AGENDA MATERIAL
FOR
THE THUNDER BAY
POLICE SERVICE BOARD
REGULAR MEETING

Date: **TUESDAY, OCTOBER 20, 2026**

Location: **TBPSB BOARDROOM**
1111 VICTORIA AVENUE, EAST
Thunder Bay, ON

Time: **9:00 A.M.**

MEETING OF THE
THUNDER BAY POLICE SERVICE BOARD

TUESDAY, OCTOBER 20, 2026

TBPSB BOARDROOM
1111 Victoria Avenue, East, Thunder Bay, ON

9:00 A.M.

REGULAR BOARD MEETING

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1. DISCLOSURES OF INTEREST

2. CONFIRMATION OF AGENDA AND CONSENT AGENDA (5 minutes)

RES 1 — With respect to the Regular Meeting of the Thunder Bay Police Service Board held on October 20, 2026, we recommend that the agenda and the consent agenda, as printed, including any additional information and new business, be confirmed.

3. CONSENT AGENDA (5 minutes)

3.1 Minutes of Meeting No. 19-2026 (Regular) of the Thunder Bay Police Service Board held on September 15, 2026..... **Pages 4-9**

3.2 Reports of Committees **Pages 10-29**

a) Governance Committee – Policy for Adoption
   - i) Memo- Governance Committee
   - ii) Terms of Reference - Governance Working Group
   - iii) HR-001: Recruitment for Chief and Deputy Chiefs (Review)
   - iv) HR-010: Complaints About Special Constables
   - v) LEG-001: Missing Persons (revised)
   - vi) LEG-002: Use of Force (revised)

3.3.1 Recruitment Plan **Pages 30-47**

- Adoption of the report that was presented Sept 2026.

3.4 Meeting Evaluation Summary

Summary of evaluations for the September 15, 2026, meetings of the Board (Closed and Regular) for the Board's information..... **Pages 48-54**

4. PRESENTATIONS (10 minutes)

a) Thunder Bay Police Service: Strategic Plan – Monthly Update **Pages 55-64**

T. Smith will present the above noted item on behalf of the Service.

5. REPORTS OF THE THUNDER BAY POLICE SERVICE (15 minutes)

a) Secondary Activities Report **Pages 65-67**

Chief D. Fleury Report No. 70/26 (Police) relative to the monthly secondary activities of members of the Thunder Bay Police Service.

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

b) Complaints Against Police **Pages 68-70**

Inspector J. Dampier to present Report No. 68/26 (Police) Quarterly Report (July to September).

6. GENERAL MATTERS

a) Remembrance Day Ceremony attendance. (5 minutes)

b) TBPSB- Variance Report **Page 71**

ED C. Radbourne to present the above noted item for the information of the Board.

c) 2027 Budget – TBPSB **Page 72**

ED C. Radbourne to present the above noted item for the information of the Board.

RES 2 That the board accepts the proposed Thunder Bay Police Service Board budget for 2027;
AND THAT the Chair be authorized to present it to city council as appropriate.

7. NEW BUSINESS

a) Service Impacts of 2026 Expansion **Pages 73-74**

Deputy Chief J. Pearson to present Report 71/26 from the Service on the above noted item.

b) By-Law updates from the Thunder Bay Police Service Board

Executive Director Radbourne will present the above noted item.

8. CLOSED MEETING AGENDA ITEMS

In accordance with and subject to Section 44 of the *Community Safety and Policing Act, 2019,* the following matters will be discussed in a closed meeting of the Board prior to the public meeting scheduled for October 20, 2026:

1. Personal Matters about and Identifiable Individual
2. Update on Labour Relations
3. Advice that would be inadmissible in court
4. A position, plan, procedure, criteria or instruction applied to negotiations.

9. ADJOURNMENT

THUNDER BAY POLICE SERVICE BOARD
MEETING NO. 19 -2026 (REGULAR)
TUESDAY SEPTEMBER 15, 2026

DATE: SEPTEMBER 15, 2026

TIME: 9:06 A.M.

PLACE: TBPSB BOARDROOM
1111 VICTORIA AVENUE – UNIT #102, THUNDER BAY

CHAIR: MS. K. MACHADO

PRESENT:
Ms. K. Machado
Ms. D. Baxter
Councillor K. Etreni
Mr. L. VanDamme
Ms. C. Radbourne, Executive Director

GUESTS ATTENDING BY ZOOM:
Inspector R. Leclair, Inspectorate of Policing

REGRETS:
Mayor K. Boshcoff

OFFICIALS:
Chief D. Fleury, Thunder Bay Police
Deputy Chief J. Pearson
Civilian Member T. Kane
Civilian Member T. Smith
Staff Sergeant J. Anderson
Inspector G. Snyder
Inspector B. Grieve
Civilian Member E. Hanson

RECORDER:
Ms. M. Romeo, Administrative Assistant
Thunder Bay Police Service Board

The meeting was called to order at: 9:06

1. ANNOUNCEMENTS

Chair introduced and welcomed the Board's new Executive Director Christy Radbourne. Chair Machado welcomed Inspector LeClair as the board and services new Advisor. Member Etreni acknowledged Chair Machado's recent birthday and provided well wishes on behalf of the Board.

2. DISCLOSURES OF INTEREST

None.

3. CONFIRMATION OF AGENDA AND CONSENT AGENDA

Moved by: Member Baxter
Seconded by: Member Etreni

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RES 1 With respect to Meeting No. 19-2026 (Regular) of the Thunder Bay Police Service Board held on September 15, 2026, we recommend that the agenda and the consent agenda, as printed, including any additional information and new business, be confirmed.

The (4.4i) Sudden Death Report and the (4.4ii) Body Worn Camera report to be moved to Regular agenda under General Matters (c) & (d) respectively.

Carried.

4. CONSENT AGENDA

4.1 Minutes of Meeting No. 17-2025 (Regular) of the Thunder Bay Police Service Board held on June 17, 2025…….Pages 5-10

4.3 Meeting Evaluation Summary
Summary of evaluations for the June 17, 2025 meetings of the Board (Closed and Regular) for the Board's information…….**Pages 11-19**

4.4 Updated Reports from Service of the June Meeting

i. Sudden Unexplained Death – Semi-Annual Report: updated report provided to align with the policy.
ii. Use of Artificial Intelligence – Annual Report: Updated report provided to align with the policy.
iii. Body Worn Camera – Annual Report: Updated report provided to align with the policy.
iv. Race Based and Gender Based Violence – Annual: Amended report to correct date discrepancies in the June reporting.

5. PRESENTATIONS

a) Monthly Update: Thunder Bay Police Service Strategic Plan

Deputy Chief J. Pearson, Ms. T. Smith and Ms. E. Hanson presented the monthly update on the 2025-2028 Strategic Plan for the information of the Board. The presentation was then posted to the Board's website for the public.
Discussion was made regarding obtaining the material for inclusion in the board's package for timely review and therefore available on the website prior to the meeting for the public. Ms Smith agreed that would occur in the future.

T. Smith & E. Hanson left the meeting at 9:16 am.

6. REPORTS OF COMMITTEES

a) Governance Committee

Member D. Baxter, on behalf of the Governance Committee, presented a memo, policies and Terms of Reference for the approval of the Board.

Moved by: Member Baxter
Seconded by: Member Etreni

THAT the Board accepts the report from the governance committee and approves the policies
- HR-009: Misconduct, Disclosure, and Discipline – Service
- GOV-011: Strategic Planning

Carried.

7. REPORTS OF THE THUNDER BAY POLICE SERVICE

a) Q2 Variance Report – Thunder Bay Police Service

Mr. T. Kane presented Report 58/26 the Q2 Variance report of the Operational Budget for the Thunder Bay Police Service for the period ending, June 30, 2026.

b) Complaints Against Police Report

Staff Sargeant J. Anderson presented Report 62/2, Complaints Against Police Report for the Q2 of 2026 (April, May, June). The Chair requested additional information be included in the report moving forward.

c) Secondary Activities Report

Chief D. Fleury presented Report 53/26, the monthly Secondary Activities Report and shared that the Special Constables will be in place at the TBRHSC for the next report period. He also advised the board of communication his office put out to all staff regarding their obligations under the Act to report.

d) Missing Persons Report

Inspector B. Grieve presented Report 61/26 Missing Persons: Semi-Annual Report, January 1, 2026- August 31, 2026.

e) Street Checks Report

Staff Sargeant J. Anderson presented Report 63/26 Street Checks Annual Report. The Service provided clarity on the process and circumstances of street checks.

f) 2026 Update Inquest Report

Chief D. Fleury presented the 2026 Update Inquest Report for the information of the Board. The Chief stated that the Service has met all the recommendations, and are committed to continued collaboration, building positive relationships with the communities and the schools.

