg, Manitoba, we authorize sponsorship in the amount of \$700;

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

CARRIED by the Administrator

c) Ministry Planned Inspections

Memorandum to the Ministry of the Solicitor General from Kenneth Weatherill, Acting Inspector – General of Policing, dated March 13, 2023, relative to Ministry Planned Inspections of Municipal Police Services and the Ontario Provincial Police, was provided for the Board's information.



**THUNDER BAY POLICE SERVICES BOARD (TBPSB)**

**REGULAR SESSION**

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All Chiefs Memorandum No. 23-0017 to All Chiefs of Police from Richard Stubbings, Assistant Deputy Minister – Public Safety Division, relative to Ministry Planned Inspections of Municipal Police Services and the Ontario Provincial Police, dated March 14, 2023, was provided for the Board’s information.

A brief discussion was held about recognition of the Police Service’s success in the investigation of major cases.

d) Tracking Board Reports

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

i. Governance Committee – Policy Development

Policy responding to recommendations # 2 through 4 of the Epstein Report – Missing and Missed.

ii. Governance Committee – Policy Development

At the May 24, 2022 Regular Session of the Board, the use of Artificial Intelligence by the Thunder Bay Police Service was presented to the Board. At the February 21, 2023 Regular Session of the Board, the BriefCam Project Report was presented.

The Police Services Board was asked to develop a policy to ensure proper oversight regarding artificial intelligence and the use of video analytics.

iii. OCPC Chart – Summary of Recommendations

Summary of status/progress of OCPC Recommendations was last presented for the Board’s information on June 28, 2022.

iv. OIPRD Report Recommendations

Summary of the status/progress of the OIPRD Recommendations since last presented on January 17, 2023, for the Board’s information.

11. UPCOMING MEETINGS

A meeting of the Governance Committee is scheduled for Tuesday, April 25, 2023.

12. NEW BUSINESS

Retirement of Interim Chief D. Taddeo

**THUNDER BAY POLICE SERVICES BOARD (TBPSB)**

**REGULAR SESSION**

**April 18, 2023**

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On behalf of the Police Services Board, Administrator Mercer took the opportunity to congratulate Interim Chief Taddeo for his years of service and on his pending retirement once the Change of Command takes place on May 15, 2023.

He noted that Interim Chief Taddeo was called upon as Acting Deputy Chief and then as Acting Chief at a time when he was looking forward to retirement. It was noted that Interim Chief Taddeo stayed on and assisted the Board during some difficult and challenging times.

13. CONFIRMING BY-LAW

MOVED BY: Mr. M. Mercer

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

1. A By-law to confirm the proceedings of a Regular Session of The Thunder Bay Police Services Board, this 18<sup>th</sup> day of April, 2023.

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

BY-LAW NUMBER: PC10– 2023

CARRIED by the Administrator

14. ADJOURNMENT

The meeting adjourned at 10:05 a.m.

# Memorandum

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**TO:** Thunder Bay Police Services Board  
**FROM:** John S. Hannam, Secretary  
**DATE:** May 18, 2023  
**SUBJECT:** **Governance Committee Update**

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The Board's Governance Committee met on April 25<sup>th</sup> to review and discuss the 116 recommendations, aggregated from the 'Sinclair Report', Broken Trust Report, Inquest Jury recommendations, the reports of the Expert Panel, and other sources.

The Committee is working to set priorities for those various recommendations, which largely call for policy developments and strategies for engagement with the community and the Service. The Committee is scheduled to meet on the morning of May 23<sup>rd</sup> to further review that priority setting and work towards an implementation plan. That plan will be presented to the Board for its approval and subsequently communicated to the community at large as well as to key stakeholders.

# Memorandum

**TO** Thunder Bay Police Services Board

**FROM** John S. Hannam, Secretary

**DATE** May 18, 2023

**SUBJECT** **Updating Website Proposal**

When the Board's website thunderbaypsb.ca was created in 2019 it was set up as a basic site, anticipating static posting of key documents such as meeting agendas and minutes, selected reports, and basic information about the Board. Use of the site over the past few years has seen demands to add features such as video streaming, online deputation request forms and looking forward the need for more interactive features as the Board seeks to engage the public on the development of policies and by-laws. As a result a review of the current site was undertaken to identify opportunities to improve the site, providing greater facility and capacity.

The review of the site was conducted by KPW Communications, the current hosts and content managers, involving Board member Shelby Ch'ng and myself. The resulting proposal is attached, detailing a plan to review and update the site to better meet the needs of the Board over the next few years.

The proposal is in the view of Administration a reasonable one. The costs proposed are within our budgets for 2023. Moving forward with this update of the website is recommended:

“With respect to the proposal from KPW Communications to review and update the Board's website we recommend that the Thunder Bay Police Services Board approve the expenditure as proposed;

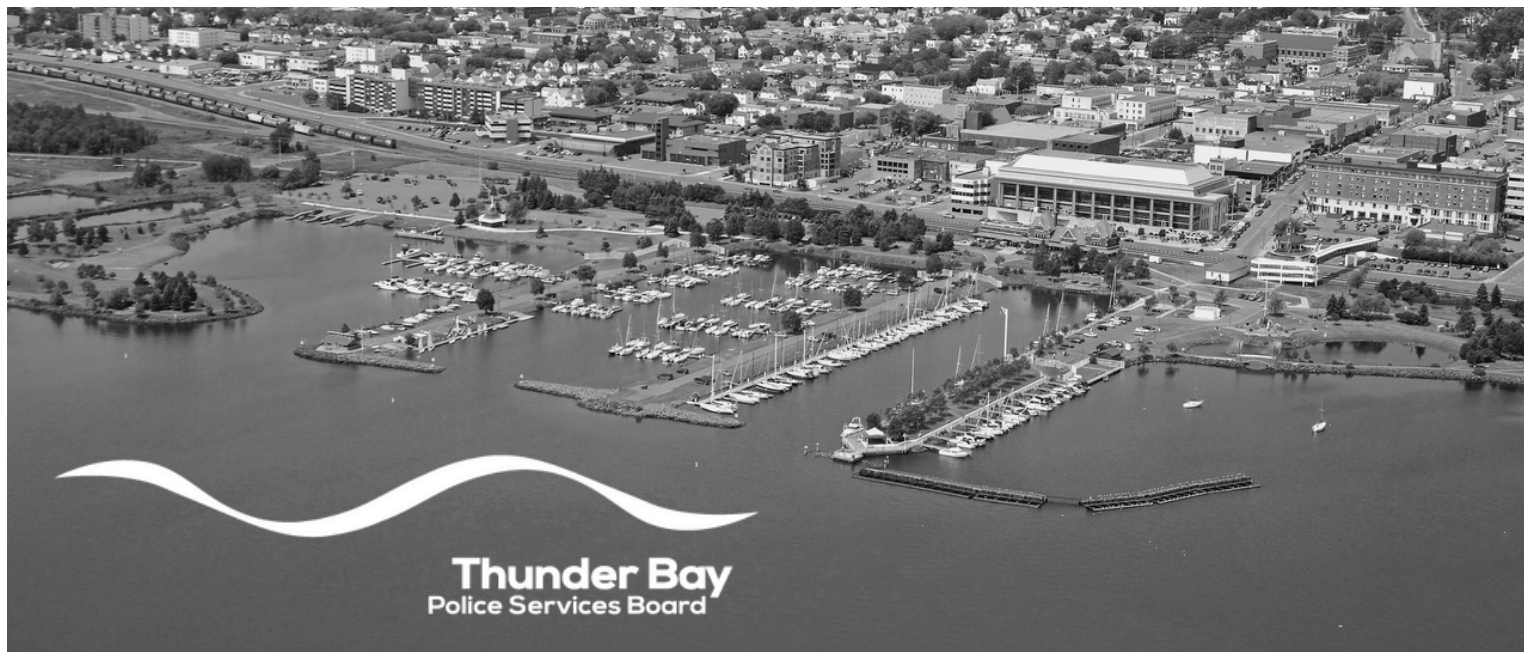
AND THAT once the updating is completed a presentation on the website and its features and design changes be presented to the Board.”



## Website Proposal

As a leading public institution committed to digital excellence, transparency, and engagement, the Thunder Bay Police Service Board is seeking to revamp its website to serve the community better and provide a cutting-edge platform for accessing information and resources related to policing and public safety.

In addition to revamping the website with innovative features, the board may want to ensure that the website is mobile-responsive, accessible to users with disabilities, and optimized for search engine visibility to maximize its reach and impact. By prioritizing digital excellence and staying up-to-date with the latest trends and technologies in the digital space, the Thunder Bay Police Service Board can create a website that truly reflects its commitment to transparency and engagement with the community it serves.



April 26, 2023



# Phase 1 | Website Plan

**Homepage:** The homepage will provide an overview of the board's responsibilities, mission, and values. It will also feature a news section to keep the public informed about recent developments.

**About Us:** This section will provide detailed information about the board's history, mandate, and current members.

**Policies and Procedures:** This section will outline the board's policies and procedures, including its code of conduct, complaint process, and information about police oversight.

**Meetings:** This section will feature an events calendar for upcoming board meetings, including agendas, minutes, and meeting locations.

**Resources:** This section will provide a variety of resources for the public, including crime prevention tips, community resources, and educational materials.

**Contact Us:** This section will provide contact information for the board and the police service, including phone numbers, email addresses, and office hours.

## Website Process

We will be able to complete the requested website by early July as the client requested, provided we can get approval by the first week of May.

### Planning and Analysis

- Define project objectives and scope
- Analyze user needs and requirements
- Research and evaluate website design and best practices
- Develop a content strategy and information architecture
- Create a project plan with timelines and milestones

### Design

- Understand and define graphic designs and visual elements **once the content is received**
- Ensure accessibility and usability for all users

### Development

- Develop the website functionality and features
- Integrate the design elements into the website
- Ensure website speed and performance
- Ensure compatibility across different devices and browsers
- Implement security features and measures

### Testing and Quality Assurance

- Test the website functionality and features
- Identify and fix any issues or bugs
- Ensure that the website is user-friendly and accessible
- Conduct user testing to get feedback and refine the website

### Launch and Maintenance

- Launch the website and make it live
- Ensure that the website is optimized for search engines



# Website Sitemap

This is an estimated sitemap that we are using to determine the scope of work. The final sitemap & wireframe will be shared post the content outline is shared & confirmed to us.

Home

- **About Us**
  - Mission and Values
  - Board Members
    - Biographies
  - Committees
    - Audit and Finance Committee
    - Human Resources Committee
    - Policy and Governance Committee
    - Communications and Outreach Committee
- **News and Events**
  - Press Releases
    - Archive
  - Events Calendar
    - Community Outreach Events
    - Police Service Board Meetings
- **Public Safety Resources**
  - Crime Prevention Tips
    - Home Safety
    - Personal Safety
    - Business Safety
  - Emergency Preparedness
    - Natural Disasters
    - Power Outages
    - Public Health Emergencies
  - Victim Services
    - Information for Victims
    - Victim Support Programs
    - Victim Notification Services
  - Community Programs
    - Youth Programs
    - Seniors Programs
    - Neighbourhood Watch Programs
- **Police Services**
  - Reporting Crime
    - Online Crime Reporting Form
    - Non-Emergency Police Phone Number
    - Emergency Police Phone Number
- **Transparency and Accountability**
  - Meeting Agendas and Minutes
    - Police Service Board Meetings
    - Committee Meetings
  - Annual Reports
  - Financial Information
    - Budgets and Financial Statements
    - Contracts and Procurement
- **Contact Us**
  - General Inquiries
  - Complaints
    - Online Complaint Form
  - Speak to the Board
  - Feedback
    - Website Feedback Form
    - General Feedback Form

# Quote

Delivery	Quote	Notes
Website	\$14000	9 week timeline

\*\*\*Please be aware that the quoted price does not include taxes.\*\*\*

## Please note:

- Please be advised that the scope presented pertains solely to phase 1 of the website project. The primary objective of this phase is to revamp the brand and establish a strong digital presence. It is important to note that phase 2 has the potential to include a digital interface and supplementary integrations to enhance data visualization.
- The final sitemap & wireframe will be shared post the content outline is shared & confirmed.
- The website will require a 9-week timeline.

Please let us know if you have any questions or would like to discuss further.

