
COMMUNITY INCLUSION TEAM

Strategic Plan – Executive Summary

JUNE 11, 2021

THUNDER BAY POLICE SERVICE

Community Inclusion Team Strategic Plan

Executive Summary

Introduction

The Community Inclusion Team (CIT) is comprised of two School Resource Officers, two Liaison Officers and a civilian Coordinator. The sworn officers were all new to the unit in September 2020 and the CIT Coordinator was an external hire who started with the team in December 2020.

The team has been working on establishing a framework to guide the philosophy and direct the day-to-day activities of the unit. Guided by the principles envisioned by the Services Organizational Change committee to revamp the Aboriginal Liaison Unit, additional research, community consultation; along with input of the members of the CIT Unit, a plan has been prepared outlining the vision, mission, guiding principles, and pillars to support work to be done. The plan highlights the initiatives that the team is proposing for approval by administration to help build positive relationships between police, Indigenous people, other racialized and underrepresented groups they serve, and to support the needs of the school community.

The plan has several initiatives including work done on the Broken Trust Report Recommendations that require financial investment to complete. A budget has been proposed with costs associated, the source of funding and priority. Once reviewed and approval has been received, the CIT will begin to put into motion the elements required to prepare for a media event to announce the direction of the team, introduce the members of the CIT and showcase the initiatives that have been completed to date.

Recommendation #17 - Physical Representations

Thunder Bay Police Service is committed to being more welcoming and inclusive through changes to the physical spaces by providing signage in local Indigenous languages and representations of Indigenous culture within the police service.

Recommendation #15 - Community Engagement

Community engagement initiatives will be scheduled with flexibility built in and innovative alternate plans to keep momentum of the Unit regardless of the COVID-19 restrictions in place. Resilience and adaptability of the members will ensure the community is served in the best way possible.

The CIT engagement plan will be a living document that will guide the team, however; it will allow the team to continually listen to the needs of the community and adapt as required to be effective and relevant.

A year end report card will showcase the successes, outline the status of initiatives, and provide guidance as a result of reflection on lessons learned to determine if the needs of the community are met and changes for consideration to the strategic plan.

The CIT is committed to working closely with organizations and community members to foster a trusted and transparent relationship by positive interactions, empowering individuals, investing in partnerships, constant communication, and education. They will also focus on providing opportunities to increase understanding and acceptance within the Thunder Bay Police Service to make interactions more welcoming and accessible to all.

Youth Engagement through Schools and Inclusion Programs

The School Resource Officers (SRO) are encompassed under the umbrella of the CIT. Since September 2020 they have focused on lockdown procedures and updated existing presentations to meet the new need of the schools to offer virtual learning opportunities. It has been a busy year for the officers navigating the effects of COVID-19 isolation on the youth and completing investigations outside the school setting. They will continue to diversify their contribution to the CIT plan by collaborating with the City of Thunder Bay Youth Inclusion Program to offer an enhanced “Boxing for Badges” program in 2021 targeting 15- to 20-year-old at risk youth. A submission for funding to purchase additional equipment has been approved by the City of Thunder Bay Youth Inclusion Program. The SRO have also prepared a professional PowerPoint recruitment presentation delivered to the Confederation College Police Foundation program. SRO have conducted an initial online safety presentation for parents in collaboration with Our Kids Count to expand support in the community.

Community Engagement of Vulnerable Population

As we move into the warmer weather, CIT will work to engage members of the vulnerable population to identify community resources needed to collaborate with and find appropriate responses to community concerns. This work may be done in conjunction with the COR Unit to support their ongoing projects to meet the needs of the community.

CIT Challenges during the Pandemic

Covid-19 restrictions have hindered the ability for the CIT to actively engage with community members in person. The team has been patiently waiting to participate in face-to-face interactions but in the meantime, have been working on finding their stride by reading, researching, taking virtual training, developing the strategic plan and team dynamics.

Recently the CIT – Liaison Officers and Coordinator have been involved with the following:

- **Student Engagement** - (*Recommendation #15 & #41*) the CIT has committed to interaction with the Hammarskjold High School land-based learning program called – Kendomang Zhagodnamnon Lodge (KZ Lodge). The interactions to date have been very well received including a sport day and C.I.T. Coordinator teaching fire making. One student has been identified as being very interested in law enforcement. Due to Covid-19 restrictions, this project is on hold.
- **Gang Recruitment** - (*Recommendation #37*) – The CIT is in the process of developing an impactful presentation that will outline risk factors and focus on protective factors to provide youth knowledge to make decisions that will deter gang recruitment efforts. (Through Project Prevent)
- **Cultural Competency Training** - (*Recommendation OIPRD #15, #36 & #39*) - The CIT Coordinator will continue to work with members of the community to design & implement mandatory Indigenous cultural competency training for all police officers & civilian employees throughout their career.
- **Fact Friday** – (*Recommendation OIPRD #39*) The CIT has developed a weekly internal training initiative called “Fact Friday” that will provide small bits of cultural and diverse information that members can choose to read. The goal is to dispel some myths and provide some facts as well as open dialogue within the TBPS. This on-going initiative has received positive feedback since it was implemented in January 2021.
- **Community Consultation** – The CIT connected with community organizations and individuals for input to determine if the strategic plan is heading in the direction that best meets the needs of the community. The consultation process deadline was March 15, 2021.

- **Elders** - (*Recommendation #17 & #36*) – the CIT held a virtual meeting with a few elders and knowledge keepers to discuss the needs of the Service and determine commitment level of the individuals. The CIT began to outline the mission, vision, guiding principles, and pillars of the unit. A follow up meeting will be conducted for further input and determining next steps.

