



Thunder Bay Police Service Board

Q1 & Q2 Report

OCT 2024



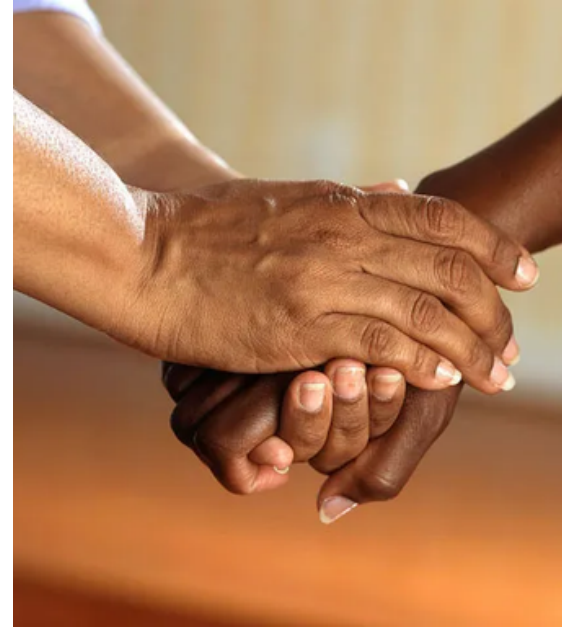
Introduction

The Thunder Bay Police Service Board (Board) understands that it is critical for our diverse community to have faith in the system that provides oversight of the Thunder Bay Police Service (Service).

Several reports and investigations over the last number of years have documented systemic racism in the Thunder Bay Police Service and outlined how investigations into the sudden deaths of Indigenous people have been tainted by racist attitudes and stereotyping, and the abject failure of previous police boards to provide effective police oversight and act in the public interest.

More recent allegations of criminal misconduct and fraud have compounded the broken trust between Indigenous communities, the Service and Board, as well as the entire Thunder Bay community.

The new board members are committed to working collaboratively with Indigenous communities and building trusting relationships with all the communities we serve. We understand that the process of building trust with Indigenous communities will require transparency, acknowledgement, and accountability, as well as taking concrete action. We are committed to listening to the communities we serve and implementing the necessary policies and accountability mechanisms to ensure the incidents of the past never occur again.



The report by the Expert Panel emphasized the need to ensure significant and meaningful presence of Indigenous members on the Board. Currently, two of the five-member Board are Indigenous women appointed by the province and the City of Thunder Bay.





In July **2023**, provincial appointee **Karen Machado** was named as the Chair of the Board. Ms. Machado is a member of the Red Rock Band and the retired Superintendent of the Thunder Bay Correctional Centre.

Denise Baxter, a municipal appointee, is a member of Marten Falls First Nation and has been the Vice Provost of Indigenous Initiatives at Lakehead University since **2017**. Ms. Baxter is currently the Chair of the Board's Governance Committee.