**Sarbjit Kaur**



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(416) 274-5324



**Summary of OIPRD Recommendations**

Updated Chart – May 23, 2023 TBPSB Regular Session Meeting

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

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

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

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R.2. A multi-discipline investigation team should be established to undertake, at a minimum, the re-investigation of the deaths of the nine (9) Indigenous people identified.	<b>ONGOING</b> See R.1	See R.1	See R.1	The final report of the 9 re-investigations was released on March 3, 2022.  See R.1
R.3. The multi-discipline investigation team should establish a protocol for determining whether other TBPS sudden death investigations should be re-investigated.	<b>ONGOING</b> See R.1	See R.1	See R.1	See R.1
R.4. The multi-discipline investigation team should also assess whether the death of Stacy DeBungee should be re-investigated, based on our Investigative Report and the Ontario Provincial Police review of the TBPS investigation. The team should also assess when and how the investigation should take place, without prejudicing ongoing Police Services Act proceedings.	<b>ONGOING</b> Goal: January 2022	See R.1	See R.1	This is the tenth case referenced above. The multi-discipline investigation team and various committees have determined that the sudden death of Stacy DeBungee will be re-investigated starting in January 2021.  Discussions have occurred to determine how this is undertaken without prejudicing the ongoing Police Services Act proceedings.  As per direction from the Ministry of Attorney General this has been given to the OPP team to be re-investigated  Update: The Police Services Act proceedings relating to same have now concluded and a decision on penalty was delivered which required a demotion in rank for the respondent officer involved. This is currently being appealed by the respondent officer and OCPC will hear the appeal in the Fall of 2023.  The sudden death of Stacy DeBungee is currently being re-investigated by the OPP.
R.5. TBPS should initiate an external peer-review process for at least three years	<b>ONGOING</b> January 2022	To Be Determined	TBPS and various stakeholders	Once the above referenced re-investigations are complete, the documents and practices established and identified from the multi-disciplinary team will be utilized

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<p>on a go forward basis to determine a comprehensive and efficient peer-review process. It is yet to be determined who the external actors will be, if any.</p> <p><b>Update: Discussions had originally begun on developing a multi-disciplinary team for peer-review purposes. The hope was to formalize a broader process which utilizes external agencies. This process will be reinvigorated and explored more in-depth in the coming months.</b></p> <p><b>The Service currently utilizes a sudden death review process which can involve internal investigators and outside expertise such as the Crown Attorney and the Coroner in certain cases.</b></p> <p><b>However, the investigative and review processes are reviewed on an ongoing basis.</b></p>
<b>RECOMMENDATIONS REGARDING TBPS INVESTIGATORS AND THE CRIMINAL INVESTIGATIONS BRANCH</b>				
<p>R.6. TBPS should immediately ensure sufficient staffing in its General Investigations Unit in the Criminal Investigations Branch. Adequate resources must be made available to enable this recommendation to be implemented on an urgent basis.</p>	<p><b>COMPLETE</b></p> <p>*However will be ongoing and reassessed based on needs as they evolve</p>	<p>Budget additions</p> <p>2019 - \$350,000</p> <p>2020 – above now permanent</p> <p>2021 – Above now permanent</p>	<p>TBPS - CIB</p>	<p>An additional 5 officers were added to the Criminal Investigations Branch in 2019. Positions were filled in the 2019 and 2020 years.</p> <p><b>At present, the TBPS has fourteen (14) Detective Constables, four (4) Detectives (sergeant rank) and a Detective Sergeant assigned to the area of Investigative Services that has the responsibility of death investigations (among other major crimes).</b></p> <p><b>There was an increase in complement of two (2) additional Detective Constables included in the 2023 budget. Those vacancies will be posted in the fall of 2023.</b></p>
<p>R.7. TBPS should establish a Major Crimes Unit – within the Criminal Investigations Branch – that complies with provincial standards and best practices in how it investigates serious cases, including homicides,</p>	<p><b>COMPLETE</b></p>	<p>Budget additions</p> <p>2019 - \$208,920</p>	<p>TBPS - CIB</p>	<p><b>There has been a creation of four Major Crime Units within the Criminal Investigations Branch. Please see above for actual numbers. On the organizational chart there is to be twenty officers trained and dedicated to major crime investigations; four (4) detectives and sixteen (16) detective constables assigned to Major Case Management. These officers make up four units of 1</b></p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
sudden deaths and complex cases.		2020 – above now permanent 2021 – above now permanent		defective and 4 detective constables working a 12 hour shift schedule rotation ensuring maximum coverage. Currently the deployment model and organizational structure is being reviewed to ensure the best use of available resources. As more concrete information becomes available it will be communicated.
R.8. TBPS should provide officers, who have taken the appropriate training with opportunities to be assigned work with Criminal Investigations Branch and the Major Crimes Unit investigators to gain experience.	<b>COMPLETE</b>	Budget additions 2019 - \$49,500 for training 2020 – above now permanent 2021 – above now permanent	TBPS – All Branch Commanders	<p>The TBPS does have a secondment program to allow for officers in other branches to spend time in the Criminal Investigations Branch.</p> <p>The TBPS has allowed for two (2) mentoring positions dedicated to the Uniform Patrol Branch to spend a period of three (3) months in CIB and one (1) mentoring spot in the forensic identification unit. This will provide officers with the opportunity to learn the various roles performed in CIB and gain experience in criminal investigations. Such training will be tracked in a logbook and retained for career development and advancement purposes. All participants will also be offered the entry level “Criminal Investigation Techniques” course upon entering the mentorship program.</p> <p>In theory, this program will see eight (8) officers a year cycle through.</p> <p>Update: TBPS remain committed to the mentorship program and have three dedicated positions as part of our Investigative Services organizational structure, shortages in Primary Response have rendered us unable to fill the spots consistently. Primary Response and Investigative Services are collaborating to provide mentorship opportunities in Major Crimes and Forensic Identification as staffing will allow.</p>
R.9. TBPS should develop a formalized plan or protocol for training and mentoring officers assigned to Criminal Investigations Branch and the Major Crimes Unit.	<b>COMPLETE</b>	N/A	TBPS – CIB & Quality Assurance Staff Sgt.	<p>The Criminal Investigations Branch and the Major Crime Unit adhere to all provincially mandated policies and procedures on investigating criminal matters.</p> <p>Training manuals specific to Major Crimes have been created for Detective Constables. In addition, our internal performance management system, Halogen, is utilized to</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.10. TBPS should develop a strategic human resources succession plan to ensure the General Investigations Unit, Criminal Investigations Branch, and the Major Crimes Unit is never without officers who are experienced in investigations.</p>	<p><b>ONGOING</b></p>	<p>Not yet known</p>	<p>TBPS – HR Manager &amp; CIB</p>	<p>track the progress of the member. The ratio of supervision is four (4) constables to one (1) sergeant and twenty (20) officers to one staff sergeant (with only 4 directly reporting to the staff sergeant) which allows for direct and focused supervision.</p> <p>See above recommendations that assist in realizing the succession plan (specifically the mentorship program).</p> <p>The TBPS does have a policy which address the duration of a commitment to specialized positions to ensure that they are staffed but also that members can cycle through to have a continuation of knowledge and skill development. This policy is set for review.</p> <p>Further, the TBPS is now mirroring its application and job description process with the performance-management protocol and use of essential competencies in order to provide a more consistent approach to officer appraisal, development and expectations. This will allow the Service to better track its members and ensure the appropriate members are in the appropriate positions.</p>
<p>R.11. TBPS should establish procedures to ensure occurrent or supplementary reports relevant to an investigation are brought to the attention of the lead investigator or case manager. This must take place regardless of whether a case has been earmarked for Major Case Management.</p>	<p><b>COMPLETE</b></p>	<p>N/A</p>	<p>TBPS - CIB</p>	<p>This is being/has been addressed. Please also note that the Ministry of Community Safety and Correctional Services has just released their Major Case Management Inspection Report that deals directly with these matters. However, prior to the release of either Report, the Inspector of Criminal Investigations Branch implemented new procedures to ensure lead investigators and case managers were adequately apprised of their investigations.</p> <p>Most recently, the CIB reporting structure has been streamlined within the Branch. CIB now has a dedicated transcriptionist who will complete the report for an officer to review and the Supervisor to approve.</p> <p>As of May 2022, The Inspector of CIB and the Regional Coroner will speak weekly to ensure continuous communication.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<p>In a letter dated September 15, 2022 from Detective Inspector Shelley Tarnowski, Director of Ontario Major Case Management, it was stated that TBPS has recognized successes in part because of the creation and adherence to standardized practices, enhanced MCM training, and increased resources added to the General Investigations and Major Crime portfolios. The newly created training manuals, oversight review and mentorship positions have also had a positive impact on major crime calls. All of these enhancements support better practices with MCM. It is also stated that "it appears all areas identified in the 2018 MCM Inspection report have been addressed. Overall, your annual report submissions and major case entries indicate good compliance with PowerCase. There are no concerns with respect to the effective use of MCM in your major case investigations. Your service has implemented good practices to resolve the deficiencies and are progressing very well in respect to MCM."</p> <p>Suggestions on ongoing review of TBPS policies and procedures to ensure effectiveness on a go forward basis and establishing a consistent process to ensure there is no oversight in notifications to the Serial Predator Crime Investigations Coordinator were made. These suggestions will be taken seriously and implemented as required.</p> <p>Update: All major cases run using the PowerCase software which ensures that reports are reviewed by the investigative triangle as required in the Ontario Major Case Management Manual. For non-major cases, the TBPS uses OPTIC-Niche RMS with the appropriate tasking and approval requirements. This is standard across the Province.</p> <p>Update: Meetings between the Regional Supervising Coroner and the Inspector of Investigative Services continue – currently occurring on a monthly basis. These meetings have been valuable for both agencies and provides another level of oversight for investigations by having clear lines of communication on various levels.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R.12. TBPS should develop procedures to ensure forensic identification officers are provided with the information necessary to do their work effectively.	<b>COMPLETE</b> See R.11	See R.11	See R.11	Update: Use of the Powercase software and tasking, Major Case team meetings and Case Conferencing address this.
R.13. TBPS should immediately improve how it employs, structures, and integrates its investigation file management system, Major Case Management System, and its Niche database.	<b>COMPLETE</b>	Budget Additions 2019 - \$200,000 (OPTIC) 2020 – N/A 2021 – N/A	TBPS – All Branches & IT	Please note that the Ministry of Community Safety and Correctional Services has just released their Major Case Management Inspection Report that deals directly with these matters.  TBPS Major Crime will be loading cases with the MCM framework using the Powercase application. This will meet the Provincial standard.  The move to OPTIC continues in 2021. The tentative date to be live within OPTIC is the end of March 2021.  January 2022 to be operational.  May 2022 to be operational.  Currently scheduled to be operational week of July 18, 2022.  Update: OPTIC is now live
R.14. TBPS should, on a priority basis, establish protocols with other police services in the region, including Nishnawbe-Aski Police Service and Anishinabek Police Service to enhance information-sharing.	<b>ONGOING</b>	N/A	TBPS – All Branches & IT  External stakeholders	Such protocols, both formal and informal, already exist.  In addition, the move to OPTIC will allow enhanced information sharing between agencies.  Update: A formalized agreement is being drafted to be signed by TBPS and NAN to enhance the relationship and sharing of resources to better deliver policing services to the community.
<b>RECOMMENDATIONS REGARDING OTHER TBPS OPERATIONAL AREAS</b>				

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.15. TBPS should fully integrate the Aboriginal Liaison Unit's role into additional areas of the Police Service. This would help to promote respectful relationships between TBPS and the Indigenous People it serves.</p>	<p><b>COMPLETE</b></p>	<p>Budget Additions  Cost of Consultant</p>	<p>TBPS – Community Services Branch  External Stakeholders engaged in Organizational Change Project</p>	<p>For more than a year, the Service has been undergoing an Organizational Change Project, in which a consultant was hired and a committee of internal and external members were tasked with diversifying the Service and making it more inclusive. Part of this project was to look at the role of the Aboriginal Liaison Unit, which is now called the Community Inclusion Team.</p> <p>TBPS hired a civilian Community Inclusion Team (CIT) Coordinator to work with the Indigenous Liaison Officers. The CIT will develop engagement plans for the community and the Coordinator will participate on the TPBS Organizational Change Project going forward. Currently, the project is focusing on career long diversity training with a focus on Bias, Racism, Indigenous people and Culture.</p> <p>The CIT Coordinator will be involved in all aspects of community engagement with the Indigenous Liaison Officers and internally on training and relationships with frontline sworn and civilian staff.</p> <p><b>Update: The CIT Coordinator co-facilitated Gawendum Gaakina Awaysa Reconciliation training. This training, as indicated, is held over four (4) days with community members presenting to Service members. This training includes Elders. Over 90% of the Service has taken the training so far.</b></p> <p><b>The CIT Unit continues outreach activities including ceremony, information and training modules on Indigenous culture, LGBTQ2S+ communities and youth engagement.</b></p>
<p>R.16. TBPS should increase the number of officers in the Aboriginal Liaison Unit by at least three additional officers.</p>	<p><b>COMPLETE</b></p>	<p>Budget Addition  2019 – \$95,000  2020 – Above increase permanent</p>	<p>See R.15</p>	<p>S R.15</p> <p><b>Update: An increase in the number of members in the CIT Unit has been proposed with an additional CIT Liaison Officer and dedicated Sergeant being realized in the Unit. The work of the CIT Unit continues to be assessed to ensure efficient utilization of its tasks and work. A long-term business plan has been submitted through the budget planning process on a yearly basis.</b></p>



RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.17. With Indigenous engagement and advice, TBPS should take measures to acknowledge Indigenous culture inside Headquarters or immediately outside it.</p>	<p><b>COMPLETE</b></p>	<p>2021 – Above increase permanent N/A</p>		<p><i>In the main second floor lobby, we currently have on display the Robinson Superior Treaty and a Roy Thomas piece entitled "Relatives".</i></p> <p><i>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".</i></p> <p><i>The TBPS fully supports and assists in the Tree of Hope project initiated by one of its constables, Sharlene Bourdeau and in partnership with Ontario Native Women's Association (ONWA).</i></p> <p><i>The CIT Unit has updated the second floor display case acknowledging many different indigenous dates and themes. E.g. MMIWG, Every Child Matters, 2SLGBTQ, National Indigenous Day.</i></p> <p><i>The CIT Unit has worked with an Elders Advisory Committee to gather and be gifted with an Indigenous Bundle through ceremony E.g. Eagle Staff, Smudge kit with medicines, sweet grass, sage, cedar. Cedar has been raised over all entrances to bring good energy to the work being done by staff.</i></p> <p><i>Cedar Trees were planted on the south side flower gardens.</i></p> <p><i>The Service met with the Elders Advisory Group in the Fall of 2022 for the first in person gathering to outline activities envisioned for input.</i></p> <p><b>Update: The CIT Unit and the Service continue to engage with the Elders Advisory Group on an ad hoc basis to ensure consistency with Indigenous practices and customs.</b></p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>R.18. Thunder Bay Police Service should make wearing name tags on the front of their uniforms mandatory for all officers in the Service.</p>	<p><b>COMPLETE</b></p>	<p>Budget Additions 2019 – \$2,000 2020 – \$20,000 2021 – N/A</p>	<p>TBPS – all levels</p>	<p>All name tags have been issued and are mandatory and considered a permanent part of an officer's uniform.</p>
<p>R.19. TBPS should implement the use of in-car cameras and body-worn cameras.</p>	<p><b>COMPLETE</b></p>	<p>Additional funding added to 2019 capital budget for 5 year project 1<sup>st</sup> year implementation \$361,900 with \$72,000 infrastructure costs</p>	<p>TBPS – all levels</p>	<p>TBPS will be announcing the roll out of in-car cameras and body-worn cameras by the end of the first quarter of 2021.</p> <p>All body worn cameras have been deployed and are utilized by all front line officers in Uniform Patrol and Traffic.</p> <p>The in-car cameras installed in Primary Response front-line vehicles all became operational on July 5th, 2021. The camera system consists of a forward facing in-car camera and a rear prisoner compartment camera. There is also full audio recording within the police vehicle. We also have automatic triggers which start the in-car camera recordings when certain parameters are met. One of these parameters is the activation of the emergency lights. Another parameter is the opening of the rear prisoner compartment doors when the police vehicle is running. Once the cameras are activated, 30 seconds of pre-activation video is captured and the audio is captured beginning at the time of the activation. All these recordings are secured and automatically uploaded to a digital evidence management system. The video cannot be deleted or altered once it has been made. We currently have 30 in-car cameras installed.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R. 20. TBPS should, through policy, impose and reinforce a positive duty on all officers to disclose potential evidence of police misconduct.	<b>COMPLETE</b>	N/A	TBPS	<p>The Service has also launched a new video series called "Our Call" that showcases the calls for service our officers attend. This was spearheaded by Chris Adams and Scott Paradis. A video is shared monthly with the Thunder Bay Police Services Board at their open session meetings.</p> <p><b>Update: The TBPS has now upgraded the in-car cameras to a Fleet 3 system which has greater technical advantages, including Automatic License Plate Recording (ALPR) technology integrated within all the systems.</b></p> <p><b>The Our Call videos series is still occurring and being managed by Scott Paradis. The series will now be released every other month rather than monthly.</b></p> <p>Such a duty already exists in legislation. However, our policy has been revised to include: "It is the duty of every member of the Thunder Bay Police Service to address behavior that could be deemed as misconduct when learned about or observed."</p> <p>Additionally, TBPS has introduced a new Code of Conduct addressing this recommendation directly.</p>
<b>RECOMMENDATIONS REGARDING MISSING PERSONS CASES</b>				
R.21. I urge the Ontario government to bring into force Schedule 7, the Missing Persons Act, 2018, as soon as possible.	<b>COMPLETE</b>	N/A	Ontario Gov't	<p>The Missing Persons Act is now in force and the legislation is being utilized by members of the TBPS to assist them in missing persons cases.</p> <p>The TBPS has participated in the training from the Ontario Police College to ensure full knowledge and compliance with the Act. All TBPS policies have been amended accordingly.</p>
R.22. TBPS and the Thunder Bay Police Services Board should re-evaluate their missing persons policies, procedures, and practices upon review of the report of the National Inquiry into Missing and	<b>ONGOING (Annual)</b>	N/A	TBPS & TBPSB  *Note: Input needed from TBPSB*	<p>The Missing Person Policy has also undergone another internal review in June of 2020 and changes have been made.</p> <p>The TBPSB is also in the process of a policy review and the TBPS will ensure the appropriate changes are made once the Board's review is complete.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>Murdered Indigenous Women and Girls, due to be released on or before April 30, 2019.</p>				<p><i>Update: The Missing Person Policy continues to be under assessment. The large scale changes currently underway relate to:</i></p> <ul style="list-style-type: none"> <li>• The Missing Person Intak Process</li> <li>• Continued review and implementation of Epstein recommendations</li> <li>• Updating procedures with the Thunder Bay Regional Health Sciences Centre</li> <li>• Integrating accompanying ground search policies</li> <li>• Review of Search Urgency Chart</li> <li>• Review of media release procedures with respect to Missing Persons</li> </ul> <p>Since April 2021, there has been approximately sixteen (16) meetings specifically in relation to this policy.</p>
<p>R.23. TBPS and the Thunder Bay Police Services Board should re-evaluate their missing persons policies, procedures and practices upon review of the Honourable Gloria Epstein's report on Toronto Police Service's missing persons investigations due to be released in April, 2020.</p>	<p><b>ONGOING</b> Goal: June 2021 for initial report Long Term: Multi-year</p>	<p>Not yet known but could be significant</p>	<p>TBPS &amp; TBPSB</p>	<p>The Honourable Gloria Epstein's report was released on April 9, 2021. The TBPS is in the initial phases of reviewing the report. A longer presentation and implementation strategy will be presented to the Board in June 2021.</p> <p>The Service provided update reports as to how it is implementing the recommendations as outlined in Epstein's report. Reports went to the board in September and October of 2021. The next report will come in the first half of 2022.</p> <p><i>Update: The Service continues to meet on the recommendations made by Honourable Gloria Epstein however the Service awaits Board input and guidance to implement any recommendations.</i></p>
<p><b>RECOMMENDATIONS REGARDING THE RELATIONSHIP BETWEEN THE POLICE AND THE CORONER'S OFFICE</b></p>				
<p>R.24. The Office of the Chief Coroner, Ontario's Chief Forensic Pathologist, the Regional Coroner, and TBPS should implement the Thunder Bay Death Investigations</p>	<p><b>COMPLETE</b></p>	<p>N/A</p>	<p>TBPS &amp; Coroner's Office</p>	<p>The Service has concluded in-house training with all officers that addresses the investigative relationship between the Police and the Coroner. The Coroner's office is invited and does attend to assist in delivering this training. There is a working framework in place as outlined above that will be utilized on an ongoing basis.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
Framework on a priority basis and should evaluate and modify it as required, with the input of the parties, annually.				Update: See ongoing meetings between the Regional Supervising Coroner and Inspector of Investigative Services. (R. 11)
R.25. The Office of the Chief Coroner should ensure police officers and coroners are trained on the framework to promote its effective implementation.	<b>COMPLETE</b>	See R.24	See R.24	See R.24
R.26. The Office of the Chief Coroner and TBPS should publicly report on the ongoing implementation of the framework in a way that does not prejudice ongoing investigations of prosecutions.	<b>ONGOING</b>	See R.24	See R.24	The Inspector of the Criminal Investigations Branch will address this specific recommendation with the new Regional Supervising Coroner when they have been named.
<b>RECOMMENDATIONS REGARDING THE RELATIONSHIP BETWEEN THE POLICE AND PATHOLOGIST</b>				
R.27. The Ontario Forensic Pathology Service should train all pathologists on the Intersection of Police and Coroners for Thunder Bay Death Investigations as set out in the framework.	<b>N/A</b>	<b>N/A</b>	Coroner's Officer	<b>N/A</b>
R.28. TBPS should reflect, in its procedures and training, fundamental principles to define the relationship between investigators and pathologists.	<b>COMPLETE</b>	<b>N/A</b>	<b>TBPS</b>	The Service's Sudden Death Policy has been fully reviewed and revised to incorporate the above. The policy will be continuously reviewed as required and is scheduled to be updated on a yearly basis.  Update: the policy is currently undergoing the yearly review and changes will be made as necessary. Currently there is a committee established to work on the Sudden Death Policy. Some of the large scale changes being implemented are:

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<ul style="list-style-type: none"> <li>A more effective and efficient sudden death review process (two directives have been published to provide interim guidance until the policy can be published)</li> <li>A checklist system has been developed for Primary Response Supervisors to guide their decisions on initial responses to sudden death scenes. This was originally piloted and has now been approved and scheduled to be published in the next week via directive.</li> <li>The relationship between investigators and pathologists will be more clearly defined.</li> </ul> <p>Since April 2022, there has been approximately twenty-one (21) meetings on this policy. It is expected to be published in Summer of 2023.</p> <p>*For all newly published policies there is a new training procedure. All supervisors are now provided an annotated version of the policy which outlines the most important aspects and changes. Supervisors must provide this training to the members they supervise.</p>
<p>R.29. The Ontario Forensic Pathology Service should establish a Forensic Pathology Unit in Thunder Bay, ideally housed alongside the Regional Coroner's Office.</p>	<p>N/A</p>	<p>N/A</p>	<p>TBPS &amp; Coroner's Office &amp; Key stakeholders</p>	<p>Chief Hauth sent a letter on October 22<sup>nd</sup>, 2019 to the then CEO of the Thunder Bay Regional Health Sciences Centre, Mr. Jean Bartkowiak, and copy to the Chief Coroner. The letter was in regards to the pressing need to establish a Forensic Pathology Unit in Thunder Bay. Conversations with the Chief Coroner's office are ongoing in relation to this matter.</p> <p>The Chief is in the process of authoring another letter advocating for additional resources. A copy will be shared with the Board prior to release.</p> <p>Chief Hauth sent a letter on November 24, 2021 to the Office of the Chief Coroner and copying the Thunder Bay Police Services Board. Within that correspondence Chief Hauth notes that alongside the Regional Coroner's Office, the establishment of a forensic pathology unit forms part of the OIPRD recommendations under Recommendation 29.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
R.30. If a Forensic Pathology Unit cannot be located in Thunder Bay, TBPS and the Ontario Forensic Pathology Service should establish, on a priority basis, procedures to ensure timely and accurate exchange of information on sudden death and homicide investigations and regular case-conferencing on such cases.	<b>COMPLETE</b>	Budget Additions 2021 – To be determined (cost recovery model by Toronto Police Service)	TBPS & Coroner's Office	<p><b>Update:</b> Discussions continue to occur with the Chief Coroner, the Chief Forensic Pathologist, the various individuals within the Solicitor General offices to advocate for a forensic pathology unit in Thunder Bay. In February of 2023, Chief Taddeo spoke to the media on this issue to garner more attention for this pressing issue. The Service will continue to advocate.</p> <p>The TBPS has recently entered into a Memorandum of Understanding with the Toronto Police Service for their assistance when post mortems are scheduled to be conducted in Toronto. This allows for continuity and efficiencies while cutting down on costs of travel and delay.</p> <p>The MOU received final signature of March 2, 2021.</p> <p><b>Update:</b> TBPS completes an Ontario Forensic Pathology Service "Preliminary Police Report" form for any body being sent to Toronto for post mortem. This form includes the name, rank and badge number of the Major Crimes Unit Investigator and Forensic Identification Unit Investigator as well as a brief description of the scene and the circumstances surrounding the death.</p>
R.31. The Ontario Forensic Pathology Service should provide autopsy services compatible with cultural norms in Indigenous communities.	<b>N/A</b>	N/A	Coroner's Office	
<b>Recommendations Regarding Racism in TBPS Policing – General</b>				
R.32. TBPS should focus proactively on actions to eliminate systemic racism, including removing systemic barriers	<b>ONGOING</b>	Budget Additions	TBPS & External Stakeholders	The Service is currently undergoing an Organizational Change project initiated by the Chief of Police. The details of the Organizational Change project can be found on the TBPS website.