The Chair asked for additional information on Camp Loon, Staff Sargeant J. Anderson provided an overview of the program and its operations.
The Chair inquired about the Missing persons Intake sheet that was identified. The Service advised that the online intake form is not yet live, but it is being used in paper form and is a priority for the Service.

8. GENERAL MATTERS

a) Board monthly budget report

Executive Director Radbourne provided an update on the board's budget status.

b) Proposed 2027 & 2028 Capital Budget of the Thunder Bay Police Service

Mr. T. Kane presented the 2027 & 2028 Proposed Capital Budget of the Thunder Bay Police Service for the approval of the Board.

Moved by: Member K. Etreni
Seconded by: Member D. Baxter

RES 2 THAT the Board hereby accepts the directions provided during the Special Closed Meeting held on August 25, 2026, and formally approves Report No. 60/26, Proposed 2027 & 2028 Capital Budget as presented by the Thunder Bay Police Service.

Carried.

c) Sudden Unexplained Death – Semi-Annual Report: updated report provided to align with the policy.
Member Etreni brought forward the changes that aligned with the policy, and that the reporting chart be reviewed on the Board's site to ensure the reporting dates are aligned. The format was much improved and provided the additional detail as outlined in the policy.
Chair Machado noted that trends and patterns, a 4 year comparator and information on if any cases were referred to external oversight agencies. Deputy Pearson noted that in closed June meeting the service did provide comparator information.

d) Body Worn Camera – Annual Report: Updated report provided to align with the policy

Member Etreni brought forward the information sharing policy and clarified for the Service the rationale behind the staggering of the reporting due dates for the Service.

9. NEW BUSINESS

a) OPP – Traffic Safety

Chair Machado gave an overview of the documentation and motion before us, indicating if passed the communication below would go to our local MPPs only. From a Service perspective they are supportive of the Traffic Calming and Speeding Mitigation techniques in the materials from OPP dated July 16, 2026, relating to Traffic Calming and Speeding Mitigation techniques.

Moved by: Member D. Baxter
Seconded by: Member K. Etreni

RES 3

THAT the Thunder Bay Police Service Board receives the information and resolutions from the Red Lake-Ear Falls OPP Detachment Board dated July 16, 2026 and The Corporation of the Village of Merrickville-Wolford dated May 26, 2026, regarding traffic calming and speeding mitigation techniques and their request to the Ontario Government to expand its stated interest and financial commitment to include all municipalities in Ontario, adopting a province-wide approach to public safety and thereby ensuring the well-being of all Ontarians.

AND THAT the Board endorses and supports the OPP Detachment Board and the circulation of support to The City of Thunder Bay, Premier Doug Ford, the Minister of Transportation, the Minister of Finance, MPP Kevin Holland, MPP Lise Vaugois, MP Patty Hajdu, MP Marcus Powlowski, AMO, ROMA.

Motion as amended to include The City of Thunder Bay in the request for support.

Carried.

10. CLOSED MEETING AGENDA ITEMS

In accordance with and subject to Section 44 of the *Community Safety and Policing Act, 2019,* the following matters will be discussed in a closed meeting of the Board prior to the public meeting scheduled for September 15, 2026:

1. Update from Legal Counsel
2. Update on Labour Relations
3. Security of the Property of the Board
4. Personal Matters about an Identifiable Individual
5. Labour Relations or Employee Negotiations

11. CONFIRMING BY-LAW

Moved by: Member K. Etreni
Seconded by: Member D. Baxter

RES 4

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

1. A By-law to confirm the proceedings of a Regular Meeting of The Thunder Bay Police Service Board, this 15th day of September, 2026.

   Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Service 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: PC19-2026

Carried.

12. ADJOURNMENT

The meeting was adjourned at 10:44 am

Memorandum

TO	Thunder Bay Police Service Board
FROM	Denise Baxter, Chair, Governance Committee
DATE	October 20, 2026
SUBJECT	Update on Governance Committee

The Governance Committee met on October 2, 2026. At this meeting the Committee reviewed and revised 3 current Board policies and moved 1 new policy to the Board for approval. In addition, a revised terms of reference renaming the Governance Committee to the Governance Working Group is provided for the Board's approval.

The following policies reviewed and revised by the Committee are attached for the Board's approval:

- HR-001: Recruitment for Chief and Deputy Chiefs
- LEG-001: Missing Persons
- LEG-002: Use of Force

The following new policy developed by the Committee is attached for the Board's approval:

- HR-010: Complaints about Special Constables

The next meeting of the Governance Committee is scheduled for Tuesday, November 10, 2026.

THUNDER BAY POLICE SERVICE BOARD
GOVERNANCE WORKING GROUP
TERMS OF REFERENCE
SEPTEMBER 2026

1. Name of the Working Group

The working group is named the Governance Working Group of the Thunder Bay Police Service Board (Board).

2. Background

The late honourable Murray Sinclair, in his *Final Report on the Investigation of the Thunder Bay Police Services Board* recommended that a Governance Committee of the Board be established, in support of need for policy review and creation by the Board. His recommendations were:

It is recommended that the Board establish a Governance Committee to review and propose revisions where necessary to all existing policies, including its Missing Person Policy, and to oversee the development and regular maintenance of Board policies.

The work of the Governance Committee should be undertaken under a formal, Board-approved mandate, and reflect terms for reference that include the Committee's mandate, authority, membership, anticipated outputs and outcomes, and reporting requirements.

It is further recommended that the Governance Committee post all draft policies on the Board's website for public review.

3. Mandate

As set out in the Board's establishing motion, the working group's mandate is to make recommendations to the Board on matters such as:

- Recruitment of the Chief of Police (Chief) and the Deputy Chiefs of Police (Deputy Chiefs).
- Development and review of Board policies, procedures, and by-laws: All draft policies, procedures, and by-laws, and proposed amendments, are to be submitted to the Board for its consideration for approval and adoption.

4. Resources and Finances

The working group will be funded through the annual budget process, considered as a part of the budget for the Board.

The working group will, in May of each year, consider its activities and the needs for financial resources and submit those needs to the Board for consideration. Financial

resources will be administered by the Executive Director of the Board (ED) in accordance with the direction of the Board for purchases, financial management, and reporting.

5. Decision-Making

The working group will seek to make decisions by consensus.

6. Objectives

In accordance with its mandate, the objectives of the working group will be to:

- Review and update its work plan.
- Undertake recruitment of the Chief and Deputy Chiefs, as requested.
- Assist the Board in building a robust set of policies and procedures that provide direction to the Chief and Thunder Bay Police Service (Service).
- Assist the Board in establishing and maintaining relationships within the broader community.
- Assist the Board in establishing effective communications regarding its work to the general public and key stakeholders.

7. Deliverables

The working group will:

- Submit new policies and amendments to existing policies to the Board for approval.
- Consult with the community at large, community partners, and key stakeholders – both internal and external – in the development of policies and procedures.
- Report its activities regularly to the Board.

8. Membership

The working group shall be composed of 3 members of the Board and 2 members of the community including at least 2 Indigenous working group member, all appointed by the Board and all with one vote on working group decisions. The Board shall take into account the need to reflect the diversity of the community in its appointment of working group members.

Members of the Board appointed to the working group will serve for the term of their appointment to the Board. Community representatives appointed to the working group will serve for the term identified in their appointment by the Board and may request an extension to their appointment for the Board to consider. The Board will consider staggering such appointments so as to retain knowledge and experience on the working group. Should a Board member vacancy occur, the Board will consider the appointment of a replacement at its earliest opportunity. Should a

community member vacancy occur, the ED shall issue a public call for applications for appointment, and applications will be reviewed by the Chair and Vice-Chair of the working group together with the ED and a recommendation will be made to the Board for appointment.

9. Roles and Responsibilities

The roles and responsibilities of the working group will be as follows:

- The working group will set its own meeting schedule, with consideration for monthly meetings.
- Members will participate fully in all meetings of the working group, being actively engaged in its work.
- Members will, from amongst themselves select a Chair and Vice-Chair for the working group. Such selection is to be conducted every two years.
- Members will be called upon to undertake work in between meeting of the working group as necessary.