Next Steps

The next focus will be to host a Media Event to introduce the team and the direction of the unit. The media event will be held at the TBPS and in preparation for the event, a few initiatives will be put in place to showcase the TBPS commitment to change. Those initiatives are:

- **Cedar Ceremony** – (*Recommendation OIPRD #17*) CIT will host a Cedar Ceremony and place cedar over the four main entrances to the building to welcome the community into the building and offer protection for the officers heading out on duty. Cedar from Mount McKay will be harvested, and it will be blessed by an elder in a ceremony with a feast to follow and then the hanging of the cedar.
- **Welcome Signs in Lobby** - (*Recommendation OIPRD #17*) – Large welcome signage will be placed in the front lobby in English, French, Oji-Cree, and Syllabics.
- **Gender Neutral Restrooms** - (*Recommendation OIPRD #41*)- The lobby restrooms will be changed for gender neutral usage and signage changed accordingly.
- **Bundle Kit** - (*Recommendation OIPRD #17, #36 & #39*)- Create a bundle kit to be used for ceremonial events.
- **Rockers** - (*Recommendation OIPRD #39*) - Change “POLICE” rocker to Inclusion Colours for the CSB officers. These will be worn for the month of June. This will lead to a very visible message to the marginalized community members.
- **Internal Bulletin Boards** - (*Recommendation OIPRD #15 & #17*) - The CIT request permission to utilize the display case across from the elevator on the 2nd floor to showcase various cultural items, events, and information. Bulletin boards would also be put up outside the Community Services Office and the back exit to the building. This will require relocation of police shoulder flashes from display case.
- **Facebook** - CIT will work to collaborate with the TBPS Media Relations Coordinator to ensure initiatives and work being accomplished by the CIT are highlighted on the TBPS’s corporate social media accounts.
- **Logo Contest** - (*Recommendation OIPRD #15*) – the CIT held a virtual meeting with community stakeholder to discuss the new direction of the CIT and the need for a new logo to depict the new vision. Once the elders are in place the committee will meet to firm up details. The contest will be launched at the media event.

Once the team has started on the journey – the following will be targeted as priority initiatives to help solidify the commitment to embedding cultural teachings into the work of the CIT and the TBPS.

- **Eagle Staff** – (*Recommendation OIPRD #15 & #17*) - The Eagle Staff will always bring an unconditional respect. Historically, an Eagle Staff was given on a person’s accomplishments. The Eagle Staff was given to someone with high honor. Today, the Eagle Staff is used as a symbol of identity. The Eagle Staff is aligning with the mission statements, vision, and guiding principles of the CIT. There is a spiritual essence that goes with the Eagle Staff. The CIT Coordinator will work with Fort William First Nation to secure a tree to make an Eagle Staff for the TBPS. If this permission is granted the community will be included in bringing life to the Eagle Staff.
- **Thunder Bird Drum** – (*Recommendation OIPRD #15 & #17*) - the Thunder Bird Drum will always bring people together in harmony. It was given to the Anishinabek from the Sioux to stop conflicting war amongst each others’ differences. To this day, the Thunder Bird Drum is still used amongst the Anishinabek and adopted

into their ceremonial practices. Since the Thunder Bird Drum was introduced, peace has been restored amongst the conflicting tribes.

- **Diverse Artwork** - (*Recommendation OIPRD #17 & #39*) – The addition of Indigenous Art in the TBPS Headquarters in 2019 was very successful. The CIT will connect with members of other groups to include a wider variety of artwork that depicts our diverse community and continue with adding new Indigenous pieces.
- **#C.I.T. DownWithUs** - (*Recommendation OIPRD #15, #36 & #39*) - A monthly coffee break session will infuse cultural and diverse engagement opportunities with members of TBPS. This will begin once COVID-19 restrictions allow for safe gatherings. The second phase will be able to see how we can infuse into the community to open conversations to enhance sharing, understanding and acceptance. The #C.I.T.DownWithUs logo represents both Indigenous Medicine Wheel and LGBTQ2S+ communities.
- **Thunder Bay Police Liaison Team** – (*Recommendation OIPRD #15 & #16*) – The Thunder Bay Police Service will expand the number of officers currently trained and following the principles laid out in the OPP Framework for Police Preparedness for Indigenous Critical Incidents which aligns with the CACP National Framework for Police Preparedness for Demonstrations and Assemblies. This team will be used to respond to major events and disputes by providing direction regarding the role of police to ensure public safety while safeguarding the fundamental rights of people as guaranteed by the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code. The TBPS will begin to utilize members of the Thunder Bay Police Liaison Team (TBPLT) as determined through policy and enacted through Incident Command or Branch Commanders when appropriate. The goal is to ensure that lines of communication and understanding are established and maintained prior to and throughout major events with the anticipated result of more transparent and trusting relationships to be built with all stakeholders.

Internal Engagement - Equity, Diversity, and Inclusion (EDI) Committee

The EDI Committee's general purpose is to consider, discuss, research, and propose new innovations on who we are, what we represent internally and externally as a Service to ensure the best service to our community. This will include community engagement to hear about what our community would like to see from us. The EDI Committee connects to the Community Inclusion Team (CIT) Strategic Plan, as well as our response to the various reports and recommendations that impact our service delivery model.

The CIT Strategic Plan is fluid and was built on consultations through the Chief's Organizational Change Project – Breaking Barriers. The EDI Committee is the next logical step to ensure all voices are heard through respectful dialogue and considerations to complement our everchanging society, including how we are perceived by our community and approaches implemented by our Service now and in the future.