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>and the root causes of racial inequities in the Service. TBPS should undertake a human rights reorganizational change strategy and action plan as recommended by the Ontario Human Rights Commission in October 2016.</p>				<p>The first meeting was held in April 2018 and the first area of change was the Aboriginal Liaison Unit. The Service is currently working on its Training Curriculum for all members of the TBPS, both civilian and sworn.</p> <p>The CIT Coordinator will participate in many aspects of this recommendation through the Organizational Change Project – training, recruitment and communication internally and externally. Culturally significant training plans will be presented to the Chief for acceptance early in 2021.</p> <p>The Chief authorized the establishment of an internal Equity, Diversity and Inclusion Committee. The Committee will discuss new initiatives such as the CIT Strategic Plan, various policy, recruitment initiatives and volunteer work. Recommendations from the work of the committee can be forwarded to the Chief to consider.</p> <p>Training will start based on the approved curriculum in December of 2021.</p> <p>First training session to be held December 13-16, 2021 with additional sessions scheduled for January 2022.</p> <p>Truth and Reconciliation Training (four days – ten hour sessions per day) is underway for all TBPS members.</p> <p><b>Update: All members of the TBPS will have completed the Reconciliation Training by Mid-2023. Continuous education will continue to occur throughout the course of a members' career. A more comprehensive plan is being pursued and will be reported on once underway.</b></p>
<p>R.33. TBPS leadership should publicly and formally acknowledge that racism exists at all levels within the Police Service and it will not tolerate racist views or actions. TBPS leadership should</p>	<p><b>COMPLETE</b></p>	<p>N/A</p>	<p>TBPS – Chief of Police</p>	<p>On the day the Systemic Review Report was released, the existence of systemic racism was acknowledged. It was also reiterated by the TBPS leadership that racist views and actions are not, and will never be, tolerated by the Service. The Chief also acknowledged the existence of systemic racism within the Service and the Board</p>



RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>engage with Indigenous communities on the forum for and content of these acknowledgements. This would be an important step in TBPS advancing reconciliation with Indigenous People.</p>				<p>during the Board's Acknowledgement and Reconciliation Circle on January 13, 2019.</p>
<p>R.34 The Thunder Bay Police Services Board should publicly and formally acknowledge racism exists within TBPS and take a leadership role in repairing the relationship between TBPS and Indigenous communities. This too, is an important step in TBPS advancing reconciliation with Indigenous People.</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	
<p>R.35 TBPS leadership should create a permanent advisory group involving the police chief and Indigenous leadership with a defined mandate, regular meetings, and a mechanism for crisis-driven meetings to address racism within the TBPS and other issues.</p>	<p><b>ONGOING</b></p>	<p>Not yet known. Currently the group is made up of volunteers.</p>	<p>TBPS &amp; External Stakeholders</p>	<p>Currently, there is a group called the Executive Committee on Indigenous and Diversity Issues which meets quarterly. This Committee acts as an advisory group to the Chief of Police when major incidents occur that require community input. However, this Committee has been put on hold and is being re-defined to better meet the needs of the Community under the Organizational Change project.</p> <p>As part of the transition from the Aboriginal Liaison Unit to the Community Inclusion Team, the new Civilian Coordinator will be tasked with redefining the role of the Committee as well as reviewing the composition of the Committee. As an individual was just hired in this position, an update will follow.</p> <p>The development of the Equity, Diversity and Inclusion (EDI) Committee. An internal committee of the TBPS. First meeting held September of 2021. The EDI Committee's general purpose is to consider, discuss, research and propose new innovations on who we are, what we represent internally and externally as a Service to ensure the best service to our community. This will</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
				<p>include community engagement to hear about what our community would like to see from us. The EDI Committee connects to the Community Inclusion Team (CIT) Strategic Plan, as well as, our response to the various reports and recommendations that impact our service delivery model.</p> <p>The EDI Committee has reduced meeting frequency to quarterly and awaits recommendation to the Board by the Expert Panel to inform future work.</p> <p><b>Update: The EDI Committee will commence reviewing the expert panel recommendations to inform steps moving forward.</b></p>
<b>RECOMMENDATIONS REGARDING RACISM IN TBPS POLICING – TRAINING</b>				
<p>R.36 TBPS should work with training experts, Indigenous Leaders, Elders, and the Indigenous Justice Division of the Ministry of the Attorney General to design and implement mandatory Indigenous cultural competency and anti-racism training for all TBPS officers and employees, that:</p> <ul style="list-style-type: none"> <li>a) Is ongoing throughout the career of a TBPS officer or employee;</li> <li>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;</li> </ul>	<b>COMPLETE</b>	<p>Budget Additions</p> <p>2021 – \$55,000 (actual training cost)</p>	<p>TBPS &amp; External Stakeholders</p>	<p>Further, Dr. Leisa Desmoulin alongside the Curriculum Working Group are actively gathering information and testing various training programs to be implemented throughout the duration of a police officer’s career. The development of this curriculum is ongoing. The framework will reflect a community-focused service delivery model that activates the principles from the Truth and Reconciliation Commission’s Final Report and the training recommendations from the OIPRD’s Broken Trust Report. The framework will be grounded in diversity, equity and inclusion</p> <p>In May 2020 Chief Hauth tasked the CWG members to develop a curriculum with four phases, grounded in recommendations from two previous reports. To date, the CWG has studied other curricula from the OPP and other local police services. Also, the group has consulted with trainers from the justice sector to find a trainer for the initial phase of the training. Currently they are customizing the training and selecting a trainer(s) with the capacity to train all members of TBPS. CWG members will present a report with recommendations for Phase I training to Chief Hauth by the end of the March 2021.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>c) Is informed by content determined at the local level, and informed by all best practices;</p> <p>d) Is interactive and allows for respectful dialogue involving all participants;</p> <p>e) Reflects the diversity within Indigenous communities, rather than focusing on one culture to the exclusion of others;</p> <p>f) Explains how the diversity of Indigenous People are pre and post contact history is relevant to the ongoing work of TBPS officers and employees. For example, Indigenous culture and practices are highly relevant to how officers should serve Indigenous People, conduct missing persons investigations, build trust, accommodate practices associated with the deaths of loved ones, and avoid micro-aggressions. Micro-aggressions are daily verbal or non-verbal slights, snubs, or insults that communicate, often inadvertently, derogatory or negative messages to members of vulnerable or marginalized communities.</p>				<p>As per recommendation 32, the training commenced in December of 2021. The CWG provided parameters to be included in the Diversity Training. The CIT Coordinator is prepared the training which included Community members to Elders and outreach to include Community members to assist with delivery of the training. The first training session was held December 13-16, 2021.</p> <p>Please see recommendation 32 for more.</p>
<p>R.37 TBPS should ensure the Indigenous cultural competency training</p>	<p><b>COMPLETE</b></p>	<p>See R.36</p>	<p>TBPS &amp; External Stakeholders</p>	<p>In addition - currently have in place Grade 8 visit project in conjunction with NAPS where officers visit First Nations communities.</p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
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.				<b>Update:</b> The Service now has the Dear Self Project and partnership with NAPS to access the communities in the North. In the second week of May 2023, members of the Community Outreach branch attended the NAPS/Aroland First Nation DARE graduation and connected with school officials to introduce the Service's Archery program.
R.38 TBPS leadership should provide greater support for volunteerism by attending relevant sporting or community events.	<b>COMPLETE</b>	N/A	TBPS	Within the last year, the Chief of Police has added to the TBPS Board agenda a public acknowledgement of the TBPS members. When a member is identified as having demonstrated an outstanding commitment to volunteering their time within the community, they are publicly presented with a certificate of recognition.
R.39 TBPS should develop and enhance additional cultural awareness training programs relating to the diverse community it serves.	<b>ONGOING</b>	Not yet known	TBPS	See R.36 CIT established FACT Fridays communicating information to all members of the TBPS on Culture, 2SLGBTQ and relevant topics to inform, allow for better understanding and dispelling common myths.
<b>RECOMMENDATIONS ON RACISM IN TBPS POLICING – RECRUITMENT AND JOB PROMOTION</b>				
R. 40 TBPS should implement psychological testing designed to eliminate applicants who have or express racist views and attitudes. In Ontario, such specific testing is not done. It can be tailored to the TBPS experience. This testing should be implemented in Thunder Bay on a priority basis.	<b>COMPLETE</b>	Budget additions 2020 – 2021 -		The psychological testing TBPS now engages in is extensive and much more thorough than what has been completed in the past. We now have three separate psychological tests that are analyzed by a psychologist in order to inform a medical opinion on the candidate's suitability to be a police officer. One of these tests, the MPulse, specifically analyzes liability factors including racially offensive conduct, negativity and inappropriate attitudes. Candidates also receive face to face interviews with a psychologist should any portion of the testing be inconclusive or potentially concerning. Candidates with concerning test results are screened out of the process.
R. 41 TBPS should, on a priority basis, create and adopt a proactive strategy to increase diversity within the Service,	<b>COMPLETE</b>	Budget Additions 2020 –	TBPS	The entire recruitment process within the TBPS has been redeveloped with a focus on removing systemic barriers disproportionately encountered by Indigenous candidates. Everything from the initial testing to the

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<p>with prominence given to Indigenous candidates.</p>		<p>2021 – (recruitment initiative costs)</p>		<p>background check has been modified or is completely new.</p> <p>A full report was provided to the TBPSB in January 2020</p> <p>Also, the Service is in the process of reviewing its HR department and looking at ways to expand.</p> <p><b>Update: The Chief continues to develop initiatives to enhance recruiting for all personnel. The HR and Recruitment Team traveled to Manitoba in November of 2022 to continue the recruitment initiative. They travelled to three post-secondary institutions in Manitoba to speak to students currently enrolled in law enforcement programs. They met with students from Ontario, Manitoba and Saskatchewan. During this outreach trip, they were able to present to ninety (90) students who have a vested interest in policing and are prospective candidates. Recently, the Service has received three applications from this recruitment initiatives and anticipate more applications from future graduates. The Service will continue to engage in like annual recruitment visits.</b></p>
<p>R. 42 TBPS leadership should link job promotion to demonstrated Indigenous cultural competency.</p>	<p><b>COMPLETE</b></p>	<p>N/A</p>	<p>TBPS</p>	<p>TBPS Promotional Policy newly implemented in 2020 Collective Agreement and internal procedures changed with emphasis placed on different criteria for promotions.</p> <p><b>Update: In the 2023 promotional process, there is a 30% weight attached to the candidates resume and 70% weight placed on the interview portion. A candidate's resume is scored using a matrix which allows for points to be awarded for attending cultural competency training, holding positions that showcase a candidate's cultural awareness, both within the Service and volunteer work outside of the Service. Additionally, a minimum of one (1) questions during the interview will be based on cultural competency and awareness – representing a total of 11.6 percent of a candidates overall score in the process. A candidate must showcase the requisite knowledge and skills and appropriate competency to receive a passing mark.</b></p>

RECOMMENDATION #	TIMELINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
<b>RECOMMENDATIONS FOR IMPLEMENTATION OF RECOMMENDATIONS</b>				
<p>R.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.</p>	<b>COMPLETE</b>	N/A	TBPS	<p>TBPS reports yearly to the OIPRD and more frequently to the TBPSB on recommendation progress.</p>
<p>R.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.</p>	<b>ONGOING</b>	N/A	TBPS	<p>While most of this information is available in the Service's annual report, the Service is currently looking into ways to deliver as much of the above information in the coming annual reports.</p> <p>The TBPS 2021 Annual Report (page 23) includes a chart relative to Sudden Death. This chart will now be included in all TBPS Annual reports.</p> <p><b>Update: The Service is currently in the process of reviewing how to accurately collect indigenous and racialized data.</b></p>

# Memorandum

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**TO:** Members of the Thunder Bay Police Services Board

**FROM:** Mr. J. Hannam, Secretary to the Board

**DATE:** May 17, 2023

**SUBJECT:** Summary of Approvals by the Administrator

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Since the last Regular Session of the Board held on April 18, 2023, the following matter has been approved:

## 1. Request for Financial Assistance

On May 1, 2023, correspondence was received from Jeff Elvish on behalf of the Frontline Family Festival's Organizing Committee. A request for financial assistance, in the amount of \$1,000.00, was made. The Festival is being held on Saturday, May 6, 2023.