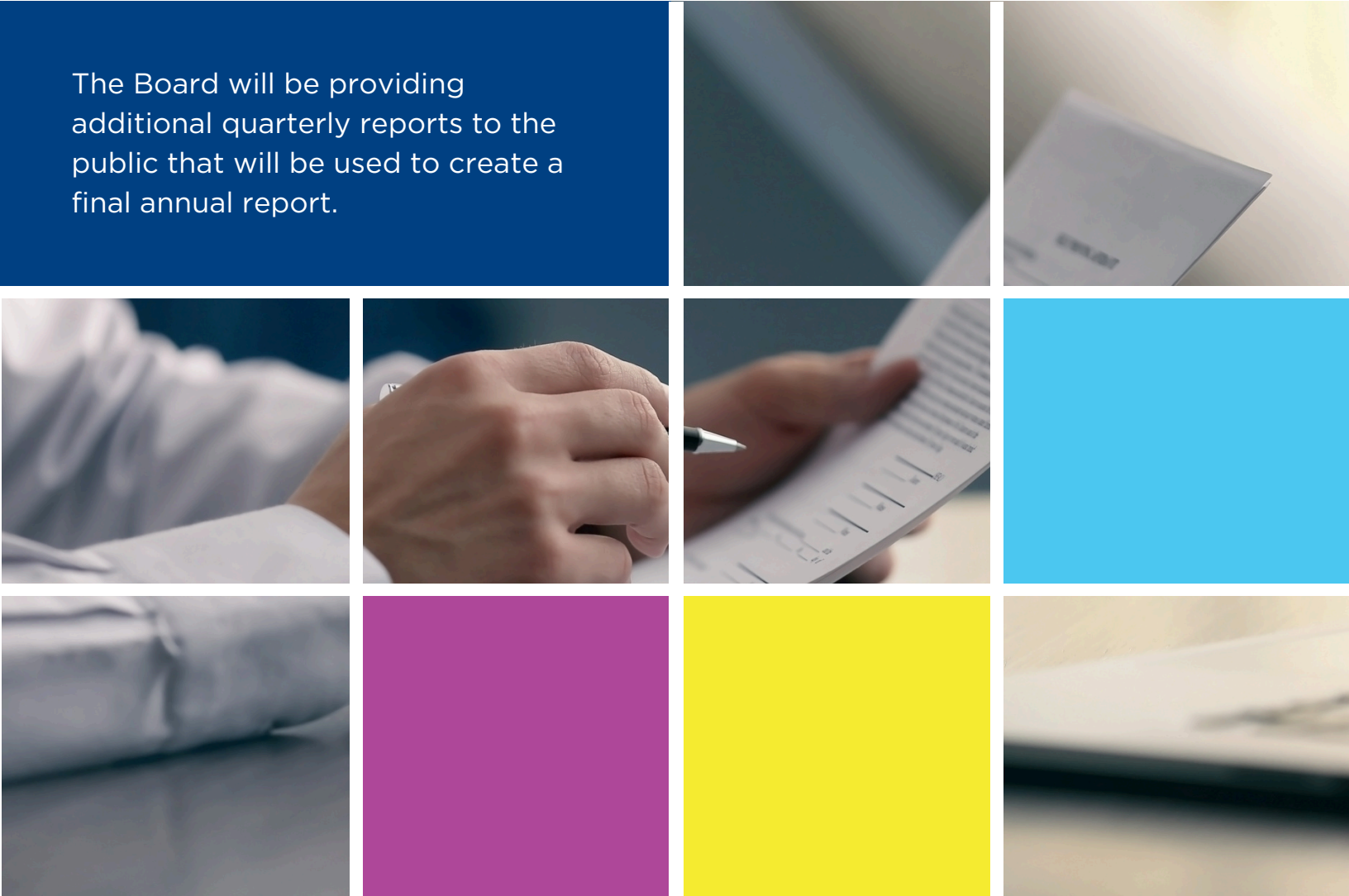
Prior to these appointments, the Board and Administrator **Malcom Mercer**, appointed **Darcy Fleury** as the new Chief of the Service. Chief Fleury is a citizen of the Red River Métis and member of the Manitoba Métis Federation and has more than 36 years of policing experience. He most recently served as Chief Superintendent with the RCMP Central Alberta District based in Edmonton.

Since resuming local control in July 2023, the new board members have been diligently working to implement various recommendations and build trust with Thunder Bay's diverse communities. The Board has been fully engaged on developing policies, procedures and organizational structures to ensure the system of governance for the Service is among the strongest in the province.

About Quarterly Reports

Under the new *Community Safety and Policing Act (CSPA)*, police services and police service boards are required to file publicly available annual reports. The first annual report under the CSPA must be filed on or before June 30, 2025.

The Board will be providing additional quarterly reports to the public that will be used to create a final annual report.



This first quarterly report covers the work of the Board during the first two quarters of 2024 with sections covering what is legislatively required by the CSPA for annual reports, as well as updates the Board has made implementing the recommendations of the Sinclair Report, Expert Panel and inquests.

TBPSB Values



Transparency

Encouraging open communication between our community, the Board, and the Service is at the core of our work. We aim to provide accurate information that is accessible to all parties to ensure a collaborative effort during our decision-making processes.

Accountability

Accountability is a fundamental principle of effective police services. The Members of the Board will hold ourselves and the Service accountable for all of our actions. To ensure that fairness and trust are our guiding principles, we welcome opportunities to learn and improve.

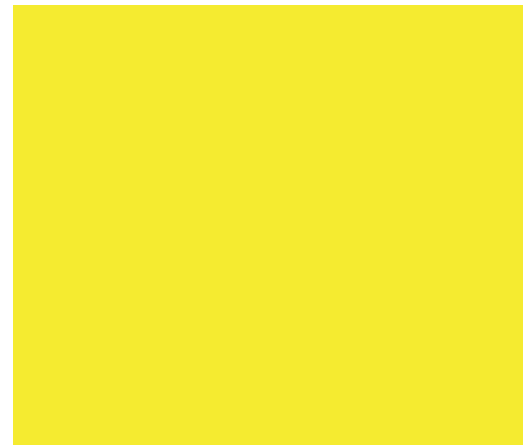
Community Engagement

We value the unique perspectives of our diverse community. We remain committed to building a strong relationship with those we serve and will continue to support meaningful ways for the public to participate actively in our proceedings.