Areas for consideration through the committee's work include:

- Community Engagement Planning
- Indigenous and New Canadian Engagement
- Staff EDI Engagement
- EDI Internal Inclusivity Programs
- EDI LGBTQ2S+ Engagement
- EDI Policy development
- Recruitment Strategies

Recommendations for areas of change will be provided to the Chief for consideration through this committee.

Conclusion

The Community Inclusion Team has the passion and desire to engage with the community to continue to build upon existing relationships and embrace new ones with the goal of restoring trust between the TBPS, Indigenous and other racialized members of Thunder Bay.

Community Inclusion Team Plan 2021

Land Acknowledgement

We would like to acknowledge that the City of Thunder Bay was built on the traditional territory of the Ojibwa people of Fort William First Nation - signatory to the Robinson Superior Treaty of 1850. We are also an historic Métis settlement.



June 11, 2021

Jan Ritchie - Coordinator

Cst. Niaomi Fillier

Cst. Bob Simon

Sgt. Julie Tilbury



Community Inclusion Team (C.I.T.)



VISION

A trusted and transparent unit of the Thunder Bay Police Service which fosters positive relationships between police, Indigenous people, other racialized and underrepresented groups they serve.

MISSION

To enhance relationships by positive interactions, empowering individuals, investing in partnerships, constant communication, and education to increase understanding and acceptance to make the TBPS more welcoming and accessible to all.

GUIDING PRINCIPLES

The Community Inclusion Team is guided by the seven grandfather teachings:

Love - accept all unconditionally.

Truth - always speak truthfully and without judgement.

Humility - treat everyone equally with empathy and compassion.

Honesty - to have the courage to say and do the right thing – to be honest with oneself.

Respect - develop relationships that are mutual and reciprocal.

Bravery/Courage - stand tall through adversity with convictions and integrity.

Wisdom - a combination of experience, knowledge, and teachings to make sound judgement with ability to separate inner qualities and relationships.

Building trust. A path forward.

PILLARS

Engage - Support - Recruit - Communicate

Engage - Dedicate to enhanced community connections to foster relationships, provide support, and ultimately build trust with Indigenous people, other racialized and underrepresented groups.

1. Consult with Indigenous people, other racialized and underrepresented groups to understand barriers, consider service needs and further reconciliation.
2. Invest in a variety of initiatives to build capacity with a focus on youth interactions.
3. Collaborate with organizations and partners in the city to meet the needs of community.
4. Develop educational campaigns focused on awareness of Hate Crimes, Gang Recruitment, and Interactions with Police.
5. Dedicate to embracing culture and diversity guided by Elders, Knowledge Keepers, and community leaders.

Support - Commit to enhanced interactions with vulnerable individuals, develop opportunities for cultural and diverse training and embrace Provincial Liaison Team framework.

1. Invest in training new Provincial Liaison Team members to ensure lines of communication and understanding are maintained throughout interactions with Indigenous people & diverse groups in major events, demonstrations, and disputes.
2. Liaise with victims, witnesses, and investigators to enhance interactions and provide support during investigations.
3. Coordinate cultural competency training for all police officers & civilian employees throughout their career.
4. Develop partnerships with APS & NAPS for a work exchange program.

Recruit - Focus on strategies essential to increasing the interest of diverse community members to consider a career in policing and opportunities to successfully prepare for the hiring process.

1. Collaborate with Human Resources to develop a recruitment strategy.
2. Explore opportunities to engage with members of diverse communities to interact in meaningful dialogue.
3. Develop opportunities to volunteer at the TBPS or partner with a mentor to successfully prepare for the hiring process.

Communicate - Invest in showcasing the ongoing efforts to engage, support and recruit while being transparent with the commitment to improve service delivery.

1. Utilize social media to document and highlight ongoing work by the CIT.
2. Host media events to highlight ongoing partnerships and success of work being completed.
3. Prepare Quarterly and Annual Reports to ensure the team is on track with the plan.
4. Complete physical initiatives at headquarters that help make the TBPS more welcoming and inclusive.
5. Invest in items that visibly showcase commitment to culture and diversity.

KEY INDICATORS

- Number of community partners and satisfaction of community partners.
- Number of social media posts and input from readers.
- Number of training sessions. Completion of education and training material.
- Number of interactions with the community. Number of youth interactions.
- Involvement and outcome of support provided for investigations.
- Feedback from elders and community leaders.
- Number of individuals recruited because of targeted interactions.



ENGAGE

OUTREACH

Community Consultation

- CIT will engage with various individuals, organizations and businesses that represent Indigenous, other racialized and underrepresented groups in the community to better understand the supports they require from the Thunder Bay Police Service.
- Empowering the sharing of ideas and knowledge from various community members will be the driving force behind the development of the direction of the CIT.
- This ongoing consultation process will change and improve the delivery model of support and services provided by the CIT and ultimately the TBPS as we evolve by learning from successful outcomes.

TIMELINE - February 2021 – Ongoing.

Logo Contest - (Recommendation OIPRD #15)

- As part of the recommendations from the Organizational Change Committee, the CIT will consult with community members to develop a plan to create a new logo to celebrate the new name and journey of the CIT. The contest will be open to the community as part of the community engagement plan and be announced at a media event.
- The current ALU logo/patch will be retired and a plaque will be displayed at the TBPS recognizing the past and showcasing the progress of the Service forward.

Cost - \$1000

TIMELINE - Spring 2021.