*Request for Financial Assistance, in the amount of \$1,000.00, was approved by Malcolm Mercer, Administrator, on May 1, 2023.*

Thunder Bay Police Services Board

# **Memorandum**

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**TO:** Members of Thunder Bay Police Services Board

**FROM:** John S. Hannam, Secretary to the Board

**DATE:** May 17, 2023

**SUBJECT:** Monthly Summary of Invoices

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Since the April 18, 2023 Regular Session of the Board, the following invoices have been processed for payment:

- Invoice #2023-0065 from KPW Communications, dated May 1, 2023, for \$20,340.00, relative to Communication Services, Social Media & Website Management, and Expert Panel Support.
- Invoice from Valhalla Hotel & Conference Centre, dated April 14, 2023, for \$1,201.07, relative to meeting room and banquet expenses for April 13, 2023.
- Invoice from Valhalla Hotel & Conference Centre, dated May 9, 2023, for \$1,718.59, relative to meeting room and banquet expenses for March 21, 2023 and April 18, 2023.
- Invoice from Principles *Integrity*, dated May 4, 2023, for \$3,050.14, relative to in-person Accountability Framework training for the Board.
- Invoice #33 from Mr. J. Hannam, dated May 1, 2023, for \$10,170.00, relative to professional services rendered.
- Invoice #33 from Ms. L. Douglas, dated April 30, 2023, for \$6,998.85, relative to professional services rendered.

/jsh



# Memorandum

**TO:** Thunder Bay Police Services Board

**FROM:** John S. Hannam, Secretary to the Thunder Bay Police Services Board

**DATE:** May 16, 2023

**SUBJECT:** Funding Proposal – Summary of Special Account

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As Board members will know the Board receives monies from the sale of found, and seized, goods, and in some cases unclaimed funds seized during the execution police duties. These funds are aggregated in what is referred to as the Board’s Special Account, and in accordance with Section 132 of the Police Services Act can be used by the Board “for any purpose that it considers in the public interest”. Further the Board has previously articulated that the funds be used to support activities, events and organizations that broadly support community safety and policing in the community.

The Board has committed to annual funding, provided funds are available, in support of Thunder Bay Crime Stoppers, the Parade of Lights and the Thunder Bay Police Youth Core. In addition the Board has sponsored various community events, such as the recent LUNSA Powwow, sporting events in support of charities, and activities such as the Family Festival for First Responders held on May 6<sup>th</sup> as a part of Mental Health week. The Board has also supported Thunder Bay and Area Victim Services over the past 2 years, this year in the amount of \$10,000 as sponsors of their crises lines for victims.

All requests for funding and or sponsorship are reviewed by the Chief of Police, the Board Chair, and Board Secretary acting as a funding sub-committee to the Board. The committee subsequently makes a recommendation to the Board with respect to the funding request. The development of a formal policy to support this process has been referred to the Governance Committee.

Currently the balance of the Special Account sits at \$78,407.06 with revenues of \$30,507.88 and expenditures of \$34,220.88 since January 1, 2023.

Attached to this memorandum is a funding request from the John Howard Society of Thunder Bay, which has been reviewed by the funding sub-committee and is recommended for support by the Board. Board Administration has been seeking out opportunities for critical and effective funding through the Special Account, and meetings and discussions with the John Howard Society (JHS) has given rise to the attached request. The John Howard Society is a key partner

## Memorandum

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in our community supporting community safety. The support of the JHS's Recreational Therapy Program would be a tangible step in support of not only the program participants but of community safety in general. The letter from the John Howard Society speaks for itself in this regard. The following motion is presented for the consideration of the Board:

“With respect to the funding request from the John Howard Society we recommend that the Thunder Bay Police Services Board approve of funding in the amount of \$10,000 from the Board's special account.”

May 1<sup>st</sup>, 2023

Thunder Bay Police Services Board  
317 Victoria Avenue East  
Thunder Bay, ON

ATTN: John Hannam – Board Secretary

Dear John,

On behalf of the John Howard Society of Thunder Bay, I am writing this letter to request funds from the Thunder Bay Police Services Board (TBPSB). Thank-you for taking the time to share information about the potential to be supported by, as well, work with TBPSB.

The John Howard Society (JHS) appreciates being considered for this opportunity; as well, is appreciative of the positive feedback regarding the impact the services provided continue to have in Thunder Bay. JHS believes in fostering genuinely safer communities, and it is through support, partnerships, and collaboration that we are able to achieve this.

If not engaged by having information being brought directly, JHS would not have known about the potential to request support from TBPSB. Further, this opportunity also offers the potential for JHS to strengthen our relationship with TBPSB.

The John Howard Society is requesting funds in the amount of \$10,000.00; to support our Recreational Therapy Program in the JHS Residence that provides transitional and supportive housing to individuals that are at risk or experiencing homelessness, and those at risk or currently involved with the Criminal Justice System. The introduction of Recreational Therapy over the last 4-years, has made a tremendous difference in outcomes for individuals residing at JHS. Prior to COVID, JHS was in the midst of a 3-year evaluation project focused on outcomes for clients participating in residential and re-integration services; as well evaluating the impact that providing Recreational Therapy had on individual's experience and outcomes of integration back into community. The outcomes clients experienced through participating in Recreational Therapy were very promising, with incredibly results. Even though the pandemic interrupted momentum and majorly impacted service delivery, positive results and client success of integration into community continue to build.

As an addendum to this letter, I have included part of the evaluation report: A Foundation to Build On; as well as a client's perspective of their success through participating in Recreational Therapy at JHS. Recently JHS was informed that we will receive partial funding for the Recreation Therapist position; funds requested from TBPSB will be allocated towards keeping this position, thus, continuing to offer Recreational Therapy within the JHS Residence.

As part of strengthening our relationship with TBPSB, JHS welcomes members of the Board to join in different opportunities – volunteering, attending events, etc., at the John Howard Society. The Board is also invited to schedule an on-site visit to learn more about the programs and services offered in Thunder Bay; as well to firsthand what happens in the unique setting of a transitional housing residence.

Again, thank-you for informing of this opportunity and the invitation to make a request for funds. With the uncertainty of limitations to request funding amounts, we are grateful for all the support provided.

To further discuss JHS' request or for more information, please connect with Colleen Peters, Director of Development & Client Services.

Warmest Regards,



Colleen Peters, RSW-MSW  
Director of Development & Client Services  
(o) 807.935.1304  
(e) [cpeters@jhstbay.ca](mailto:cpeters@jhstbay.ca)

(807) 623-5355



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315 S. Syndicate Ave.  
Thunder Bay, ON, P7E 1E2



## ABOUT US

For more than 90 years, the John Howard Society of Ontario has worked to keep the humanity in justice.

Today we continue to build a safer Ontario by supporting the people and communities affected by the criminal justice system. Our 19 local offices deliver more than 80 evidence-based programs and services focused on prevention, intervention, and re-integration across the province. These range from helping youth develop the life skills that will let them achieve their full potential, to assisting families navigate issues of criminal justice, to providing job training for those leaving incarceration so they can contribute to their community in a meaningful way. We promote practical, humane policies while raising awareness of the root causes of crime and calling on Ontarians to share responsibility for addressing them. Within our criminal justice system, we work toward the fair treatment of all. As the system evolves to reflect our changing society, we ensure that no one is left behind.

We believe that policy should be grounded in the day-to-day reality of the people it impacts. That's why our Centre of Research & Policy specializes in bridging the gap between analysis and frontline service delivery. By collaborating closely with our local offices, the Centre's team of analysts and researchers develops policy positions that truly reflect the needs of each community, advances those positions to governments and other organizations, educates the public on the critical issues, and evaluates program efficacy to guide future work. Through it all, they're committed to ensuring that innovative ideas can translate into real action.



[www.johnhoward.on.ca](http://www.johnhoward.on.ca)



[info@johnhoward.on.ca](mailto:info@johnhoward.on.ca)



[twitter.com/jhsontario](https://twitter.com/jhsontario)



## EXECUTIVE SUMMARY

The Residential Reintegration Program (RRP) is a 47-bed transitional housing facility in Thunder Bay that predominately supports individuals who have ongoing criminal justice matters (e.g., released on bail or parole). This report presents the final findings from a process and outcome evaluation of the program. The data informing this report was collected between November 2018 to July 2021. In total, 56 residents consented to the evaluation, with over a dozen quantitative and qualitative methods deployed to answer a variety of process and outcome-oriented questions. The process evaluation focused predominately on whether RRP effectively targeted the appropriate population for its program, and whether its Recreational Therapy and Social Navigator components were implemented effectively. The outcome evaluation focused on the outcomes experienced by residents at RRP, mainly how many: secured housing in the community upon exit; improved their understanding and access to services; bolstered their independent living skills, and reduced their risks of homelessness and criminal justice involvement.

### Process Findings

The RRP has demonstrated the ability to target both homeless and criminal justice populations. Through the process evaluation, the RRP reached its' target population. The RRP also provided the opportunity to set goals upon entering the program and working on those goals through the Recreational Therapy and Social Navigator component. Some key findings are as follows:

- About 47% of residents experienced homelessness in the past 12 months.
- About 95% had previous criminal justice involvement.
- 63% were Bail Verification and Supervision Program (BVSP) clients.
- Residents resided for about seven months, on average, with males and Indigenous residents averaging longer stays.
- Residents set a total of 116 goals, with over 50% related to either education (18%), mental health and addiction (17%), and/or employment (16%).
- Residents participated in a total of 330 recreational therapy activities between December 2018 to December 2020. There were over 700 instances of participation.
- The Social Navigator transitioned 16 residents into housing in the community, and successfully connected with residents 169 times in the community.

The program had robust intake and onboarding procedures driven by a client-centred approach. As a result, the program received *Full compliance* for measures related to the following best practices on the evaluation's fidelity checklist:

- Assisting clients to clarify and articulate their important values, challenges, and strengths.
- Ensuring that clients drive the process of identifying goals that are right for them.
- Prompting clients to determine the best course of action and to take action when ready.

## Outcome Findings

The RRP evaluation also assessed the outcomes experienced by residents in the program. Some key findings include:

- 40% of residents that left RRP were able to secure some form of housing upon exit.
- Analysis of the pre-post tests found residents were significantly more confident in accessing services in the community in their follow-up compared to when they started at RRP; ( $t(14) = 2.78, p < 0.05$ ), Cohen's  $d=0.89$ .
- Residents showed an increased acceptance of needing support and services, whether from staff, friends, or family. The most sought-after support was for substance use and mental health.
- Residents felt a sense of safety and comfort living in the residence; they were able to focus on their mental well-being and developed a sense of resiliency.
- Residents scored higher on follow-up assessments when asked about managing life demands, suggesting an improvement in their ability to manage external stressors and to regulate their own emotions while at RRP.
- Cultural activities had a significant impact on residents, allowing them to take the time to learn more about themselves and re-connect with their culture.
- Residents actively worked on and were successful in obtaining employment during their involvement, and some were able to obtain their high school diploma and other educational certificates.

## Challenges

During the course of the evaluation, the RRP faced many challenges related and unrelated to the COVID-19 pandemic. COVID-19 severely impacted residents' access to programming as the residence went into critical operations; residents were unable to congregate in common areas, recreational activities were put on pause, and access to external agencies and supports were limited for the first few months. The main challenges related to COVID-19 were as follows:

- Recreational activities declined and had to take place virtually or while maintaining social distancing. Residents were reluctant to join existing activities, and experienced boredom and "dead space".
- The stability of residents within the program was affected and resulted in a large turnover rate for residents.

- Residents felt isolated from family, friends, their community, and their culture. This was especially difficult for those leaving correctional institutions.