The Board will continue to carry out its duties, either in cooperation with or in the absence of involvement of the Governance Working Group, and nothing in this document shall impede the Board's ability to do so.

10. Attendance

The working group will require that:

- Members attend all regularly scheduled meetings.
- If a member misses more than three consecutive meetings, their membership will be subject to review by the Chair and further information may be requested. Membership may be withdrawn by a vote of the Board if all other efforts to confirm membership have been exhausted.
- Quorum for a meeting of the working group shall be 50% of the members, plus 1.

11. Administration

Working group administration will be provided as follows:

- Administrative support for the working group will be provided by the ED, together with the Board Administration.
- Such expert advice required from the Service will be provided by the Chief.
- The working group may seek external advice and support as budgets allow.

12. Governance

In January, every odd year or in the event of a vacancy, the working group shall elect a Chair and Vice-Chair whose roles and responsibilities will include:

- Chair meetings of the working group.

- Agenda setting.
- Implementation of the working group's Terms of Reference

Meetings of the working group will be conducted in accordance with these Terms of Reference, which shall be reviewed annually.

Original Date of Approval	Approved By	Review Date(s)	Revised Date(s)
26/06/2024	Thunder Bay Police Service Board Governance Working Group	06/02/2025 24/06/2026	06/02/2025 09/09/2026
18/02/2025	Thunder Bay Police Service Board	DD/MM/YYY	

POLICY TITLE: **Human Resources: Recruitment for Chief and Deputy Chiefs**	POLICY NUMBER: **HR-001**
DATE APPROVED: **28/01/2025**	
DATE(s) REVIEWED: **2026**	DATE TO BE REVIEWED**: 2028**
DATE(s) AMENDED: **XX/XX/2026**	
LEGISLATION: s. 37(1)(d) *Community Safety and Policing Act* (2019)	
RELATED PROCEDURES/POLICY:	

POLICY STATEMENT

The Thunder Bay Police Service Board (Board) is committed to an equitable and merit-based selection process that aligns with provincial regulations, prioritizes community safety, and reflects the needs, values, and diversity of Thunder Bay's population. This policy promotes transparency, integrity, inclusivity, and respect throughout the recruitment process. Succession planning is always a part of the considerations when recruiting positions.

PURPOSE

This policy outlines the recruitment process for the Chief of Police (Chief) and Deputy Chiefs of the Thunder Bay Police Service (Service). It ensures a transparent, fair, and consistent approach to selecting candidates who exemplify the values, skills, and leadership required to serve the Thunder Bay community.

SCOPE

This policy applies to the recruitment of the Chief and Deputy Chiefs within the Service. It is designed for use by the Board and relevant others involved in these executive appointments.

POLICY

a) Job Description and Competency Profile

The Board will review and update the job descriptions and competency profiles for the Chief and Deputy Chief positions, ensuring they align with current community needs, legislative requirements, and police service priorities. Key competencies will include:

- Leadership and vision in community policing;
- Knowledge of current policing practices, challenges, and reforms;

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- Commitment to diversity, equity, and inclusion;
- Ability to build strong community relations and trust;
- Strong communication and conflict resolution skills;
- Accountability, integrity and respect;
- Knowledge of and experience with Indigenous Peoples and communities or lived experience in community or a combination thereof;
- Crisis management and problem-solving skills; and
- Financial competency.

b) Recruitment Committee

The Board has an established Governance Working Group who will participate in the selection process for the Chief and Deputy Chiefs. The Governance Working Group has more than 50% Board representation as per the *Community Safety and Policing Act*, 2019. The terms of reference for this Working Group include the composition of a diverse group to represent the citizens of our community.

c) Recruitment Process

The recruitment process will be defined and approved by the Board prior to the process beginning and may be conducted through an internal or external process. Should a external recruitment process be determined, the Board will hire a Search Firm. An internal recruitment process will only be conducted for the purposes of succession planning.

The internal and external recruitment process will follow the steps outlined in the Board's procedure for recruitment of the Chief and Deputy Chiefs.

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POLICY TITLE: **Human Resources: Public Complaints About Special Constables**	POLICY NUMBER: **HR-010**
DATE APPROVED: **XX/XX/2026**	
DATE(s) REVIEWED:	DATE TO BE REVIEWED: **2028**
DATE(s) AMENDED:	
LEGISLATION: s. 183, 185, *Community Safety and Policing Act* (2019) Ontario Regulation 410/23, *Community Safety and Policing Act* (2019) Ontario Regulation 411/23, *Community Safety and Policing Act* (2019)	
RELATED PROCEDURES/POLICY: BPCR-001: Board and Chief Information Sharing HR-009: Misconduct, Disclosure, and Discipline - Service	

POLICY STATEMENT

The Thunder Bay Police Service Board (Board) is committed to ensuring accountability and public confidence in the conduct of all members of the Thunder Bay Police Service (Service), including special constables. This process provides a clear and accessible mechanism for the public to make complaints about the conduct of special constables who are members of the Service, in accordance with s. 4(1) of Ontario Regulation 411/23.

PURPOSE

To establish a consistent process for receiving, documenting, investigating, and responding to complaints regarding the conduct of special constables, ensuring that all complaints are handled promptly, fairly, and transparently.

SCOPE

This process applies to complaints from members of the public regarding the conduct of special constables who are members of the Service.

POLICY

a) Process and Procedure

The Chief of Police of the Service (Chief) will establish written procedures respecting the process and investigation of complaints about the conduct of special constables in alignment with this policy.

b) Public Notice

The Board and Chief shall publish notice on the Internet informing people how to make a complaint about the conduct of special constables.

c) Filing a Complaint

Complaints filed regarding the conduct of special constables:

- May be made by any member of the public excluding persons under section 2(2) of Ontario Regulation 411/23 who shall instead follow the applicable procedure set out in section 183 or 185 of the *Community Safety and Policing Act*, 2019.
- May be submitted in person, by mail, by phone, or electronically to the Chief.

Complaints should include, where possible:

- The name and/or badge number of the special constable (if known);
- The date, time, and location of the incident;
- A description of the alleged conduct; and
- The complainant's contact information for follow-up; however, anonymous complaints will also be accepted and reviewed to the extent possible.

d) Receipt and Acknowledgement

Upon receiving a complaint, the Chief shall:

- Record the complaint;
- Provide written acknowledgement of receipt within five (5) business days to the complainant; and
- Assign a file number for reference.

Any complaints about special constables received by the Board or a member of the Board shall be forwarded to the Chief.

e) Review and Investigation

The Chief (or designate) will review the complaint to determine whether it falls within the scope of this process. If the complaint does not fall within the scope of this process, the Chief will address or forward the complaint according to the applicable process.

Following a review and determination that the complaint falls within the scope of this process, the Chief shall:

- Ensure that the complaint is investigated to determine whether the special constable's conduct constitutes misconduct, contravened the terms and conditions of the special constable's certificate of appointment or contravened any provision of the Act or the regulations.

- Provide the special constable subject to the complaint with written notice of allegations and findings, unless communication would prejudice the investigation or federal, provincial, or territorial proceedings.
- Ensure that any allegations in the complaint of conduct that may constitute criminal conduct are investigated by the Chief of any police service with policing responsibility for an area in which the conduct is alleged to have occurred.
- Ensure that every investigation of a special constable complies with the standards for adequate and effective policing, including the standards with respect to the avoidance of conflicts of interest.
- Endeavour to complete any investigation of a special constable within 120 days after receiving the complaint, not including any period during which the investigation is postponed or suspended under section 8 of Ontario Regulation 411/23.
- If the above timing requirements are not met in respect of an investigation, give notice of the status of the investigation to the complainant and to the person being investigated every 30 days until the investigation is concluded unless, in the opinion of the Chief, doing so might prejudice the investigation.