Vulnerable Community Members - (Recommendation OIPRD #36)

- CIT will commit to regular patrols in the community to get to know the issues that are impacting the vulnerable individuals. Investing in relationship building will be at the cornerstone of this engagement. Efforts will be made to find creative approaches to supporting and dealing with issues impacting this population including connection to social services.
- Partnering with Elders to patrol various areas to help foster a cultural approach to building capacity and understanding the needs of the vulnerable population.

TIMELINE - April 2021 – Ongoing.

Celebrate Diversity - (Recommendation OIPRD #39)

- CIT will participate in a variety of cultural and diversity initiatives in the community. These opportunities will allow for engagement with specific audiences allowing for enhanced understanding of their unique issues and how best they can be supported by the TBPS.
- **Indigenous Organizations** - CIT will develop relationship with a variety of organizations that represent Indigenous people and will liaise on a regular basis to develop trusting and transparent relationships and assist as required for a law enforcement purpose.
- **Thunder Bay Multicultural Association** - CIT will keep open communication with the Multicultural Association to develop presentations for newcomers and various cultural groups. Liaison Officers will assist as required for a law enforcement purpose. Developing connection and relationships will be a priority.
- **LBGTQ2S** - CIT will engage with the various organizations that represent the LBGTQ2S community and determine the support required to develop a trusting relationship.

TIMELINE – Ongoing.

Conflict Resolution Strategy

- Develop a strategy to engage with individuals and groups that are publicly in conflict with the TBPS.
- This strategy will include the framework outlined by the Provincial Liaison Team.
- The support of an elder will be considered to help proceeding in a good way.

TIMELINE – Ongoing.

Evacuations - Community Support

- CIT will be responsible for creating a plan to be able to effectively engage with any community that is evacuated to Thunder Bay.
- CIT will liaise on a regular ongoing basis with the First Nation leaders, the hotel staff, and other members of the Thunder Bay Crisis Response Team to address safety and policing issues.

TIMELINE - April 2021.

Focus on Youth! - (Recommendation OIPRD #15 & #41)

- **Indigenous Schools** - CIT officers will act as School Liaison Officers for Indigenous Education Councils. The officers will have weekly interaction with administration to be on top of any issues and offer supports ensuring a safe education environment for all students. Officers will take reports of any school issues as per regular police functions. Officers will also provide presentations on topics of interest to the school and participate in school activities as requested.

COST - \$1,000

TIMELINE - September 2021 – Ongoing.

- **Welcome Feast** - An information booth will be set up to engage youth with focus on safety and recruitment at Student Orientation events with NAN & City of Thunder Bay.
COST - \$1000 for booth items
TIMELINE - September 2021.
- **Hammarskjold High School** - The specialized land-based Alternative Secondary School Program called Kendomang Zhagodenamnon Lodge, also known as KZ Lodge, offers support to students, and includes educational programming related to Indigenous land-based learning and life skill building. The program fosters critical thinking, Indigenous culture, and technology skills, all while encompassing real-world connections and career plans. Initial connection was made with this program to help create a fire pit for the Tree of Hope project. This connection has led to the CIT committing to regular visits to participate in cultural activities, engagement opportunities and presentations including career opportunities. Other members of the TBPS will be invited to various engagements to broaden the opportunities for cultural exposure to officers.
[Alternative Secondary School Program \(ASSP\) - Thunder Bay Indigenous Friendship Centre \(tbifc.ca\)](http://tbifc.ca)
COST - \$500.00
TIMELINE - February 2021 – Ongoing.



- **Boxing for Badges** - Engage with youth in a recreational setting utilizing boxing as the anchor to interact with participants and build positive relationships. Messages of positive life choices will be infused into the weekly sessions. A partnership will be created with the City of Thunder Bay Youth Inclusion Program to offer regular classes including the School Resource Officers.
COST - Canadian Tire Jumpstart Program & City of Thunder Bay Youth Inclusion Program
TIMELINE - Spring 2021.

- **Archery** - To engage with youth of all ages, the TBPS Community Services Branch has invested in certifying Community Service Branch officers to instruct archery in a safe and consistent manner. This allows for officers to connect with vulnerable youth in a setting that will enhance their physical and mental acuity while learning the benefits of staying active and participating in positive community-based events. Officers will create messaging that will be infused into the weekly lessons through signage, conversations, and other interactive methods to educate the participants about gang recruitment, the dangers of drug and alcohol abuse while providing them with tools to make positive decisions. These programs include – Northern Travel excursions, Camp Loon, Mino Bimaadiziwin

COST - Canadian Tire Jumpstart Program

TIMELINE - February 2021 – Ongoing.
- **Northern Travel** - (*Recommendation OIPRD #37 & #41*) - Continue to travel north to visit the remote communities. This will allow officers to engage with archery program and educate the students on a variety of topics such as gang recruitment and other information necessary for students coming to Thunder Bay. Officers will be able to address concerns and allow for rapport building with families and the students to become a contact person if they are home sick, lonely, or just to have someone they know in Thunder Bay.

COST - covered under Northern Travel Grant

TIMELINE - when COVID restrictions are lifted.
- **Mino B** - (*Recommendation OIPRD #41*) – Members of the CIT will participate in the Lakehead Public Schools Mino Bimaadiziwin – “Leading a Good Life” Aboriginal Youth Leadership Program. This program provides an opportunity for the students to foster positive relationships and build strong connections between Aboriginal youth and educational partners, police, community agencies and support networks.