Other challenges that were not a direct result of COVID-19 include:

- There were limited resources to address resident needs as they were too complex to be adequately addressed by the program, such as mental health, and substance use and addictions.
- When residents in the BVSP breached their bail conditions, they were often reported through the program and were no longer eligible to reside at RRP.

In addition, the evaluation, overall, faced challenges and barriers, directly and indirectly, as a result of COVID-19. These include:

- All data collection was put on hold when the COVID-19 pandemic began.
- Data collection tools designed for the evaluation did not include qualitative measures, and not all tools were relevant to program activities.
- The frequency and number of data collection tools were burdensome to staff, which was further challenged by staff turnover and inability to onboard new staff during the pandemic.

## Recommendations

Through the challenges and lessons learned from the evaluation, the Evaluation Team developed some recommendations for future service delivery and evaluations. The key program delivery recommendations include:

1. Increase Number of Program Staff
2. Expand Access to Support and Resources In-House
3. Expand and Improve Access to Recreational Therapy Activities

The key evaluation recommendations include:

1. Develop Evaluation Training Resources
2. Implement Qualitative Tools at Evaluation Start
3. Develop Flexible and Relevant Data Collection Instruments

Overall, RRP effectively engaged with its target population, and implemented the Social Navigator and Recreational Therapy components with high fidelity to its' client-centred case management model. COVID-19 derailed program delivery which invariably impacted RRP residents' ability to work towards their goals. Despite these challenges, a considerable share of RRP residents experienced successful outcomes in securing housing, improving their emotional regulation, and building confidence in accessing supports in the community to address their needs.

# 1. INTRODUCTION

This report presents the findings of a three-year process and outcome evaluation for the Residential Reintegration Program (RRP) operated by the John Howard Society (JHS) of Thunder Bay. The RRP is a 47-bed transitional housing facility in Thunder Bay that predominately supports individuals who have ongoing criminal justice matters (e.g., released on bail or parole). The Centre of Research & Policy at the John Howard Society of Ontario, hereon referred to as the Centre, was funded through the Ontario Trillium Foundation's Local Poverty Reduction Fund (LPRF) to conduct a process and outcome evaluation of RRP. This final evaluation report presents findings on data collected between November 2018 and July 2021.

The analysis we, the Evaluators, provide below is conducted under a realist evaluation framework. Under this framework, our evaluation is structured to ask, "*what works for whom in what circumstances,*" rather than "*does RRP work?*"<sup>1</sup> Ultimately, this report aims to contribute to Ontario's 10-year plan to end chronic homelessness by illuminating what works for youth, women, and Indigenous Peoples leaving provincial correctional institutions.

This final evaluation report contains five sections. This introduction section outlines the context in which RRP is situated, and a description of the RRP, its logic model and theory of change. The second section outlines the methods deployed for answering the evaluation questions, including the necessary pivots in data collection due to COVID-19. The third section presents the process and monitoring findings. These findings examine the types of services and supports that RRP clients received and engaged with, as well as program satisfaction. The fourth section examines whether these services and supports led to the following outcomes for residents: an increased awareness amongst RRP residents of supports available in the community; an improved ability to live independently; and a reduction in housing precarity and likelihood of further criminal justice involvement. Lastly, the fifth section of this report concludes by reflecting on the findings from this evaluation, and delivers recommendations to assist the program, RRP's stakeholders, and any future evaluations.

## 1.1. Context

Thunder Bay has exceptional challenges when addressing homelessness and criminal justice interaction compared to other towns and cities across Ontario. Thunder Bay is situated in Northern Ontario and is surrounded by more rural populations and towns. Approximately 37% of the population in Northern Ontario lives in rural communities, defined as an area with a population of less than 1,000 people. In contrast, rural communities comprise 14% of Ontario overall.<sup>2</sup> As a city with surrounding rural populations, Thunder Bay operates as a hub for remote and fly-in First

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<sup>1</sup> Hewitt, Gillian, Sarah Sims, and Ruth Harris. "The Realist Approach to Evaluation Research: An Introduction." *International Journal of Therapy and Rehabilitation*, 19.5 (2012): 250-259.

<sup>2</sup> *Northern, rural, and remote child welfare practice*. OACAS Library Guide: <https://oacas.libguides.com/c.php?g=710398&p=5063055>.



Nations communities to access medical appointments and other necessary supports such as housing – especially during the pandemic.<sup>3</sup> While accessing these services and supports, both pre-pandemic and following, individuals may stay longer than anticipated as they need more services than what their community can offer or they may come into contact with the criminal justice system while on a medical visit. The RRP operates in a city which acts as both a corridor for service delivery to rural and remote communities, as well as dealing with its own unique social residents.

Thunder Bay also has unique demographic and social challenges relative to the rest of Ontario. There are substantial gaps in knowledge about the Indigenous population in Thunder Bay, as the Indigenous population is significantly undercounted by official Statistics Canada figures.<sup>4</sup> The 2016 Canadian census reported 9,780 Indigenous adults residing in Thunder Bay. In contrast, the Our Health Counts study used respondent driven sampling methods to estimate that there are between 23,080 to 42,641 Indigenous adults in Thunder Bay—nearly two times the estimate indicated by Statistics Canada.<sup>5</sup> This study found that the Indigenous adult population is much younger than the general adult population in Thunder Bay. Moreover, when compared to other cities in Ontario, the Indigenous adult population in Thunder Bay experiences lower rates of high school completion, as well as higher rates of unemployment.<sup>6</sup>

Alongside these challenges are significant mental health and substance use issues. The Our Health Study estimated nearly 5 in 10 Indigenous adults in Thunder Bay have thought about attempting suicide, compared to 1 in 10 in the entire province of Ontario.<sup>7</sup> Ontario's state of emergency from the pandemic which began in March 2020 presented additional challenges to individuals, with isolation exacerbating existing mental health concerns, potentially contributing to a recent spike in opioid overdoses in Thunder Bay.<sup>8</sup>

Individuals who are experiencing homelessness are more likely to be in conflict with the law, in part, due to vagrancy laws and their visibility to policing.<sup>9</sup> Indigenous Peoples are over-represented in both the homeless population, as well as the criminal justice population. In fact, nearly 30% of shelter users in Northern Ontario are Indigenous.<sup>10</sup> Relatively little attention has been paid to addressing homelessness in Northern Ontario, where nearly half of Ontario's Indigenous population resides.<sup>11</sup> Most research and interventions directed at reducing

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<sup>3</sup> Jeff Walters. "Travel to and from remote, northern First Nations increasing." *CBC News*, 23 September 2020, <https://www.cbc.ca/news/canada/thunder-bay/northern-ontario-first-nations-travel-increase-1.5734531>.

<sup>4</sup> Logan Turner. "Indigenous people likely affected by COVID-19 at disproportionate rate in Thunder Bay, but no clear data." *CBC News*, 17 May 2021, <https://www.cbc.ca/news/canada/thunder-bay/indigenous-covid-rates-tbay-1.6027643>.

<sup>5</sup> Well Living House & Anishnawbe Mushkiki. "Our Health Counts Thunder Bay: Demographics Fact Sheet." Fact sheet. n.d. Web.

<sup>6</sup> Ibid.

<sup>7</sup> Well Living House & Anishnawbe Mushkiki. "Our Health Counts Thunder Bay: Mental Health." Fact sheet. n.d. Web.

<sup>8</sup> Gary Rinne. "Opioid-related overdoses in Thunder Bay area jump by nearly 40 per cent." *Thunder Bay News: tbnewswatch.com*, 8 February 2021, <https://www.tbnewswatch.com/local-news/opioid-related-overdoses-in-thunder-bay-area-jump-by-nearly-40-per-cent-3361164>.

<sup>9</sup> See John Howard Society of Ontario. 'Closed Quarters.' (2019). Available at: [https://kmb.camh.ca/eenet/sites/default/files/2018/Housing%20Health%20and%20Justice%20COI%20Report-%20Final%20-%20Feb%2014%202019\\_0.pdf](https://kmb.camh.ca/eenet/sites/default/files/2018/Housing%20Health%20and%20Justice%20COI%20Report-%20Final%20-%20Feb%2014%202019_0.pdf).

<sup>10</sup> Ibid.

<sup>11</sup> Ibid.

homelessness have focused on urban areas, yet rural and remote communities experience homelessness in different and more complex ways.<sup>12</sup>

The colonial legacy, including but not limited to residential schools and the Sixties scoop, also continues to be felt in the Indigenous community in Thunder Bay. Institutionalization has continued to impact Indigenous communities in Thunder Bay, as nearly 75% of Indigenous adults in the Our Health Study reported doing some time in prison.<sup>13</sup> Half of these respondents indicated that the services to address the impacts of incarceration in Thunder Bay were inadequate.<sup>14</sup>

While the list of challenges noted above are overlapping and complex, the Thunder Bay community has demonstrated resilience in its responses. In particular, Thunder Bay's public health response to COVID-19 has been lauded for prioritising vaccinations amongst homelessness populations,<sup>15</sup> in response to COVID-19 outbreaks in correctional facilities and homeless shelters.<sup>16</sup>

## 1.2. Program Description

The RRP is a 47-unit residential facility that provides transitional housing to local men and women aged 18 and older who are in conflict with the law and are either homeless or at-risk of being homeless.

The program targets individuals re-entering the community following a period of incarceration, particularly those who are on remand or would otherwise have their bail withheld (i.e., the period in which they have been charged but not found guilty). Potential residents are referred to the program through lawyers and courthouse coordinators (e.g., for individuals with bail matters). Prior to COVID-19, the RRP accepted walk-ins during the program's weekly open intakes that occurred every Tuesday to Thursday. The intake process was slowed down due to stay-at-home orders and quarantine measures but aligned with lockdown measures as they were reduced and re-introduced. Housing and justice stakeholders in Thunder Bay are aware of RRP through outreach efforts, and word of mouth at the courthouse, treatment centres, and local shelters.

Along with providing shelter, the RRP supplies free breakfast for all participants and clothing is available for immediate provision. The RRP staff also work closely with local foodbanks, community agencies and other services to coordinate access to food and clothing for participants.

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<sup>12</sup> Ibid.

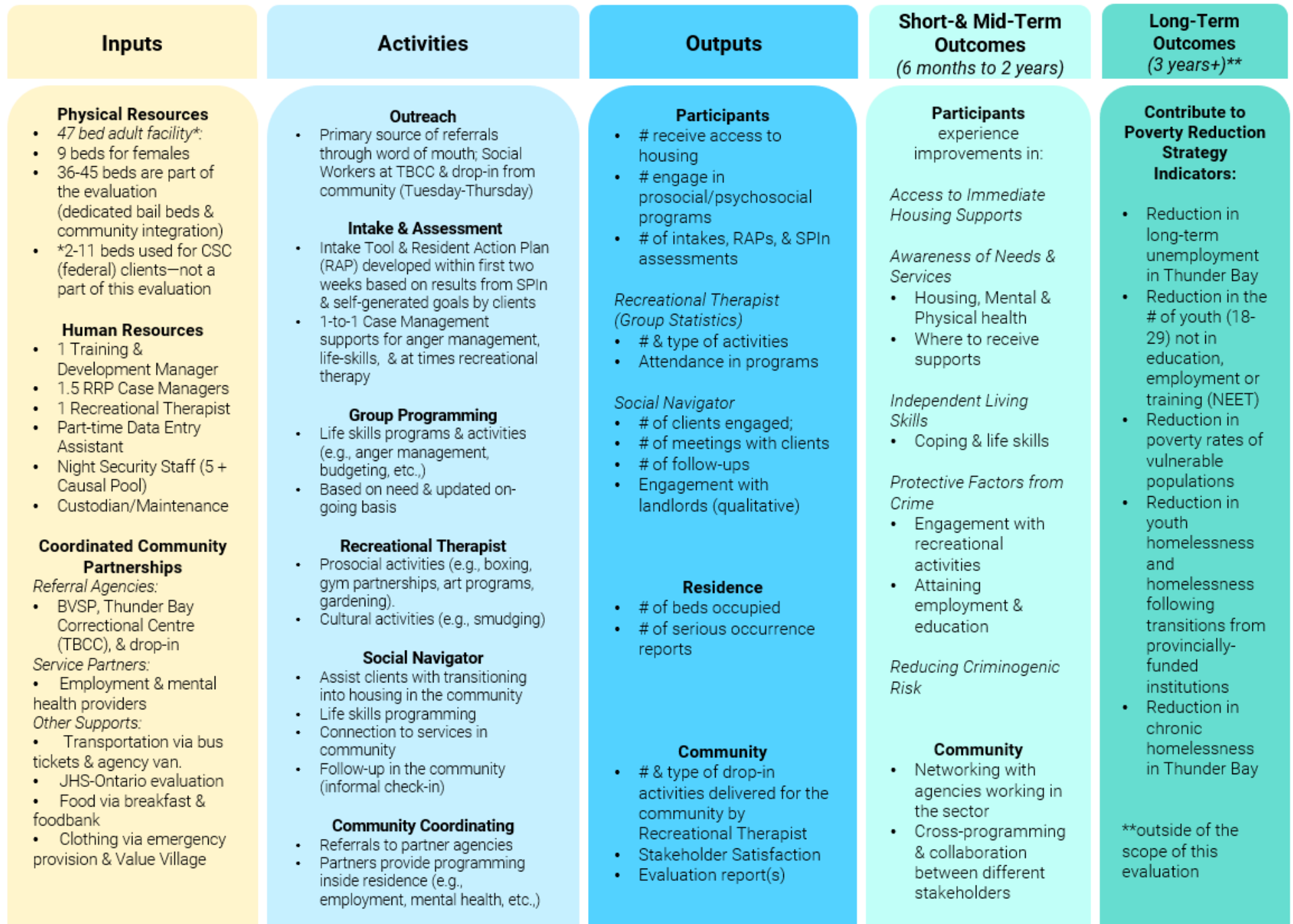
<sup>13</sup> Well Living House & Anishnawbe Mushkiki. "Our Health Counts Thunder Bay: Criminal Justice." Fact sheet. n.d. Web.