If a matter of an investigation is under or becomes the subject of an investigation of an offence under a law of Canada, a province or a territory, or the prosecution of such an offence, the Chief may postpone the commencement of the investigation or suspend it, for as long as is necessary in their opinion to avoid interfering with the investigation or prosecution.

f) Communication

The Chief shall, in writing, advise the outcome of the investigation of the complaint to:

- The complainant; and
- The Board

g) Discipline

If the special constable is found to have engaged in conduct that constitutes misconduct, contravened the terms and conditions of their certificate of appointment or contravened any provision of the *Community Safety and Policing Act*, 2019, or the regulations, the Chief shall take appropriate action to remedy the contravention up to and including dismissal.

h) Reporting to the Board

The Chief shall provide a twice annual summary to the Board of all complaints received under this process, including aggregate data on the nature, disposition,

disciplinary measures, and total number of complaints as part of the twice annual reports required under HR-009: Misconduct, Disclosure, and Discipline – Service.

i) Record-Keeping

The Chief will ensure that complete records of all complaints, investigations, findings, timelines, and dispositions are maintained in accordance with the *Community Safety and Policing Act*, 2019.

POLICY TITLE: **Legislation & Regulations: Missing Persons**	POLICY NUMBER: **LEG-001**
DATE APPROVED: **19/12/2023**	
DATE(s) REVIEWED: **2026**	DATE TO BE REVIEWED: **2028**
DATE(s) AMENDED: **XX/XX/2026**	
LEGISLATION: s. 1, 2 Ontario Regulation 394/23, *Community Safety and Policing Act* (2019) s. 18, 24 Ontario Regulation 395/23, *Community Safety and Policing Act* (2019) *Missing Persons Act* (2018)	
RELATED PROCEDURES/POLICY:	

POLICY STATEMENT

The Thunder Bay Police Service Board (Board) recognizes the seriousness of the issue of missing persons in our city and the negative impact on the family and loved ones of missing persons. It also recognizes that each missing person's absence is unique, but that racism, sexism, transphobia, homophobia, other forms of marginalization and the legacy of colonization are factors that may increase the risk of a person becoming a missing person. As such, the Board is committed to actively addressing the serious issue of missing persons including potential systemic bias within missing persons investigations and outcomes.

PURPOSE

It is the policy of the Board that investigations conducted by the Thunder Bay Police Service (Service) into missing persons are undertaken and managed with sound investigative principles in place to provide investigations that are conducted in a manner that is timely, proactive, culturally safe, trauma-informed, and free from systemic bias, with particular considerations for Indigenous women, girls, and 2SLGBTQI+.

SCOPE

This policy applies to all missing person occurrences and investigations conducted by the Service as well as Chief of Police of the Service (Chief) who is responsible for establishing and maintaining the required procedures.

POLICY

a) Missing Persons Procedures

To support this policy, the Chief shall develop and maintain procedures and processes regarding missing persons that:

- Include ongoing engagements through the Indigenous Leadership Collaborative as part of the development, review, and updates of Service procedures.
- Provide direction to be implemented when investigating missing persons, giving special consideration to marginalized populations, Indigenous Peoples, Indigenous women and girls, 2SLGBTQI+, persons with medical and mental health conditions, children, youth, and the elderly that includes:
- Give consideration to risk factors when determining whether a case is considered urgent as set out in the Ministry's designated *Ontario Major Case Management Manual*
- Where foul play is suspected, ensure police officers comply with the procedures with set out in the Ministry's designated *Ontario Major Case Management Manual.*
- Give consideration to work with Indigenous partners, organizations, or other stakeholders to support investigations.
- Provide the required duty to notify, records management, and case management requirements for police officers in missing person occurrences under Ontario Regulation 395/23 and 394/23;
- Require Amber Alert activation in all missing children investigations that meet the criteria and that major case management procedures are implemented in all cases where an Amber Alert is activated;
- Provide that families are consulted and informed of investigative status on a regular and ongoing basis that includes:
    - Standard practices to provide timely, accessible, regular, and transparent communication to families with recognition of families as active partners in the investigative process.
    - That members of the Service consulting and informing families of Indigenous missing persons have trauma-informed and Indigenous cultural safety training.
    - That families of Indigenous missing persons are offered an Indigenous liaison contact within the Service.
- Provide that there is investigative follow-up on all outstanding cases.

b) Violent Crime Linkage Analysis System (ViCLAS) Reports

The following relates to the Provincial ViCLAS Centre operated by the Ontario Provincial Police, and applies to a missing persons investigation if:

- There is a strong possibility that the missing person has been the victim of homicide, an assault causing serious bodily harm, abduction or kidnapping, or

- The person cannot be located or contacted by a member of the Service for 7 days after being reported missing.

In the circumstances noted above:

- Within 7 days of the start of a reportable investigation and immediately if there is a strong possibility that the missing person has been the victim of homicide, an assault causing serious bodily harm, abduction or kidnapping and otherwise, the investigating officer leading the investigation shall complete and submit one or more ViCLAS Crime Analysis Reports respecting the investigation to the Provincial ViCLAS Centre.
- Within 30 days of a material change or of acquiring information that is significant to a reportable investigation, the investigating officer leading the investigation shall update the ViCLAS Crime Analysis Report and resubmit it to the Provincial ViCLAS Centre.
- An investigating officer who receives a Potential Linkage Report respecting an investigation from the Provincial ViCLAS Centre shall:
    - Follow up the potential linkage with the investigation as soon as possible; and
    - Within 60 days of receiving the Potential Linkage Report, submit to the Provincial ViCLAS Centre a Potential Linkage Response Form reporting the results of the follow up.

c) Reporting

As required under section 8 of the *Missing Persons Act*, the Chief shall prepare a Missing Persons Report (Form 7) to be provided annually to the Board. The report shall contain:

- The total number of urgent demands made in that year and the number of missing persons investigations to which they related;
- A description of the types of records specified in the urgent demands made in that year; and
- Any other prescribed information.

After receiving the annual Missing Persons Report (Form 7), the Board shall:

- Provide a copy of the report to the Minister; and
- Make the report available to the public by ensuring it is posted on the Service's website by June 1st in the format established by the Board.

A separate Missing Persons Report will be prepared by the Chief and provided semi-annually to the Board in accordance with BPCR-001: Information Sharing and include:

- The total number of missing persons investigations and their outcomes;

- Demographic statistics, when known, of total missing person reports including by age (youth, adults, seniors), gender, racialized groups, and Indigenous identity.
- Statistics of total missing person reports by harm indicators and vulnerability factors.
- The total number for the three categories above that were resolved within 30 days, resolved after 30 days, or that remain unresolved.
- The total number of missing person investigations where foul play was suspected.
- Trend analysis, that includes:
    - Identification of trends or patterns (e.g., demographic, geographic, or cause-related factors).
    - Comparative data with year-over-year analysis covering a 4-year period.

After receiving the separate semi-annual Missing Persons Report, the Board will:

- Review the report and may provide further direction to the Chief in response to the report.
- Work with the Chief to use the report to inform continuous improvements and address systemic gaps in missing persons investigations and outcomes.

POLICY TITLE: **Legislation & Regulations: Use of Force**	POLICY NUMBER: **LEG-002**
DATE APPROVED: **19/12/2023**	
DATE(s) REVIEWED: **2026**	DATE TO BE REVIEWED: **2028**
DATE(s) AMENDED: **XX/XX/2026**	
LEGISLATION: Ontario Regulation 87/24, *Community Safety and Policing Act* (2019) Ontario Regulation 90/24, *Community Safety and Policing Act* (2019) Ontario Regulation 391/23, *Community Safety and Policing Act* (2019) s. 19 Ontario Regulation 392/23, *Community Safety and Policing Act* (2019) *Criminal Code* (1985) Ontario Public-Police Interactions Training Aid Framework Document Ontario Use of Force Model	
RELATED PROCEDURES/POLICY: BPCR-001: Board and Chief Information Sharing	

POLICY STATEMENT

The Thunder Bay Police Service Board (Board) places the highest value on the protection of life and the safety of its members and the public. The authority regarding the use of force must be administered with the highest levels of accountability, transparency, and respect in order to maintain trust and confidence of the public.

The use of force must therefore be necessary, proportional, and reasonable in the specific circumstances, recognizing the complex and dynamic situations that police officers must manage. The Board embraces and asserts the highest standards of performance, training, accountability and transparency as it relates to the use of force by members of the Thunder Bay Police Service (Service).

PURPOSE

The purpose of this policy is to establish requirements and reporting for the Chief of Police of the Service (Chief) pertaining to the use of force by members of the Service in accordance with the *Criminal Code*, *Community Safety and Policy Act*, 2019, and other applicable legislation and case law. The Board recognizes that the use of force is an important part of policing, and it is therefore the policy of this Board that circumstances involving the use of force be dealt with in a proper and professional manner in accordance with the procedures established by the Chief.