[Leading a Good Life | Lakehead Public Schools \(lakeheadschoools.ca\)](https://lakeheadschoools.ca/leading-a-good-life)

COST - Overtime

TIMELINE - August 2022.
- **Camp Loon** - (*Recommendation OIPRD #37 & #41*) – A partnership with the Canadian Military Ranger program in July of each year will provide an opportunity for members of the TBPS guided by the CIT to participate in the 7-day camp environment to instruct archery, paint ball and set up a recruitment information session for the 200+ Rangers aged 18+ years. This immersion opportunity allows for many informal opportunities to engage with youth in positive interactions allowing for mutual cultural exchanges enhancing understanding and respect.

[3 Canadian Ranger Patrol Group | Canadian Army \(forces.gc.ca\)](https://forces.gc.ca/3-canadian-ranger-patrol-group)

COST - \$8,200.00 + Overtime

TIMELINE - Summer 2022.

PARTNERS

Elders/Knowledge Keepers - (*Recommendation OIPRD #36*)

- Maintain a committee of Elders who are willing to provide guidance for ceremonial and justice matters as well as offer teachings, healings, and assisting with community engagement and cultural events.
- Create a list of Knowledge Keepers with areas of expertise.

- Have a bundle keeper in the community or within the station that is responsible for the Indigenous Medicine and Cultural bundle.
 - Create a gifting protocol to support this work.
- COST - \$ 1,200/year**
TIMELINE - March 2021 – Ongoing.

EDUCATE

Hate Crime - (Recommendation OIPRD #36)

- The CIT will work with community partners to bring awareness to hate crimes and hate related incidents and encourage the reporting of incidents.
 - The team will review policy to ensure procedures are in place to effectively deal with reported incident to ensure confidence in the community that the matters will be dealt with in a sensitive manner.
 - Training for TBPS members will be created to ensure all incidents are handled appropriately.
- COST - \$1,000**
TIMELINE - November 2021.

Gang Recruitment - (Recommendation OIPRD #37)

- The CIT will develop an interactive presentation that will resonate with the youth they are trying to reach.
 - The focus will be on the challenges and obstacles confronting youth today and the importance of good role models, community involvement and educations to help guide decision making and provide youth with tools and resources for positive outcomes.
- COST - \$22,000 - Project Prevent Grant Budget (2021 / 2022)**
TIMELINE - March 31, 2021, to start - September 30, 2021 to complete.

Police Interactions - Street Checks - (Recommendation OIPRD #37)

- The CIT will provide information to students, so they fully understand their rights when interacting with police. A “down to basics” approach will be the cornerstone of this initiative.
 - Knowledge and understanding of the current requirements will allow for more informed interactions.
- COST - \$500**
TIMELINE - September 2021.



SUPPORT

THUNDER BAY POLICE LIAISON TEAM (TBPLT) *(Recommendation OIPRD #15 & #16)*

- **The purpose of the TBPLT is to:**
 - promote an operationally sound, informed and flexible approach to resolving conflict and managing crises in a consistent manner.
 - offer a framework that demonstrates accommodation and mutual respect of differences, positions, and interests of involved Indigenous and non-Indigenous communities and the TBPS.
 - promote and develop strategies that fully minimize the use of force possible.
- The Thunder Bay Police Service will expand the number of officers currently trained and following the principles laid out in the O.P.P. Framework for Police Preparedness for Indigenous Critical Incidents which aligns with the CACP National Framework for Police Preparedness for Demonstrations and Assemblies.
- Currently the TBPS has two PLT trained officers. The TBPS will send two additional officers to participate in PLT training in 2021. The TBPS will continue to train two members from various branches of the Service on an annual basis until the TBPLT meets the needs of the community. This approach would allow for a gradual progression of implementing the principles of the program while enhancing the opportunity for cultural growth and development enhancing the way the TBPS interacts with Indigenous people, other racialized and underrepresented groups in major events and disputes.
- Policy will be created to ensure that the TBPS establish and maintain open and transparent lines of communication with all stakeholders directly or indirectly, for major events. The TBPLT shall work toward building a relationship of trust, mutual understanding and respect between police and the affected community members.

COST - \$5,000

TIMELINE - when courses are available in Winnipeg or Orillia.

INVESTIGATION SUPPORT *(Recommendation OIPRD #15)*

- Liaison Officers will be available to support both the Uniform Patrol Branch and the Criminal Investigations Branch as a liaison between police and Indigenous people, other racialized and underrepresented groups during investigations. Support such as:
 - Reaching out to victims and witnesses who may be reluctant to speak to police.
 - Assisting with connecting to northern community contacts for notifications and investigative assistance.
 - Assist with locating missing persons.
 - Engaging with community members in stressful situations to help to reassure that transparent and thorough investigations are being conducted.
 - Assisting to navigate culturally sensitive issues that may arise.

COST - Overtime as per policy

TIMELINE - September 2020 – ongoing.

TRAINING

- **Cultural Competency** - *(Recommendation OIPRD #39)* - The CIT Coordinator will work with members of the community to design & implement mandatory Indigenous cultural competency training for all police officers & civilian employees throughout their career.

COST - Training budget

TIMELINE - to be implemented in 2022 block training.

- **LGBTQ2S** - *(Recommendation OIPRD #39)* - The Diversity officer will work with experts in the community to create and implement LGBTQ2S training.

COST - \$0.00

TIMELINE - to be implemented in 2022 block training.

- **Cultural Diversity/Newcomers** - *(Recommendation OIPRD #39)* - The ILO/DLO will work with community members to create and implement training to expand the understanding of various cultural issues that may impact law enforcement response.

COST - \$0.00

TIMELINE - to be implemented in 2022 block training.