<sup>14</sup> Ibid.

<sup>15</sup> CBC News. "A pretty impressive story: Thunder Bay's success in controlling COVID-19 lauded by Toronto Expert." *CBC News*, 6 July 2021, <https://www.cbc.ca/news/canada/thunder-bay/thunder-bay-covid-19-july-6-2021-1.6091565>.

<sup>16</sup> Willow Fiddler. "Thunder Bay grapples with COVID-19 outbreaks in correctional facilities, homeless populations." *The Globe and Mail*, 24 February 2021, <https://www.theglobeandmail.com/canada/article-thunder-bay-grapples-with-covid-19-outbreaks-in-correctional/>.

**Figure 2: JHS-Thunder Bay Residential Reintegration Program Logic Model**



The reasons were diverse for those who scored lower or had not reported a change in their follow-up compared to their initial survey. Residents cited a variety of reasons for not making progress on their goals, including missing appointments for services, family issues taking precedence, or declines in their physical health. Suggestions to improve their progress were also distinct, with one recommending extending the curfew in the residence, support for unpaid wages from an employer, and access to Wi-Fi.

The Evaluation Team could not fairly examine all the numerical ratings for the 88 *Client Status Surveys*, as initial and follow-up surveys were administered at different times. Nonetheless, the qualitative component of the surveys, such as what was helping, getting in the way, or could be done to improve access to their progress did not need the same controls to the length of stay. General themes were coded amongst the surveys to relay frequent supports, challenges, and suggestions cited by residents. Generally, those who indicated that their progress towards their goals improved reported that working on their mental and physical health was helpful. Residents accomplished this through engaging in activities such as yoga, Alcoholics Anonymous (AA), nature walks, and healing circles.

Residents whose progress towards their goals did not change reported that having access to culturally appropriate programming was helpful. For example, residents found it helpful to have pipe ceremonies and interactions with elders as this helped them progress in their personal needs. Although they did not make progress towards meeting their goals, many still reported that they found the support from JHS staff helpful. Overall support for resident mental and physical needs, having access to culturally appropriate resources, and attending to their physical health issues were also helpful. Residents whose progress towards goals stayed the same often reported that issues related to money were getting in the way of improving. Additionally, numerous residents reported issues with curfew. Some residents discussed issues related to sobriety, specifically staying away from others who were not sober.

Residents shared some suggestions on how their experience could be improved, which includes but is not limited to the following: connecting with professionals who would help them find a job, self-healing through participating in ceremonies and methods not offered through JHS, having increased access to Wi-Fi, more food supports, having access to more job opportunities/income and more affordable accommodations, gaining more information on jobs and school, and gaining access to different areas of work and programs.

### **3.2.4. Recreational Therapist**

As noted throughout this report, many residents at the RRP have been involved with the criminal justice system, and often lack access to and engagement in positive pro-social activities. Recreational opportunities for individuals experiencing homelessness have demonstrated improving quality of life and coping skills. The use of recreational therapy can elevate emotional, physical, and social elements of life and improve the development of community and social skills, empowerment, coping, and leisure skills. A key component of the RRP is the Recreational Therapy program, which began in April 2018. These sessions were open to all RRP residents, JHS-Thunder Bay clients and the Thunder Bay community.

Boredom and disengagement are barriers to successful reintegration among residents at the RRP. As part of funding provided by the Local Poverty Reduction Funding, a Recreational Therapy component was introduced to the RRP. The objectives of the Recreational Therapy component include identifying and/or creating recreational activities and encouraging clients to pursue new opportunities.

The recreational therapy activities were grouped into five distinct categories:

- Socialization (e.g., soup & tech, bingo),
- Health (e.g., yoga, hiking),
- Cultural (e.g., morning smudge, storytelling)
- Recreation (e.g., movie nights, trips in the community), and
- Life Skills (e.g., build your own bike, self-help workshops).

**Table 6** outlines the number of sessions and attendance by activity both in 2019 and 2020. The types of activities and number of attendees differed significantly between the two years, which is likely a direct result of the COVID-19 pandemic. In 2019, socialization, cultural, and life skills activities recorded the highest number of sessions and attendees, while recreation activities had the fewest. In 2020, life skills, recreation, and cultural activities recorded the highest number of sessions and attendees. On average, across all categories, there were substantially fewer residents attending recreational therapy programs in 2020 compared to 2019.

Category	Total # of Programs Sessions		Total Attendance		Average Attendance per Session	
	2019	2020	2019	2020	2019	2020
Socialization	29	26	160	22	15	2
Health	26	27	92	13	9	1
Cultural	37	28	149	32	15	3
Recreation	14	39	52	33	5	3
Life Skills	35	31	141	37	13	3
<b>Total</b>	<b>292</b>		<b>731</b>		<b>7</b>	

In addition to these sessions, residents also had the opportunity to use tablets after a local organization donated them to JHS-Thunder Bay in August 2019. The Recreational Therapist was responsible for signing out tablets to residents and the attendance records demonstrated that these were very popular, as 2-6 residents were signing out the tablets each day.

Through interviews with residents and an analysis of case notes, residents shared that they enjoyed participating in the various types of recreational activities and programming. The types of activities that were discussed most often were day trips, such as trips to the museum, going on hikes and/or the local waterfalls. However, many discussed the challenges in attending outdoor activities such as hikes due to physical barriers and health issues. Many non-physical activities such as movie nights, cooking, and arts and crafts were discussed as residents enjoyed the social

atmosphere that these activities provided. One resident commented that the activities that involve food are always popular among residents.

Due to the COVID-19 pandemic, the Recreational Therapist's role was altered, as they were limited in how they could deliver programming. Instead of in-person group programming, the Recreational Therapist provided programming online through *Zoom* and *Facebook Live* when possible or delivered programming one-on-one. This was challenging for both the Recreational Therapist and the residents since the group programming component was an enjoyable and impactful experience for residents. The shift in programming is likely attributable to the lower attendance numbers in 2020. For more details on how COVID-19 impacted the program, see the *Impact of COVID-19* section (section 5.1.).

Residents shared that when activities shifted from in-person programming to online, it was difficult for some residents due to issues with accessing and using technology, as well as the lack of social engagement between residents. When programming was offered in-person during the pandemic, only a limited number of residents were able to participate, making it difficult to schedule it and include residents to participate.

Program staff recorded the activities that each resident participated in, including a description of the activity, the number of hours spent engaging in the activity, and any additional comments regarding the resident's participation.

Out of the 38 residents whose data was collected, residents participated in a total of 330 activities which occurred between December 2018 to December 2020. Upon further analysis, two residents from Cohort 2 were responsible for one-third of the programming hours. To give a more accurate depiction of the average activities and time spent across residents and cohorts, the Evaluation Team removed these outliers who spent about 70 and 100 hours, respectively (67 hours in 43 activities; 98.5 hours in 71 activities). As such, the data presented in [Table 7](#) below reports on 36 residents.

As demonstrated in [Table 7](#) below, on average, residents (excluding the outliers) engaged in 6 activities and spent 8.8 hours engaging in activities. The total number of activities which one resident participated in throughout the time period ranged from 1 to 22, while the total number of hours each resident spent engaging in activities ranged from 1 to 31 hours. The data was also broken down based on the three cohorts of residents depending on the point-in-time that they were involved in the program. Overall, individuals in Cohort 1 spent the most time engaging in activities compared to the other cohorts.

<b>Table 7: Total Activities &amp; Dosage (Dec 2018-Dec 2020)</b>				
	<b># of activities</b>	<b>Mean # of activities</b>	<b># of hours</b>	<b>Mean # of hours</b>
Cohort 1 (n=30)	174	5.8	269.5	9.0
Cohort 2 (n=5)	39	7.8	47	9.4
Cohort 3 (n=1)	3	3	1.5	1.5
<b>Total (n=36)</b>	<b>216</b>	<b>6.0</b>	<b>318</b>	<b>8.8</b>

Through the *Client Satisfaction Survey*, residents were asked to rate the usefulness of the recreational programming at RRP. Residents (n=9) who had completed the survey rated the programming positively, with most rating it 'Useful' (n=6), two rating it 'Very useful,' and only one selecting 'Neutral.' Similarly, when asked how satisfied residents were with the life skills program, most respondents rated the life skills training component as 'Useful' (n=7); however, two individuals indicated that they found this component of the program 'Not too useful.'

Additionally, staff shared through interviews the impact that the Recreational Therapy component has had on residents, particularly the connections and friendships that were developed between residents during in-person programming.



*The greatest thing for me to watch during programming (in-person anyway) is the friendships that develop and the teamwork skills that develop, totally inadvertently.*

*I remember one hike that we went on in the snow, there was some difficult places to navigate on that trail and people that wouldn't even normally converse with each other in the hallways were helping each other over these obstacles or breaking sticks so that everyone had a walking stick and turning around to make sure no [person] was left behind...that social aspect has been really cool for me to watch.*

**- Staff, Interview**

Despite the decreased number of individuals accessing services throughout 2020 due to the pandemic, the RRP has been successful in delivering programming and activities to a wide range of individuals given the circumstances. This demonstrates that the Recreational Therapy component of the program has been valuable and impactful to the residents.

### 3.2.5. Social Navigator

Another key component of RRP are the activities done by the Social Navigator. The Social Navigator provides case management and navigation services designated to assist residents in obtaining stability in their lives. The Social Navigator is the point of contact for coordinating and liaising with community services and landlords to assist in residents' transition to the community. The Social Navigator works closely with residents to determine an appropriate time to transition to housing in the community and identify and secure appropriate long-term housing and community services (e.g., completing paperwork and lease arrangements). Once individuals have moved out of RRP into the community, the Social Navigator continues to provide case management services, including regular and ongoing follow-up supports for up to 12 months to

## 8. CONCLUSION

The evaluation of the Residential Reintegration Program (RRP) at JHS-Thunder Bay was structured under a realist evaluation framework and aimed to contribute to Ontario's 10-year plan to end chronic homelessness by illuminating what works for youth, women, and Indigenous Peoples leaving provincial correctional institutions. Through addressing the needs of individuals residing at RRP, their criminogenic risks, and by providing transitional housing, the goal of the RRP was to ultimately contribute to decreased homelessness in Thunder Bay. Overall, the program was successful in recruiting residents from the target population, with the majority identifying as Indigenous or First Nations, and seeking assistance and supports related to justice involvement, mental health and substance use issues, education, and employment issues. Moreover, the RRP ensured a sizable portion of those who left the program were housed at exit.

What made the RRP especially unique was the Recreational Therapy and Social Navigator components. Despite limitations imposed by the pandemic, both components were successful in providing the necessary support to RRP residents. Overall, the Recreational Therapist engaged with 38 residents involved in the evaluation, with 330 recreational activities provided and 700 instances of participation. The recreational activities covered a wide range of different activities and provided residents with the opportunity to build pro-social relationships with others while learning valuable life skills. Furthermore, the Social Navigator was directly involved in successfully housing 16 residents in the community and connecting through follow-ups 169 times with previous residents. The Social Navigator component proved to be an invaluable resource for residents that went far beyond housing or community navigation.