Land Acknowledgement

We the Thunder Bay Police Service Board, and the Thunder Bay Police Service, acknowledge that we are on Anishinaabe lands within the Robinson-Superior Treaty of 1850 and on the traditional territory of Fort William First Nation.

We honour all First Nations, Inuit and Métis peoples and their valuable past, and present, contributions to this land.



It is our responsibility as a public institution to contribute toward Truth and Reconciliation by working together respectfully with Indigenous communities through learning and rebuilding positive community services.



Governance Committee Updates

In August 2022, past Administrator of the Thunder Bay Police Service Board Malcom Mercer, appointed a Governance Committee to assist with the recruitment of a new police chief and the development of policies recommended by the Sinclair Report. The committee reviews and develops critical policies to uphold the Board's core values of transparency, accountability, and community engagement.

The committee also determines the need for additional Board committees to ensure effective operations of the police oversight system.

Work in Action

The Board has established **4 committees**:



The Governance Committee supported the Board and was actively involved in the hiring of a new Deputy.

Labour Relations Committee Updates

In accordance with recommendations from the Expert Panel, the Board established the Labour Relations Committee in January 2023. The committee governs labour relations, including collective bargaining, manages grievances, and supports the health and well-being of Service members.

Work in Action

In January 2024, the Labour Relations Committee began preparing for bargaining discussions with Uniform, Civilian and Senior Officers' bargaining units. The process for renewing the collective agreements with the Associations has begun. The Bargaining Committee, a subcommittee of the Labour Relations Committee, is currently negotiating the Uniform Collective Agreement. Work on the Civilian and Senior Officers Collective Agreements will follow.

Recommendations to the Thunder Bay Police Service Board

The Board has been focused on implementing various recommendations from the Sinclair Report, OIPRD and the Expert Panel. The recommendations outline the policies, procedures and systems that the Board should create, adopt or improve to ensure the highest standards of policing, and most importantly, build trust with the diverse Thunder Bay community.

To implement the recommendations the Board has established three working groups, Working Group A, B, and C. Working Group A is focused on implementing recommendations on board governance, Working Group B is responsible for implementing recommendations about setting the direction of the Service, and Working Group C is focused community engagement.

The following section provides an overview of the progress that the Board's three working groups have made to date.



A) Recommendations on Board Governance

32 Recommendations Completed, Ongoing or In Progress

Working Group A is focused on implementing recommendations on Board governance, including development and review of key policies, training for Board members, external communications, and critical work such as strategic planning, annual reports to the community, and Board performance and effectiveness.

1

Board Governance, Policies and Bylaws

7 Recommended Polices Adopted; 1 in Progress

- Special Accounts Policy (Board Governance Policy and Bylaws)
- Communications and Crisis Response Policy (Sinclair Report)
- Information Sharing, Operational Responsibilities (Sinclair Report)
- Indigenous Relationship Policy (Sinclair Report and Expert Panel)
- Mandatory Board Governance Training Program (Board Governance Policy and Bylaws)
- Orientation and Training Policy (Sinclair Report)
- Advisory Appointments Policy (Expert Panel)
- Human Rights, Anti-Racism, Indigenous Equity, Diversity and Inclusion Framework and Policy(ies). Community engagement underway. (Expert Panel)

2

Board Training

6 Recommendations Completed, Ongoing or In Progress

The CSPA sets the legislative requirements for all police board training. The Board went through their own extensive governance training between September and December 2023 and adopted an Orientation and Training Policy in February 2024. All Board members have completed the first CSPA training module, while 60% of members have completed the second module recently announced by the Ministry. (Sinclair Report, Expert Panel)

3

Board and Committee Recruitment and Retention

6 Recommendations Completed, Ongoing or In Progress

The Board is proud to be led by Chair Karen Machado, a member of the Red Rock Band outside of Nipigon, and Denise Baxter, Marten Falls First Nation member, Chair of the Thunder Bay Police Service Board Governance Committee.

The Board's approved Appointments Policy has established a formal process for advertising the advisory committees, inviting expressions of interest from members of the community, and ensuring transparency in selection.

4

Diversity Equity, and Inclusion Framework

Recommendations in Progress

The Governance Committee identified eight communities to engage in public consultations on the Board's draft Diversity Equity and Inclusion Policy. Engagement is underway. (Expert Panel)

5

Strategic Planning

1 Recommendation Complete

The Board has established an annual process to work with Thunder Bay City Council to ensure its financial needs are met. (Expert Panel)

B) Recommendations Setting Directions for the Police Service

11 Recommendations Completed, Ongoing or In Progress

The principal role of the Board is to provide oversight of the Service. In support of that, Working Group B is responding to those recommendations that provide direction to the Chief and Service. Policies and initiatives in the areas of Human Resource management, organizational change, support and development of staff and leadership of the Service, and the relationship between the Board and Service overall is also a responsibility of Working Group B.