- **Hate Crime** - *(Recommendation OIPRD #15 & #36)* - The Indigenous Liaison officer will work in conjunction with the CIB Hate Crime Investigator to develop grass roots Hate Crime Training

COST - \$0.00

TIMELINE - to be implemented in 2022 block training module.

- **New Member Training** - *(Recommendation OIPRD #36)* - All new members will be introduced to the function of the CIT. Opportunities will be available to speak to an elder for cultural teachings.

COST - \$0.00

TIMELINE - Spring 2021 – Ongoing.

- **#C.I.T.DownWithUs** - (*Recommendation OIPRD #36 & #39*) - The CIT will create voluntary opportunities for TBPS members to have experiential training that includes teachings from Indigenous elders, knowledge keepers and other members of our diverse community. The goal is to allow for sharing of perspective based on lived experiences and allowing for dialogue to create understanding and mutual respect.

COST - \$ 1,200

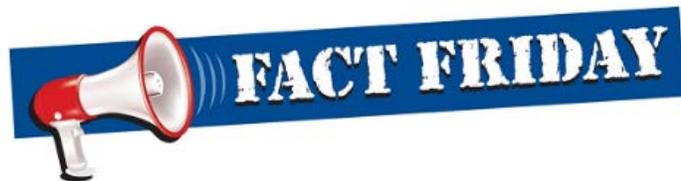
TIMELINE - Summer 2021.



- **Fact Friday** - (*Recommendation OIPRD #39*) - The CIT team has developed a weekly internal training initiative called “Fact Friday” that will provide small bits of cultural and diverse information that members can choose to read. The goal is to dispel some myths and provide some facts as well as open dialogue within the TBPS. Members of the CIT have also issued an open invitation to anyone who wishes to further discuss topics posted.

COST - \$0.00

TIMELINE - January 15, 2021 – Ongoing.



APS & NAPS PARTNERSHIPS - (*Recommendation OIPRD #37*)

- A request will be made to APS to explore opportunities to work together in both communities.
- A work exchange program will be explored with NAPS to see if there are opportunities for uniformed members to work in a northern community to become fully emersed in the Indigenous culture.

COST - Unknown

TIMELINE – TBD.



RECRUIT

COMMUNITY INCLUSION TEAM

- **Hire A Civilian Coordinator** - *(Recommendation OIPRD #16)* - The TBPS will widely advertise to recruit and hire the most suitable candidate for the role of the Community Inclusion Team Coordinator.
TIMELINE - December 2020 – COMPLETE.
- **Rewrite Community Services Policy** - The current Community Services - Part 6 Chapter 90 policy will be rewritten to include the organizational change from the Aboriginal Liaison Unit to the Community Inclusion Team to better reflect the status and work of the unit.
TIMELINE - May 2021.

RECRUITMENT STRATEGY - *(Recommendation OIPRD #41)*

- **Assist Human Resources** - The Community Inclusion Team will meet with Human Resources to be apprised of the TBPS recruitment strategy and understand the support required by the CIT. Special attention will be given to determining what messaging the TBPS wishes to deliver to the community to be more successful at recruiting individuals that more accurately represent the city of Thunder Bay.
COST - HR Budget
TIMELINE - March 2021.

- **Recruitment Presentations** - A presentation will be developed to explain the process and stages to apply to the various positions within the TBPS. This presentation will be infused into all youth engagements.
COST - \$0.00
TIMELINE - Spring 2021.

- **Volunteer Opportunities** - Efforts will be made to create opportunities for individuals to volunteer with the TBPS to become better acquainted with the Service and possible employment opportunities.
COST - \$0.00
TIMELINE - October 2021.

- **Mentorship Program** - A mentorship program will be explored to target visible minorities to assist with breaking down barriers by providing valuable support to prepare for potential employment opportunities. The CIT will explore the idea of hosting a summer recruit camp to provide a hands-on opportunity to immerse in the TBPS. Participants will gain an understanding of the requirements to apply for various positions and the hiring process. This camp will focus on Indigenous people, other racialized and underrepresented groups and how to prepare them for employment.
Cost - Unknown
TIMELINE - Apply for grant in January 2022 to run Summer 2022.

COMMUNICATE

EXTERNAL MESSAGING

- **Facebook** - CIT will work to collaborate with the TBPS Media Relations Coordinator to ensure initiatives and work being accomplished by the CIT are highlighted on the TBPS's corporate Social media accounts.

- **Media Events** - CIT will host media events to highlight a variety of initiatives that have greater significance. The CIT will establish a positive working relationship with media partners to enhance the opportunity for coverage of unique and progressive steps being taken to create positive and lasting relationships.
TIMELINE - Media Launch – TBD.

- **TBPS Website** - A page will be created on the www.thunderbaypolice.ca website to introduce the CIT to the community and document the work being done to fulfil the vision, mission and pillars outlined in the strategic plan.
TIMELINE - May 2021.

- **Annual Report** - CIT Coordinator will be responsible for preparing quarterly reports for internal review to ensure the CIT is on track with the plan laid out. An annual report will be prepared for public distribution to highlight the work completed by the CIT, the changes made at the TBPS, and the partnerships developed in the community. The report will outline the input from ongoing consultation, direction the CIT is going, and lessons learned impacting changes in how the TBPS deliver services to promote trust and transparency.
TIMELINE - January 2022.