SCOPE

This policy applies to the Chief and all members of the Service.

POLICY

a) Use of Force Procedures

The Chief shall:

- Establish procedures addressing the requirements under Ontario Regulation 391/23 and Ontario Regulation 87/24 pertaining to the use of force.
- Establish procedures and a reporting structure consistent with the requirements under Ontario Regulation 391/23, s. 7 of Ontario Regulation 90/24, and this policy.
- Conduct ongoing reviews and evaluations of use of force procedures, training, and reporting.

b) Training and Standards

The Chief shall:

- Ensure that use of force options used by members of the Service meet all requirements and standards established by Ontario Regulation 391/23, Ontario Regulation 87/24, the Ontario Use of Force Model, and the Ministry of the Solicitor General.
- Ensure that every member of the Service:
  - Who may be required to use force on another person is in compliance with the training requirements prescribed by the Minister on the use of force;
  - Who is authorized to carry or use a firearm is in compliance with the training requirements prescribed by the Minister on the use of firearms; and
  - Who is authorized to carry or use a weapon that is not a firearm is in compliance with the training requirements prescribed by the Minister on the use of the weapon.
- Ensure that at minimum, police officers are trained in officer safety, communication, handcuffing, and physical control techniques, based on the application of the Ontario Public-Police Interactions Training Aid Framework Document.
- Ensure that members do not:
  - Use force on another person unless the member is in compliance with the training requirements prescribed on the use of force.
  - Carry a firearm unless, they have successfully completed the prescribed training on the use of the firearm and are competent in the use of the firearms.

- Carry or use a weapon that is not a firearm unless the member is in compliance with the training requirements prescribed by the Minister on the use of that weapon.

- Ensure that a written record is maintained of the training courses taken by the members of service on the use of force and the use of firearms and weapons.

c) Weapons

The Chief shall:

- Ensure that members do not use a weapon other than a firearm on another person unless:
  - That type of weapon is identified in Table 2 of Ontario Regulation 391/23;
  - The weapon conforms to any additional requirements regarding the weapon set out in Table 2 of Ontario Regulation 391/23; and
  - The weapon is used in accordance with any restrictions set out in Table 2 of Ontario Regulation 391/23.
- Ensure that for members authorized to carry handguns or other weapons, that the handguns or other weapons meet the technical specifications set out in Ontario Regulation 391/23.
- Permit the use of reasonable weapons of opportunity by a member of the Service, when none of the approved options are available or appropriate to defend themselves or members of the public.

d) Investigations

The Chief will immediately cause an investigation to be made into the circumstances where:

- A member unintentionally or intentionally discharges their firearm, except on a target range or in the course of ordinary weapon maintenance.
- A member, by the discharge of a firearm in the performance of their duty, kills or injures another person and submit the report of investigation to the Board upon the conclusion of the investigation.

e) Reporting

i) Reporting to the Chief

Members of the Service shall submit a report to the Chief whenever the member:

- Draws a handgun in the presence of a member of the public;
- Points a firearm at a person;
- Discharges a firearm;
- Uses a weapon on another person;

- Draws and displays a conducted energy weapon to a person with the intention of achieving compliance;
- Points a conducted energy weapon; or
- Uses force on another person.

ii) Reporting to the Board

The Chief will provide a copy of the Service's annual Use of Force report to the Board in accordance with BPCR-001: Board and Chief Information Sharing, analyzing the data from the reports submitted under section 13(1) of Ontario Regulation 391/23 regarding use of force by members of the Service and identifying any trends.

The Board shall publish the annual Use of Force report on the Internet.

f) Notification to the Board

i) Specific Incidents

The Chief will immediately notify the Board when a use of force incident results in:

- A mandatory report to the Special Investigations Unit;
- A notification to the Inspector General of Policing;
- A serious injury or death as defined under the CSPA; or
- Any external oversight investigation arising from the use of force by a member of the Service.

The Chief will provide the Board with timely updates on the status and outcome of any such investigation, subject to legal and privacy requirements.

ii) Chief Firearm

Where the Chief discharges a firearm in the performance of their duties, the Chief will promptly report the matter to this Board. The Board will, upon being notified by the Chief that a firearm has been discharged in the performance of their duty:

- Cause an investigation to be made into the circumstances; and
- File a report of the investigation with the Ministry.

The Board will upon receiving a report on the investigation into an injury or death caused by the discharge of a member's firearm:

- Review the report and make further inquiries as necessary; and
- File a copy with the Ministry, including any additional inquiries of the Board.

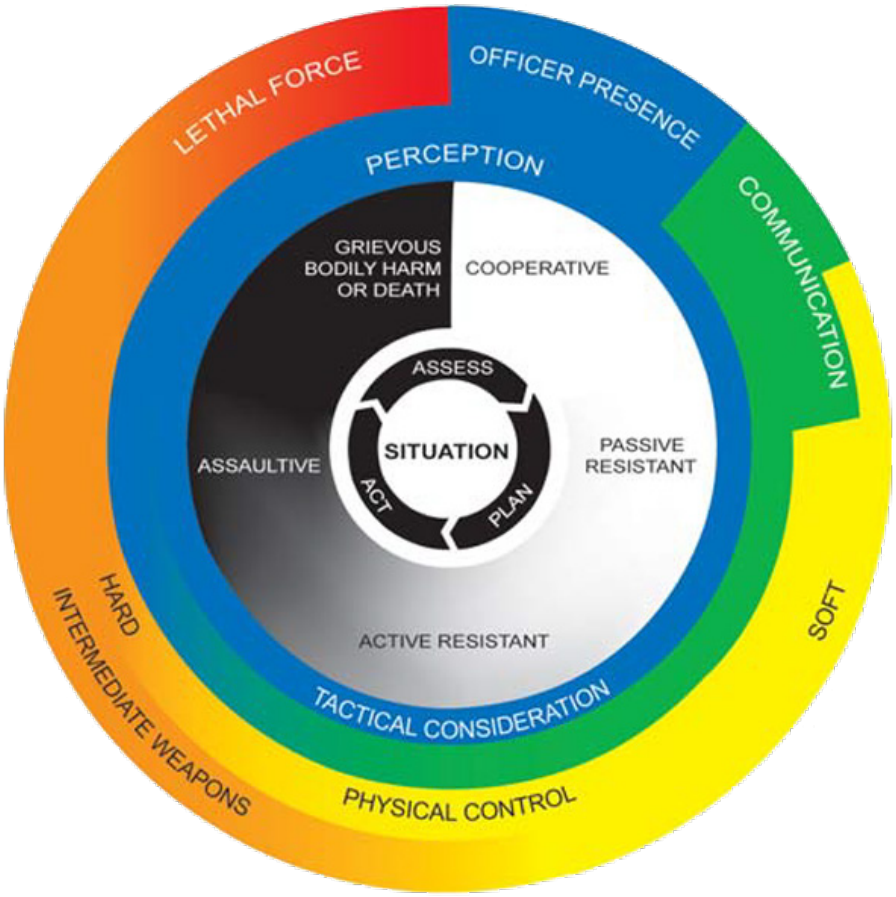
Appendices:

Appendix A – Ontario Use of Force Model

ONTARIO USE OF FORCE MODEL

The Ontario Use of Force model is a graphical representation of the various elements involved in the process by which a police officer assesses a situation and acts in a reasonable manner to ensure officer and public safety.

The model assists officers and the public in understanding why and in what manner an officer may respond with force.