The RRP also addressed a number of indicators noted in the Local Poverty Strategy including residents who were homeless, youth, Indigenous and First Nations, and female. Overall, the three priority groups were well represented in the evaluation data. The findings suggest that individuals from the aforementioned groups have unique challenges and barriers that increase their risk of homelessness and/or justice involvement that the RRP successfully addressed.

As mentioned throughout the entirety of the report, the COVID-19 pandemic had a tremendous impact on the RRP and residents, which exacerbated pre-existing challenges such as mental health, trauma, and isolation. Overall, the most significant challenge to the RRP was the complexity of residents' needs which spanned far beyond what could be addressed by the program, a sentiment that was echoed by program staff, stakeholders, and residents themselves.



## **Client Experience** ***The Rec. Therapy Factor***

### **Prior to The Program:**

Client experienced, homelessness, living with addiction(narcotics), loss of employment, and limitation due to criminal history. The client had voiced a sense of hopelessness, loss, lack of support, low-self esteem, and absent of family, community and belonging. This specific client, began with a withdrawn nature, dismissive of programs, and generally unengaged.

### **While with the Program:**

The first steps were to unlock this client's passion, through light conversation that developed in a better understanding of what his he referred to as his "calling". What started as small request in our kitchen (cooking tools, sault, oil) we were able to notice this client biggest infinity was for cooking. Taking time to engage when opportunity struck, the connection to aforementioned unlocking of passion, was realized. Soon by offering the means to cook for the building, showing off some amazing cultural dishes of his background, and the general appreciation form clients and staff alike, this client began to open up. Each day dawned a new side to this client, before long he was engaged in other programs, recreation and other wise such as, applying for social assistance, record suspension, recovery of identification, social groups, sports/ exercise, and team building programs.

### **Client Outcomes:**

Through the mentioned new engagement with recreation, our client stated "it feels like I am back home cooking for the family again" and "I don't usually do things like this, but today I felt confident to try". Through the Recreation therapy program, saw a renewed feeling of belonging, a drastic improvement in self-esteem, and a prevailing display of excitement for the future. Further, by connecting this client with other services with in and out side of the building, he felt a new confidence in support in the community saying "you guys are exactly the kind of help I've been looking for". The clients pervious feeling of hopelessness, lack of support, and loss, have been changed to, confidence he can change his life, belief in himself and genuine sense of support. Lastly, the client has found new employment with a local kitchen, is in the process of expunging his criminal record, and is beginning his transition out phase, and integration into the community.

### **Steps Taken:**

1. Gaining an understanding of what the client wants, needs, and is passionate about through light and non-invasive recreation programs.
2. Developing specified programs for the client that allowed him to be more engaged.
3. Connecting him with clients with similar passions and interests.
4. Taking the time to let the client teach us, devolving a confidence in the acceptance of one vulnerability.
5. A continued effort to enhance the way of life for the client through programs that he was previously uninterested in.
6. Positive reinforcement of the client in his pursuit of improving his life.
7. Encouraging the client to step out of his comfort zone, and expand his recreational interests.
8. Gaining an understanding of the supports needed out side of recreation.
9. Advocating for the client to take steps to improve his specific situation.
10. Connecting him with service with in and outside the building, that can provide supports in other areas.
11. Continued support of his personal passions, and development of personal improvements.

May 5, 2023.

Mr. Hannam,

I am writing to you with a request for some financial assistance for myself and John Read. We have registered in the Master's Division for Powerlifting. We will be representing our Service at the World Police Fire Games being held in Winnipeg this summer, dates 1<sup>st</sup>-3<sup>rd</sup> August 2023.

We will do our part to be good Ambassadors for TBPS and the City of Thunder Bay.

Last year we attended the Can/Am Police Fire Games in Windsor and brought home gold and silver medals and enjoyed the experience of competition with first responders from across the States and Canada.

Thank you for your consideration.

Sergeants Rick Popowich #359 and John Read #491



### 34th ANNUAL GENERAL MEETING

Wednesday, July 19, 2023  
12:00 – 3:00 pm Eastern

#### **Virtual Meeting**

Click on the registration link to register:

<https://us06web.zoom.us/meeting/register/tZcscuqrqjkvGNxSisondbVizJNtoBnKK58o>

9:00 am PDT | 10:00 am MDT | 11:00 am CDT | 12:00 pm EDT | 1:00 pm  
ADT

1. Call to Order and Introduction
2. Establishment of Quorum
3. Approval of Agenda for the 34rd Annual Meeting of the Canadian Association of Police Governance
4. Confirmation of Minutes of the 33rd Annual Meeting held virtually on Thursday, September 1, 2022
5. Announcement of Winner of the CAPG Award for Excellence in Police Governance
6. Nomination's Committee Report and Election of a slate for the Board of Directors
7. Treasurer's Report
8. Receive the Financial Statements and Auditor's Report for 2023 Fiscal Year
9. Appointment of Auditor/Public Accountant for the 2024 Fiscal Year
10. Strategic Priorities
11. President's Report
12. Committee Reports:
  - a. Advocacy & Partnership
  - b. Centre of Excellence
  - c. First Nations Police Governance Council
  - d. Revenue Committee
13. Additional Business
14. Closing Remarks and Adjournment

CALL FOR NOMINATIONS  
2023

On behalf of Wayne Talbot, Chair of the Canadian Association of Police Governance (CAPG) Nominations Committee, we are pleased to invite nominations to the CAPG Board of Directors for the term 2023-2025.

The following chart lists the positions that are vacant on the CAPG Board of Directors and those with terms that expire at the Annual General Meeting to be held virtually at 12:00 pm Eastern on Wednesday, July 19, 2023.

The deadline for receipt of nomination papers is WEDNESDAY, MAY 31, 2023. The chart below shows the status of directors with terms expiring in 2023 and vacant seats.

CURRENT DIRECTOR	PROVINCE/POSITION
Carole McDougall  (Interim appointment made after by-law change in September 2022)	Director Non-Police Board Representative*
Curtis Allen Halton Police Services Board	ONTARIO
Erick Ambtman Edmonton Police Commission	ALBERTA
Jada Yee Regina Board of Police Commissioners	SASKATCHEWAN
Vacant 1 director	NOVA SCOTIA
Vacant 1 director	MANITOBA
Vacant 1 director	NEW BRUNSWICK
Vacant 1 director	FIRST NATIONS

The directors listed above are eligible to put their name forward for election but this does not preclude any and all eligible and interested candidates from submitting their own nomination for each vacancy.

\*The CAPG by-laws were amended in 2022 to include a new category of Director:

“Non-Police Board Representative” means an individual that is not on a Canadian police board or Canadian police commission but has previously served on a Canadian police board or Canadian police commission;

#### CAPG Call for Nominations 2023 1

*\*This position includes the financial support of the CAPG to attend face-to-face meetings when warranted and financially feasible. The rationale behind creating this position is to allow CAPG to benefit from the years of experience and knowledge police governors take with them when their terms expire.*

#### PROCESS

Nominations are an important responsibility of our members. The effectiveness and success of the CAPG depends on the strength and quality of your volunteer board. It is up to you to propose nominees who will bring the necessary competencies, including diversity, inclusivity, education and experience and most importantly a commitment to the success of the CAPG board and organization.

Attached to this document are the following:

- Schedule A is the form to be used by nominees who are members of police boards and commissions.
- Schedule B is the form to be used by nominees who are applying as a non police board representative.

Please submit your nomination forms electronically to the attention of, Chair, Nominations Committee at the following address: [nominations@capg.ca](mailto:nominations@capg.ca) or [jmalloy@capg.ca](mailto:jmalloy@capg.ca) before Wednesday, May 31, 2023. The deadline for receipt of nomination papers is WEDNESDAY, MAY 31, 2023.

Following the receipt of nominations and identification of eligible candidates, the Nominations Committee will present a slate for election at the virtual Annual General Meeting on WEDNESDAY, JULY 19, 2023.

*When more than one qualified nomination is received for the same vacancy the Nominations Committee will advise that this will require an election to be held by ballot at the Annual General Meeting. Each candidate will be given time to address the members to support their election.*

If you have any questions, please feel free to send them to [jmalloy@capg.ca](mailto:jmalloy@capg.ca).

Sincerely

Jennifer Malloy, Executive Director

CAPG Call for Nominations 2023 2  
SCHEDULE A

Nomination Form

TO BE SIGNED BY BOARD/COMMISSION CHAIR/VICE CHAIR AND NOMINEE:

We \_\_\_\_\_, being members of the Canadian Association of Police Governance (CAPG), nominate \_\_\_\_\_ for the position of director \_\_\_\_\_ on the CAPG.

We also confirm that:

- € We are members in good standing of the Association and have paid our annual membership dues;
- € The nominee resides in the province where their Police Board or Commission is located;
- € The nominee is willing to commit to the Association for a two-year term;
- € The nominee and their Police Board or Commission commits the financial support of their nominee to attend the annual conference of CAPG;
- € The nominee has the financial support of their Police Board or Commission to attend planning and advocacy meetings (estimated financial commitment of \$5,000)
- € The nominee is able to participate in a two-hour bi-monthly teleconference board meeting;
- € The nominee is willing to sit on at least one CAPG committee that meets bi-monthly;
- € The nominee commits to participate in a one-hour bi-monthly teleconference committee meeting; and
- € The nominee agrees to actively participate and engage in the work of the CAPG.

Nominee:

I being a member of, \_\_\_ consent to this nomination. I am currently a

(provincial, municipal, citizen appointment) representative on my police board/commission and I have years left to serve. I am eligible for another reappointment for \_ years.

Name: Date:

Signature: Email:

Chair or Vice Chair of Board/Commission:

Name: Date:

Signature: Email:

DECLARATION OF INTEREST TO SERVE ON THE EXECUTIVE COMMITTEE

I am interested in putting my name forward for the following position(s) for the 2024 term:

POSITION	NAME
President	
Vice President	
Treasurer	
Secretary	

SCHEDULE B

Nomination Form  
for  
Non-Police Board Representative

TO BE SIGNED BY NOMINEE

I \_\_\_\_\_, having been a member of \_\_\_\_\_ police board or police commission, who were members of the Canadian Association of Police Governance (CAPG), nominate myself for the position of Non-Police Board Representative on the CAPG.

I confirm that:

- € I am willing to commit to the Association for a two-year term;
- € I am willing to participate in a two-hour bi-monthly teleconference board meeting; € I am willing to sit on at least one CAPG committee that meets bi-monthly; € I am willing to commit to participate in a one-hour bi-monthly teleconference committee meeting; and
- € I am willing to agree to actively participate and engage in the work of the CAPG.

Nominee:

Name: Date:

Signature: Email:

Please attach a letter that outlines your reasons why you want to be a member of the CAPG Board of Directors including any relevant skills, knowledge, experience and accomplishments that enhance your application.

In the spirit of fairness, we will not accept any attachments that are longer than two pages.





2023

## CALL FOR STRATEGIC PRIORITIES

The Canadian Association of Police Governance (CAPG) is inviting members to submit for consideration Strategic Priorities (formerly Resolutions). This new process is intended to create a feedback mechanism that allows our members to bring forward provincial and/or national issues, requests and/or suggestions that will be tabled at the CAPG Annual General Meeting for discussion, ratification and action.

**The Advocacy & Partnerships Committee** is inviting members to submit in writing to the CAPG office any time before June 15, 2023 the following:

1. A letter of intent or support outlining a specific issue
2. Letter of action outlining how CAPG can bring the issue forward

We also encourage you to provide background and general feedback that can be used in promoting the issue with the members.

### Guidelines:

- € Ensure the matter is within the sphere of CAPG (police governance and public safety on a provincial/national perspective)
- € Ensure the priority is well supported
- € Language should be clear, concise, brief and presented in context
- € Define or outline a clear action to be taken
- € Send the priority in electronic format in a word document in order to facilitate ease of circulation
- € Provide supporting document explaining the nature of the issue or concern being addressed
- € Send to CAPG by the deadline of June 15, 2023.

If you have any questions on the above, please get in touch with Jennifer Malloy, Executive Director, at [jmalloy@capg.ca](mailto:jmalloy@capg.ca)

**THIS IS YOUR CHANCE TO ENSURE YOUR VOICE IS HEARD!**

Email your Strategic Priorities by June 15, 2023 to: [jmalloy@capg.ca](mailto:jmalloy@capg.ca)