PHYSICAL INITIATIVES

Establish initiatives to illustrate that the TBPS is making the necessary changes to make the service more inclusive to all community members. This will showcase the commitment to ongoing change by celebrating culture and diversity instilling a more welcoming environment. The CIT will focus on the following initiatives:

- **Welcome Signs in Lobby** - (*Recommendation OIPRD #17*) - large welcome signage will be placed in the front lobby in English, French, Oji-Cree, and Syllabics.
COST - 12" x 48 "signs X 4 = \$800
TIMELINE - Spring 2021.
- **Gender Neutral Washrooms** - (*Recommendation OIPRD #41*) - The lobby restrooms will be changed for gender neutral usage and signage changed accordingly.
COST - \$200
TIMELINE - Spring 2021.
- **Bundle Kit** - create a bundle kit to be used for ceremonial events.
COST - \$2,000
TIMELINE - Spring 2021.
- **Cedar Ceremony** - (*Recommendation OIPRD #17*) - Cedar gives positive vibes and offers protection for those walking in and out of the building. CIT will host a Cedar Ceremony and place cedar over the four main entrances to the building to welcome the community into the building and offer protection for the officers heading out on duty. Cedar from Mount McKay will be harvested, and it will be blessed by an Elder in a ceremony with a feast to follow before the hanging of the cedar. The cedar will need to be replaced at the beginning of every season, spring, summer, fall and winter.
COST - \$1,500
TIMELINE - Spring 2021.
- **CIT Clothing** - the CIT members will wear uniforms 50 % of the time and TBPS crested clothing the remainder of the time and when necessary. These items will also include the CIT logo once approved. The crested clothing is meant to represent the TBPS but remain casual and unthreatening to the community. It is important to be transparent with the public during interactions so that they are aware that the CIT members have the same duties and responsibilities of a police officer or civilian member of the TBPS. It will also help to reinforce the positive connections with the TBPS.
COST - \$1,200 – Northern Travel Grant - ongoing cost - \$500
TIMELINE December 2020 – prior to media event.



- **Meeting Space** - CIT will conduct meeting with organizations utilizing spaces outside the TBPS to increase accessibility and inclusivity of all community members.
- **Internal Bulletin Boards** - The display case across from the elevator on the 2nd floor will be utilized to showcase various cultural items, events, and information. A bulletin board will also be installed outside the Community Services Office to highlight CIT information and community events.

COST - \$500

TIMELINE – April 2021.

- **Flagpole** - (*Recommendation OIPRD #15 & 16*) - The flagpole designated for the TBPS flag will be used on occasion to acknowledge various important cultural and diversity dates and national holidays, such as pride month in June and National Indigenous Peoples day on June 21. The Fort William First Nation have offered to donate flags. A Pride flag can be purchased.

COST - \$75

TIMELINE – May 2021.



- **Rockers** - (*Recommendation OIPRD #39*) - Change “POLICE” rocker to Inclusion Colours for the CSB officers. These will be worn for the month of June. This will lead to a very visible message to the marginalized community members. Rockers will be collected and stored for other uses.

COST - \$700.00

TIMELINE - prior to June 2021.



- **Pins** - (*Recommendation OIPRD #39*) - Invest in a pin that can be used in a multitude of ways to help promote diversity, acceptance, and inclusion in the community. The highly recognizable imagery will help infuse our branding into the commitment to be accepting of all.

COST - \$700

TIMELINE - June 2022.



- **Eagle Staff** - (*Recommendation OIPRD #15*) - The Eagle Staff will always bring an unconditional respect. Historically, an Eagle Staff was given on a person’s accomplishments. The Eagle Staff was given to someone with high honor. Today, the Eagle Staff is used as a symbol of identity. The Eagle Staff is aligning with the mission statements, vision, and core values of the CIT. There is a spiritual essence that goes with the Eagle Staff. The harvesting of the materials will be properly centered in process and guided by Elders and the journey will be documented on the TBPS website.

COST - \$1,200

TIMELINE - Fall 2021.

- **Thunder Bird Drum** - (*Recommendation OIPRD #15*) - the Thunder Bird Drum will bring people together in harmony. It was given to the Anishinabek from the Sioux to stop conflicting war amongst each others’ differences. To this day, the Thunder Bird Drum is still used amongst the Anishinabek and adopted into their ceremonial practices. Since the Thunder Bird Drum was introduced, peace had been restored amongst the conflicting tribes.

COST - \$1,000

TIMELINE - Fall 2021.

- **TIPI** - (*Recommendation OIPRD #15 & #17*) - A tipi on the Thunder Bay Police Service property will bring our community together. It will promote cultural awareness, and it is a step to understanding cultural difference.

 - It will provide an opportunity:
 - to have sacred fires because of the location and the fire permit.
 - to host cultural events, such as talking circles, feasts, & other ceremonies.
 - to share cultural teachings.
 - to provide a place to host restorative justice circles for organizations.
 - to have Elders come in and teach or share stories.

COST - \$8,000

TIMELINE – 2022.

- **Diverse Artwork** - (*Recommendation OIPRD #17*) - The addition of Indigenous Art in the TBPS Headquarters in 2019 was very successful. The CIT will connect with members of other groups to include a wider variety of artwork that depicts our diverse community.

COST - donated

TIMELINE - December 2021.

Internal Communication and Inclusion

Equity, Diversity, and Inclusion Committee

The EDI Committee's general purpose is to consider, discuss, research, and propose new innovations on who we are, what we represent internally and externally as a Service to ensure the best service to our community. This will include community engagement to hear about what our community would like to see from us. The EDI Committee connects to the Community Inclusion Team (CIT) Strategic Plan, as well as our response to the various reports and recommendations that impact our service delivery model.

The CIT Strategic Plan is fluid and was built on consultations through the Chief's Organizational Change Project – Breaking Barriers. The EDI Committee is the next logical step to ensure all voices are heard through respectful dialogue and considerations to complement our everchanging society, including how we are perceived by our community and approaches implemented by our Service now and in the future.