Use of Force Options Available



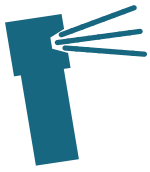
DE-ESCALATION

Example
- Officer Presence
- Communication



PHYSICAL CONTROL

Example
- Soft (joint)
- Hard (punches/kicks)



WEAPON

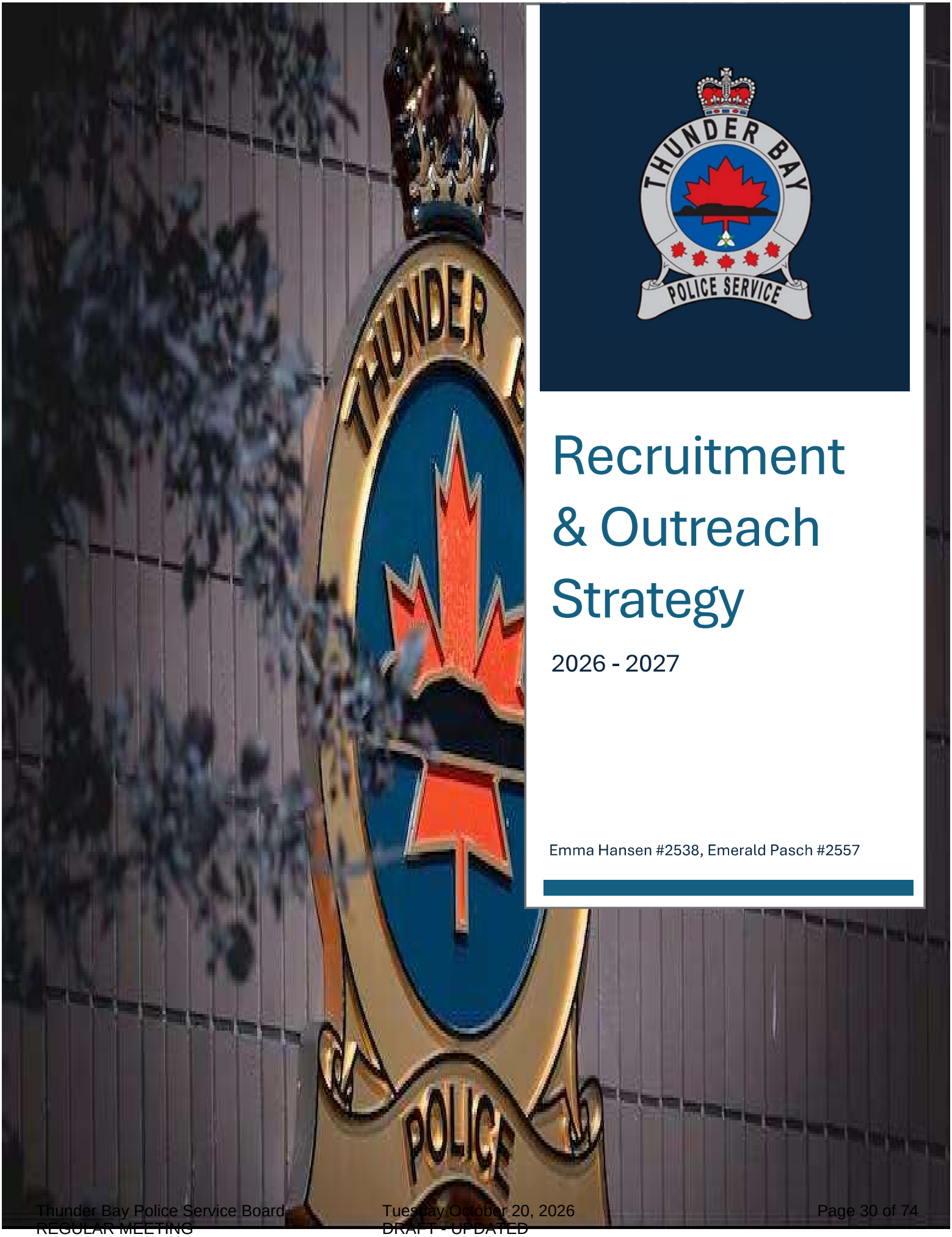
Example
- Pepper Spray (OC)
- Baton
- CEW Use



LETHAL FORCE

Example
- Pistol
- Carbine

Officers continuously assess the situation and select the most reasonable option relative to those circumstances as perceived at that point in time.



Recruitment & Outreach Strategy

2026 - 2027

Emma Hansen #2538, Emerald Pasch #2557

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Introduction

Thunder Bay Police Service (TBPS) recognizes that attracting qualified candidates requires a proactive and coordinated approach to recruitment and outreach. Effective recruitment extends beyond filling current vacancies and includes building awareness of career opportunities, developing relationships with prospective candidates and community partners, and establishing sustainable applicant pipelines to support the Service's current and future staffing needs.

The 2026–2027 Recruitment and Outreach Strategy establishes a coordinated approach for civilian and uniform recruitment. It identifies priority areas for outreach, targeted recruitment initiatives and opportunities to strengthen the candidate experience throughout the recruitment process.

The Strategy also establishes measures to evaluate recruitment and outreach activities. By tracking recruitment outcomes, candidate progression and the effectiveness of outreach initiatives, TBPS will be better positioned to focus its resources on activities that contribute to strong, qualified and sustainable applicant pools.

Definitions

For the purposes of this Strategy, the following generalized terms will be used to describe positions within TBPS:

Positions covered under generalized terms

Term	Positions Included
Civilian	All positions covered by the Civilian Collective Agreement **except:** • Cadets • Special Constables
Uniform	All positions covered by the Uniform Collective Agreement **including:** • Experienced Officers • Cadets • Special Constables

Purpose

The purpose of the 2026–2027 Recruitment and Outreach Strategy is to provide a coordinated and measurable approach to attracting qualified candidates to civilian and uniform career opportunities with TBPS.

The Strategy is intended to:

- Strengthen the applicant pool for civilian and uniform positions.

- Improve the quality and consistency of candidate flow.
- Build awareness of the range of career opportunities available within TBPS.
- Develop and maintain relationships with educational institutions, community partners and prospective applicants.
- Support accessible and informative recruitment experiences that help prospective candidates understand and prepare for TBPS recruitment requirements.
- Monitor the efficiency and effectiveness of recruitment processes and identify opportunities for improvement.
- Measure the effectiveness of recruitment and outreach activities to better understand which initiatives contribute to qualified applicants and successful hires.
- Use recruitment data and outcomes to inform future recruitment priorities and the allocation of recruitment resources.

Strategic Priorities

TBPS recruitment and outreach activities for the 2026–2027 recruitment cycle will be guided by the following strategic priorities:

1. Build Sustainable Applicant Pipelines
Develop ongoing relationships with prospective candidates, educational institutions and community partners to support both immediate and future staffing needs.

2. Strengthen Targeted Recruitment and Outreach
Focus recruitment efforts on audiences, programs and communities that align with TBPS career opportunities, while supporting efforts to attract an applicant pool that reflects the diversity of the community served by TBPS.

3. Increase Awareness of Career Opportunities
Increase understanding of the variety of civilian and uniform careers available within TBPS and provide prospective candidates with clear information regarding qualifications, recruitment requirements and career pathways.

4. Support an Accessible and Positive Candidate Experience
Provide prospective applicants with information, resources and opportunities that help them understand and prepare for the recruitment process, while identifying opportunities to improve recruitment efficiency and candidate progression.

5. Measure Recruitment and Outreach Effectiveness
Use recruitment data, candidate outcomes and outreach results to evaluate the effectiveness of recruitment activities, identify areas for improvement and inform future recruitment priorities.

Key Outreach Activities

Recruitment and outreach activities for the 2026–2027 recruitment cycle will focus on building awareness of career opportunities, developing relationships with prospective candidates and community partners, and creating sustainable applicant pipelines for both civilian and uniform positions.

Outreach activities will include a combination of targeted educational outreach, community and career events, regional recruitment initiatives, candidate preparation opportunities and virtual engagement. Wherever appropriate, civilian and uniform career opportunities will be promoted together to provide prospective candidates with a broader understanding of the range of careers available within TBPS.

Planned activities are identified in the 2026 and 2027 Recruitment Outreach Calendars in Appendices A and B. Activities may be adjusted throughout the recruitment cycle in response to staffing needs, emerging opportunities, program availability and recruitment outcomes.

Educational Outreach and Career Awareness

Educational institutions will continue to be a key component of TBPS recruitment and outreach. Recruitment activities will focus on building relationships with students, educators and program coordinators and increasing awareness of both civilian and uniform career opportunities within the Service.

Outreach will include career fairs, classroom presentations, information booths and other opportunities to engage directly with students. Wherever appropriate, civilian and uniform recruitment representatives will participate jointly to provide students with a comprehensive understanding of career opportunities within TBPS.

For civilian recruitment, targeted outreach will focus on educational programs that align with the knowledge, skills and experience associated with identified civilian positions. A review of 2025 recruitment outcomes identified education and previous experience in areas such as criminal justice, law and social services among successful candidates. Based on these findings, targeted relationships will continue to be developed with relevant programs at Confederation College and Lakehead University.