4 Recommended Policies Adopted

Missing Persons Policy (Sinclair Report)

Information Sharing Policy (Epstein)

Use of Force Policy (Board Governance)

Use of Artificial Intelligence Policy (Board Governance Policy and Bylaws)

1

Organization of the Service

5 Recommendations Completed or Ongoing Community Inclusion Team

The Aboriginal Liaison Unit has been re-established as the Community Inclusion Team in 2020. The team has worked to define a clear vision, terms of reference, and a detailed strategic plan. (Sinclair Report)

2

Staffing & Recruitment

4 Recommendations Ongoing

The Board is reviewing and analyzing the police service's recruitment strategies for people from un-represented or under-represented communities. The Board is actively looking at existing barriers to recruitment, selection, retention, advancement and measures to address the barriers, as well as setting diversification targets, timelines and a method to measure success. (Sinclair Report)

3

Human Resources and Labour Relations

2 Recommendations Completed and Ongoing

The Board adopted an Information Sharing Policy that includes provisions that address reporting by the Chief of Police to the Board in December 2023. (Sinclair Report)

Since assuming his role, Chief Fleury continues to do an outstanding job modeling human rights, and championing equity and inclusion. (Expert Panel)

C) Recommendations on Community Engagement

6 Recommendations Completed, Ongoing or In Progress

Working Group C is charged with proposing responses to recommendations that are focussed on the relationship of the Board and the Service with the diverse communities it serves, as well as local agencies, organizations and its leadership. The efforts of Working Group C also address how the Board engages with First Nations and other Indigenous communities and leaders, both in the City of Thunder Bay and across the region.

Nation to Nation Relationships

The Board continues to work collaboratively with the Service to established Nation to Nation relationships with First Nations Leaders. The Board has established interim working partnerships with Indigenous and other service providers in mental health, human trafficking, substance use and the unhoused. (Expert Panel)

In December 2023, the Board participated in Chief Fleury's first official forum with First Nations Leaders. The meeting included discussions about the expectations of Indigenous communities regarding the the Service, the recruitment of Indigenous employees, and how the Service and Indigenous communities can work together. The Board also took part in a forum with community stakeholder and local service providers. (Sinclair Report, Expert Panel)

Board Chair Karen Machado also sits on the Indigenous Leadership Collaborative in support of Chief Fleury.

Continued Advocacy for Local Forensic Pathology Unit

The Board continues to advocate for a local coroner at the community level and through the Association of Ontario Municipalities' (AMOs') Internal Governmental Committee. The Board recently passed a motion to support AMO's Internal Governmental Committee advocacy for a local coroner.

Other News



Urban Indigenous Community Safety Plan

The Ontario Native Women's Association (ONWA), the Anishinabek Nation, City of Thunder Bay, Fort William First Nation, and the Thunder Bay Police Service, will work together on the development on an Urban Indigenous Community Safety Plan. The Board strongly supports the work of ONWA and other community groups that have recognized a need to address the critical public safety challenges that exist for Indigenous people in Thunder Bay, especially Indigenous women and girls. The Board calls on all levels of government to provide the funding necessary to result in the safety of Indigenous peoples in Thunder Bay.



FORT WILLIAM FIRST NATION



Development of the plan will be a collaborative and community-driven process and will honour the lives of missing and murdered Indigenous women, girls and gender-diverse people while preventing further tragedies.

Supporting our Community Partners

Thunder Bay Police Youth Corps was given **\$3,500.00**, as per the TBSP annual sponsorship of the youth corps from the TBPSB's Special Fund.



- **\$1,500** was given to the Coldest Night of the Year from the Special Fund.
- **\$1,500** was given to Indigenous Cultural Traditions - 34th Powwow from the Special Fund.
- **\$1,000** was given to Thunder Bay's Roots to Harvest Polar Bear Plunge from the Special Fund.
- **\$1,500** was given to the First Responders Hockey Tournament from the Special Fund.
- Thunder Bay District Crime Stoppers was given **\$2,500.00** from the Special Fund.



Police Service Updates

A Healthy and Supported Workforce

Several activities were implemented to attract, recruit and retain skilled people who reflect the diversity of our community. The following are some examples:



Recruitment and Community Inclusion Team attended a career fair at Dennis Franklin Cromarty High School (February).