Areas for consideration through the committee's work include:

- Community Engagement Planning
- Indigenous and New Canadian Engagement
- Staff EDI Engagement
- EDI Internal Inclusivity Programs
- EDI LGBTQS2+ Engagement
- EDI Policy development
- Recruitment Strategies

Recommendations for areas of change will be provided to the Chief for consideration through this committee.

Recommendations from OIPRD - Checklist

#	Recommendation	Action	Status
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.	<ul style="list-style-type: none"> ▪ The ALU name is being changed to Community Inclusion team (via Organizational change ceremony). ▪ CIT is adopting the Indigenous name “Gawendum Gaakina Awaya” (To protect everyone and everything). ▪ Guiding Principles of CIT are the 7 Grandfather teachings. ▪ CIT is developing strategies to engage with individuals, groups and organizations that are publicly in conflict with the TBPS (this will include PLT and the support of an Elder). ▪ Informal Inservice cultural training – Fact Friday / #CITDownWithUs. 	
16.	TBPS should increase the number of officers in the Aboriginal Liaison Unit by at least three additional officers.	<ul style="list-style-type: none"> ▪ Numbers have increased with two officers and one civilian Coordinator. ▪ Two of the three members of the CIT are Indigenous. ▪ Addition of PLT trained officers to support the CIT when required. 	
17.	With indigenous engagement and advice, TBPS should take measures to acknowledge Indigenous culture inside headquarters or immediately outside it.	<ul style="list-style-type: none"> ▪ Welcome signage in the front lobby is being changed to English, French, Ojicree and syllabics. ▪ The restroom will be changed to gender neutral signage. ▪ A Cedar Ceremony will be hosted to place cedar over the four main entrances to the building to welcome the community into the building and to offer protection for the officers heading out to duty. This ceremony will be done at the beginning of every season (fall, winter, spring, summer). ▪ The TBPS will acknowledge the National Indigenous flag, FWFN flag, Trans flag, Inclusive flag and Pride flag, Special Olympics flag – replace TBPS flag. ▪ CIT will connect with members of other groups to include a wider variety of artwork that depicts our diverse community for display in the headquarters. 	

		<ul style="list-style-type: none"> ▪ CSB will wear Inclusion colours on their Rocker Panels for the Month of June. ▪ Support Tree of Hope Ceremony. ▪ Inclusion of a Tipi / Eagle Staff and Thunder Drum at the TBPS. 	
36.	<p>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> <p>A: Is on going throughout the career of a TBPS officer or employee</p> <p>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</p>	<ul style="list-style-type: none"> ▪ CIT will partner with Elders and patrol the troubled areas to help foster a cultural approach to build capacity and understanding the needs of the vulnerable population. ▪ CIT will work with community partner to bring awareness to hate crimes and hate crime related incidences, to encourage the reporting of these incidences. ▪ Hate Crime training will be provided to every member upon hire & upon return from OPC. ▪ Establish a list of elders willing to provide guidance for ceremonial and justice matters. They will also offer teachings, healings, and assist with community engagement/cultural events. ▪ CIT coordinator will work with members in the community to design and implement mandatory Indigenous cultural competency training for all police officers & civilian employees throughout their career. ▪ Informal in-service cultural training – Fact Friday / #CITDownWithUs. ▪ Introduction of the CIT to all new employees. 	
37.	<p>TBPS should ensure the Indigenous cultural competency training recommended in this report is accompanied by initiatives in collaboration with First Nations police services that allow TBPS officers train or work with First Nations police services and visit remote First Nations to provide outreach.</p>	<ul style="list-style-type: none"> ▪ CIT will continue to travel up north to visit communities, especially the communities who have a lot of students who visit Thunder Bay for School. Officers will provide education to the students and provided any safety tips. CIT will provide their contact number for any family members and students coming to the City to help their transition be less stressful. ▪ July of every year CIT will continue to partner with the Canadian Military Ranger Program (Camp Loon) to instruct 	

		<p>archery, paintball and provide a recruitment information session.</p> <ul style="list-style-type: none"> ▪ CIT will pair up with officers from APS and do a ride along on FWFN once or twice a month (time permitting). ▪ A work exchange program will be explored with NAPS to see if there are opportunities for uniformed members to work in a Northern Community to become fully emersed in the Indigenous Culture. 	
39.	<p>TBPS should develop and enhance additional cultural awareness training programs relating to the diverse community it serves.</p>	<ul style="list-style-type: none"> ▪ CIT members will be involved in training days by partnering up with community members from different diverse groups to provide information session (for example LGBTQ2S+ training). ▪ CIT will have mandatory cultural competency training. ▪ Every Friday the CIT will have weekly training initiatives called “Fact Friday.” This will provide small bits of information on culture and diversity for members. This will help dispel myths and provide some facts, that will open the dialogue within the TBPS. ▪ Awareness of the Cedar Ceremony and Feasting and informal training opportunities at Headquarters for members. ▪ Introduce gender neutral restrooms in the lobby of the TBPS. 	
41.	<p>TBPS should, on a priority basis, create and adopt a proactive strategy to increase diversity within the service, with prominence given to Indigenous candidates.</p>	<ul style="list-style-type: none"> ▪ Youth engagement initiatives. ▪ School based engagement initiatives to promote recruitment opportunities. ▪ Northern Travel, Camp Loon & Mino B – opportunities to promote career in law enforcement. ▪ Collaborate with Human Resources to engage with youth. ▪ Develop a mentorship program with youth. 	