Uniform recruitment will continue outreach to Police Foundations students and other prospective applicants through presentations, career events and direct engagement with local and regional educational institutions.

Target Connections for Civilian Recruitment

Employee Group	Positions Included	Educational Institution	Program Name
Central Records	Central Records Clerk	Confederation College	Office Administration
		Confederation College	Legal Skills
		Lakehead University	Social Justice Studies
		Lakehead University	Political Science
Court Services	Court Clerk – Case Management Court Clerk - Administration	Confederation College	Office Administration
		Confederation College	Legal Skills
		Lakehead University	Social Justice Studies
		Lakehead University	Political Science
Communications Centre	Communication Operator	Confederation College	Police Foundations – Communications Class
		Confederation College	Social Service Worker Program

High School Outreach

High school outreach will focus on increasing early awareness of the range of civilian and uniform career opportunities available within TBPS and supporting the development of a future applicant pipeline.

The Recruitment Team will continue outreach to Thunder Bay and surrounding areas high schools, including Dennis Franklin Cromarty High School and Matawa Education and Care Centre, along with Nipigon-Red Rock District High School, through classroom presentations, career events and other opportunities to engage directly with students. Particular attention will be given to Grade 12 students who are considering post-secondary education, training and career pathways, while broader outreach activities will provide students across grade levels with exposure to career opportunities within the Service.

TBPS will also continue to develop relationships with programs that have a natural connection to policing, justice, community safety and related career fields. This will include targeted engagement with the Specialist High Skills Major (SHSM) Justice, Community Safety and Emergency Services program at Hammarskjold High School.

High school outreach will be coordinated with School Resource Officers, school staff and other appropriate partners. Opportunities to engage with additional schools, programs and student groups will continue to be considered as they arise.

Community and Experiential Outreach

TBPS will continue to participate in and host outreach activities that provide prospective candidates and community members with opportunities to learn about careers within the Service. Experiential activities are intended to move beyond traditional recruitment presentations by allowing participants to interact with TBPS members, explore different areas of the organization and gain a better understanding of the work performed by both civilian and uniform members.

Student Experience Day will continue to provide students from Confederation College's Police Foundations program with an opportunity to experience the Service firsthand through presentations, demonstrations and interactions with members from a variety of civilian and uniform areas. Building on feedback from the inaugural 2026 event, the 2027 event will be scheduled closer to the end of the academic year to better align the experience with students' transition from education to employment.

Take Your Kid to Work Day will provide Grade 9 students with early exposure to the range of careers available within TBPS. Participating students will have opportunities to learn about civilian and uniform roles, interact with members and experience different areas of the organization through presentations and hands-on activities.

TBPS will also continue to participate in career fairs, community events and other outreach opportunities that provide meaningful access to prospective applicants and support the strategic priorities identified in this Strategy.

Regional Recruitment and Applicant Pipeline Development

TBPS will expand recruitment outreach beyond Thunder Bay to strengthen relationships with post-secondary institutions and develop a broader regional applicant pipeline. Regional outreach will focus primarily on educational programs that align with current and anticipated recruitment needs.

In November 2026, TBPS will undertake a Northern Ontario recruitment roadshow to engage Police Foundations students at Sault College, Cambrian College, Canadore College and Northern College. The initiative is intended to increase awareness of policing opportunities with TBPS, provide prospective applicants with information regarding recruitment requirements and the application process, and establish relationships with students before they enter the workforce.

Regional recruitment will continue to be considered annually. Future locations will be determined based on staffing needs, recruitment outcomes, available resources and opportunities to develop or maintain relationships with educational institutions.

Candidate Preparation and Recruitment Accessibility

Outreach activities will also focus on helping prospective applicants understand recruitment requirements and prepare for the application process. Providing information and preparation opportunities before an individual applies can help candidates assess their readiness, address potential barriers and enter the recruitment process better prepared.

For uniform recruitment, this will include fitness information sessions, practice opportunities and formal fitness testing where appropriate. TBPS will continue to work with educational partners such as Dennis Franklin Cromarty High School, Matawa Education and Care Centre and Confederation College, to provide prospective applicants with opportunities to understand and prepare for the Service's fitness requirements.

Open fitness testing opportunities will also be considered for individuals who have not yet submitted an application. Successful participants may receive a fitness certificate in accordance with current TBPS recruitment requirements, supporting their progression into the application process.

Virtual and Digital Outreach

Virtual recruitment activities will supplement in-person outreach and provide an accessible opportunity for prospective applicants to connect with the Recruitment Team. Virtual open houses will provide information about civilian and uniform career opportunities, recruitment requirements and the application process, followed by an opportunity for participants to ask questions directly of recruitment staff.

Virtual sessions may also be tailored to specific positions or recruitment needs. Registration opportunities will be promoted through TBPS digital channels and at in-person recruitment events using QR codes and other recruitment materials.

Virtual outreach will be scheduled throughout the recruitment cycle, particularly during periods where fewer in-person events are planned.

Recruitment Process and Candidate Experience

Attracting qualified candidates is only one component of an effective recruitment strategy. Once an individual applies, the recruitment process should support a timely, consistent and positive candidate experience while ensuring that all established selection requirements are met.

TBPS will continue to monitor civilian and uniform recruitment processes to identify opportunities to improve efficiency, consistency and candidate progression. While recruitment requirements and stages vary between sworn and civilian positions, recruitment data will be used to identify delays, monitor processing times and support continuous improvement.

Human Resources will track key recruitment stages and timelines through the Recruitment Tracker. Stage durations and overall time in process will be reviewed to establish recruitment baselines and identify areas where process improvements may be required.

Recruitment timelines may be influenced by factors such as candidate availability, assessment scheduling, hiring manager availability, background investigations, psychological assessments, medical requirements and other operational considerations. These factors will be considered when evaluating recruitment timelines and identifying opportunities for improvement.

Detailed civilian and uniform recruitment processes are provided in the appendices.

Recruitment Process Monitoring

TBPS will use recruitment process data to establish reasonable processing baselines and monitor changes in recruitment timelines over time. Baselines are intended to support process evaluation and identify opportunities for improvement rather than establish fixed service standards, as recruitment timelines may be affected by factors outside the control of Human Resources.

Based on recruitment data collected from July 9, 2025 to May 31, 2026, the average internal civilian recruitment process was 22 days and the average external civilian recruitment process was 60.85 days. These results will serve as initial benchmarks for continued monitoring during the 2026–2027 recruitment cycle.

A baseline for uniform recruitment will be established once sufficient recruitment data is available. Where appropriate, results will be reviewed by hiring stream to account for differences in recruitment requirements and processes.

Recruitment results will be reviewed annually. Withdrawals, unsuccessful assessments, candidate deferrals and other circumstances that do not result in a completed hire will be tracked separately where appropriate to support accurate interpretation of recruitment timelines and candidate progression.

Recruitment Goals and Community Representation

TBPS recognizes the importance of attracting qualified applicants from across the community and supporting the development of a workforce that reflects the community it serves. Recruitment and outreach activities will be informed by community demographic information, recruitment outcomes and, as sufficient information becomes available, TBPS workforce demographic data.

Community Demographic Profile

The 2021 Census of Population represents the most recent comprehensive census information available at the time of development of this Strategy. Census data will be used as an external reference point to better understand the demographic composition of the community and identify opportunities to broaden recruitment and outreach activities.

Thunder Bay has a distinct demographic profile, including a significant Indigenous population and an increasingly diverse community. These characteristics reinforce the importance of recruitment activities that reach a broad range of prospective applicants and build relationships with educational institutions, Indigenous communities and organizations, community partners and other groups that can support access to civilian and uniform career opportunities.

Census information is intended to inform recruitment and outreach planning and will not be used as a hiring quota.

Results from the 2026 Census of Population will be released by Statistics Canada throughout 2027. As relevant demographic information becomes available, TBPS will review the updated data and consider whether recruitment priorities or goals should be adjusted.

Establishing a TBPS Baseline

TBPS has begun collecting workforce demographic information to better understand the composition of its workforce. As this data collection is relatively new, there is not yet sufficient information to establish a reliable workforce demographic baseline or meaningfully compare workforce representation with community demographics.

During the 2026–2027 recruitment cycle, TBPS will continue to develop its demographic and recruitment data to establish a reliable baseline for future analysis. As sufficient information becomes available, community demographics, workforce information and recruitment outcomes will be considered together to identify potential representation gaps and inform future recruitment priorities.