Recruitment and Meet Greet booth at Goods & Co. to engage people interested in a career as a 911 operator (April).



“Answer the Call” recruitment and career information distributed to front-line workers and agencies serving diverse communities.

Fostering a corporate culture of holistic health and wellness is a priority. Recent initiatives include the following:

- Introduction of additional mental health resources for Members (March).
- The “Elephant in the Room” campaign held during Mental Health Week (May) acknowledged members who help make a difference in mental health around our workplace.
- Launch of the “Catch Someone Doing Good Things” challenge for Members to recognize each other’s actions that make a positive difference (June).
- Participation in and promotion of the Northwestern Ontario Workplace and Worker Health Study. This partnership with the EPID@Work (Enhancing the Prevention of Injury and Disability at Work) Research Institute at Lakehead University enhances understanding of the experiences of both civilian and sworn Members at TBPS and determines how this important work impacts workers’ health.

Sustainable Community Policing

Below are some recent activities to advance police services that are accessible, welcoming and culturally sensitive to diverse people and communities:



- A Community Conversation with TBPS Chief and Deputy Chief hosted by the Rainbow Collective and Thunder Pride (April).
- An educational video was subsequently issued through Daily Briefing re: history of police, Pride and 2SLGBTIA+ communities.
- The Pride flag was raised at Headquarters to recognize Pride month (June).

TBPS collaborates with community partners on strategies that address changing public safety needs, as well as the social challenges that impact police services. Below are recent examples:

TBPS officers, alongside Thunder Bay Canadian Mental Health Association Crisis Workers, completed Critical Incident Training. This expands the Impact Unit, which is made up of mobile crisis teams of TBPS Officers and CAMH crisis workers that provide much needed and often more appropriate responses to people experiencing a mental health crisis (May).

Members of the TBPS Community Oriented Response (COR) team contributed to planning collaboratively a safe Pride parade and festival and assisted with on-site security for the event (June).

TBPS was announced as a partner in the development of Urban Indigenous Community Safety Plan for Thunder Bay. The project will be led by the Ontario Native Women's Association (June).

The TBPS Crimes Against Seniors Investigator, along with members of the Elder Abuse Prevention Committee, participated in health and wellness events for aging community members (May).

TBPS partnered with local media and businesses to engage community members through Coffee, Cops and Conversations during Police Week (May).

Reputation & Relationships

Our commitment is ongoing to rebuild trust among Indigenous and multicultural populations through culturally sensitive approaches to service. Recent initiatives include:

- A “Broken Trust” report update by the Law Enforcement Complaints Agency, or LECA (formerly the Office of the Independent Police Review Director, or OIPRD) acknowledged that all 44 recommendations have been addressed: Of the 15 that could be fully implemented, all have been. The remaining are ongoing due to the continuing nature of the work (January).
- Chief Fleury continues to meet regularly with leaders of organizations serving Indigenous community members.
- Terms of Reference were developed for the Indigenous Leadership Collaborative in support of the TBPS Chief (June).
- A meet and greet was held with Indigenous Elders who provide guidance regarding TBPS activities (April).
- Members, Elders and community partners took part in a Feast and Sharing Circle at Headquarters (May).
- Members participated in events to celebrate and acknowledge National Indigenous Peoples’ Day, including raising the Anishinabek Nation flag at Headquarters (June).

A strategic communications plan was developed and is actively being implemented to improve the public’s sense of safety to live, work, learn, do business and visit Thunder Bay.

- Initiatives were launched to inform the community of TBPS activity, branches, projects and programs. The monthly Report from the Chief and “The Shift” e-newsletter provide answers to common questions, Service highlights and performance data.
- Media announcements and social media posts keep the community informed of significant arrests and initiatives regarding that demonstrate the impact and value of TBPS, such as the results of Project Marble (February) and ETU Basic Ontario Tactical Rope Access training (June).

Build for Transformation

Activity is ongoing to adapt and respond to policing's changing technology requirements:



- Our Service expanded its drone program. Eight members of the Primary Response Branch underwent four days of training to operate our drones. (June)
- TBPS announced the launch of a pilot program deploying an innovative, first-generation biometric monitoring solution designed to enhance the safety and dignity of people in custody (May).



Quick Facts

7

The Board has approved **7** foundational governing policies.



4

The Board has established **4** committees.



8

Eight communities have been identified in the lead up to public consultations on the Board's draft Diversity Equity and Inclusion policy.



The Board has provided community partners

\$21,500

so far this year.



The Board has established interim working partnerships with Indigenous and other service providers in mental health, human trafficking, substance use, and the unhoused