2026–2027 Recruitment Goals

Goal	Measure of Progress
Broaden Recruitment Reach	Maintain and expand outreach with educational institutions, community organizations and prospective applicant groups to increase awareness of civilian and uniform career opportunities.
Strengthen Indigenous Recruitment Outreach	Develop and maintain relationships and recruitment opportunities with Indigenous educational institutions, organizations, communities and employment or career programs.
Improve Recruitment Source Tracking	Consistently identify how applicants learned about TBPS career opportunities and use this information to evaluate recruitment sources.
Evaluate Outreach Effectiveness	Where feasible, track whether recruitment and outreach activities contribute to applications and candidate progression through the recruitment process.
Establish Demographic Baselines	Continue collecting workforce demographic information and appropriate aggregate recruitment information to establish reliable baseline data for future analysis.
Use Evidence to Inform Future Recruitment Goals	Review census information, workforce demographic data and recruitment outcomes as sufficient information becomes available and use the findings to inform future recruitment and outreach priorities.

Progress toward these goals will be reviewed as part of the annual evaluation of the Recruitment and Outreach Strategy. Findings will be used to identify areas requiring additional outreach, evaluate the effectiveness of recruitment initiatives and establish future recruitment goals as more complete data becomes available.

Measurement, Evaluation and Reporting

TBPS will monitor recruitment and outreach results throughout the 2026–2027 recruitment cycle to assess progress against the goals and strategic priorities identified in this Strategy. Measures will consider both the effectiveness of recruitment and outreach activities and the efficiency of the recruitment process.

Results will be reviewed annually to identify trends, areas for improvement and priorities for future recruitment and outreach activities. Civilian and uniform recruitment results will be considered separately where differences in recruitment processes or requirements affect interpretation of the data.

Key Performance Measures

Metric	Key Performance Measure	Measurement
Applicant Pool	Applications received	Number of applications received, reported by recruitment stream, where appropriate.
Applicant Pool	Applications completed	Number and proportion of applicants who complete the required application/documentation stage and are eligible to proceed.
Candidate Progression	Stage conversion	The number and proportion of candidates progressing through key stages of the recruitment process.
Candidate Outcomes	Recruitment Outcomes	Number of candidates hired, withdrawn, unsuccessful or deferred, reported separately where appropriate.
Recruitment Sources	Source of Applicant	How applicants learned about TBPS career opportunities, including recruitment events, educational outreach, community outreach, digital and social media, employee referrals and other sources.
Outreach Effectiveness	Outreach to Application	Where feasible, number of applicants who identify a TBPS recruitment or outreach initiative as contributing to their decision to apply.
Recruitment Efficiency	Time to Hire	Time from receipt of an application to acceptance of an offer, monitored against established recruitment baselines.
Recruitment Efficiency	Time to Fill	Time from opening of a competition to the successful candidate's start date, where applicable.
Recruitment Efficiency	Stage Duration	Average time candidates spend at key stages of the recruitment process to identify delays and opportunities for improvement.

Hiring Outcomes	Offer Acceptance Rate	Percentage of employment offers accepted by candidates.
Community Representation	Demographic Baseline and Trends	Aggregate workforce and recruitment demographic information, as sufficient data becomes available, considered alongside relevant census information.
Outreach Activity	Recruitment and Outreach Activity	Number and type of recruitment events, presentations, educational engagements and community outreach conducted and attended.
Candidate Engagement	Prospective Candidate Engagement	Number of prospective candidates engaged through recruitment and outreach activities, where measurable.

Annual Evaluation and Board Reporting

Human Resources will review recruitment and outreach results annually to assess progress against the strategic priorities, recruitment goals and key performance measures established in this Strategy.

The annual review will consider recruitment activity, applicant and hiring outcomes, recruitment process timelines, candidate progression, outreach effectiveness and available demographic information. Results will be used to identify emerging recruitment needs, opportunities for improvement and priorities for the following recruitment cycle.

A summary of progress under the Recruitment and Outreach Strategy will be provided to the Thunder Bay Police Service Board annually. Reporting will focus on key outcomes, progress toward established goals, significant trends and priorities identified for the upcoming recruitment cycle.

Conclusion

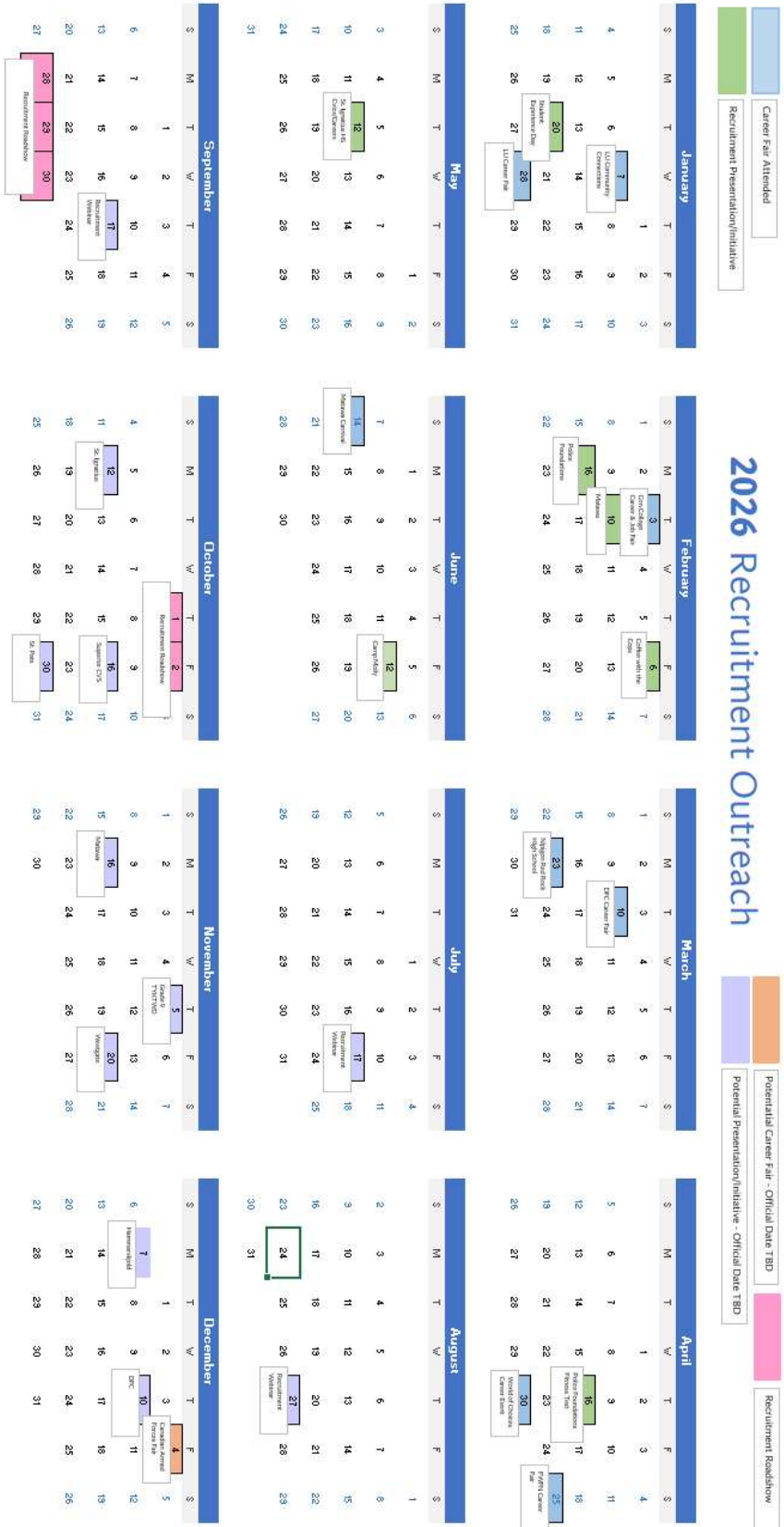
The 2026–2027 Recruitment and Outreach Strategy provides a coordinated framework for attracting qualified candidates, strengthening applicant pipelines and increasing awareness of civilian and uniform career opportunities with TBPS.

Through targeted educational and community outreach, regional recruitment initiatives, candidate preparation opportunities and ongoing evaluation of recruitment outcomes, TBPS will continue to strengthen its approach to recruitment while supporting an accessible and positive candidate experience.

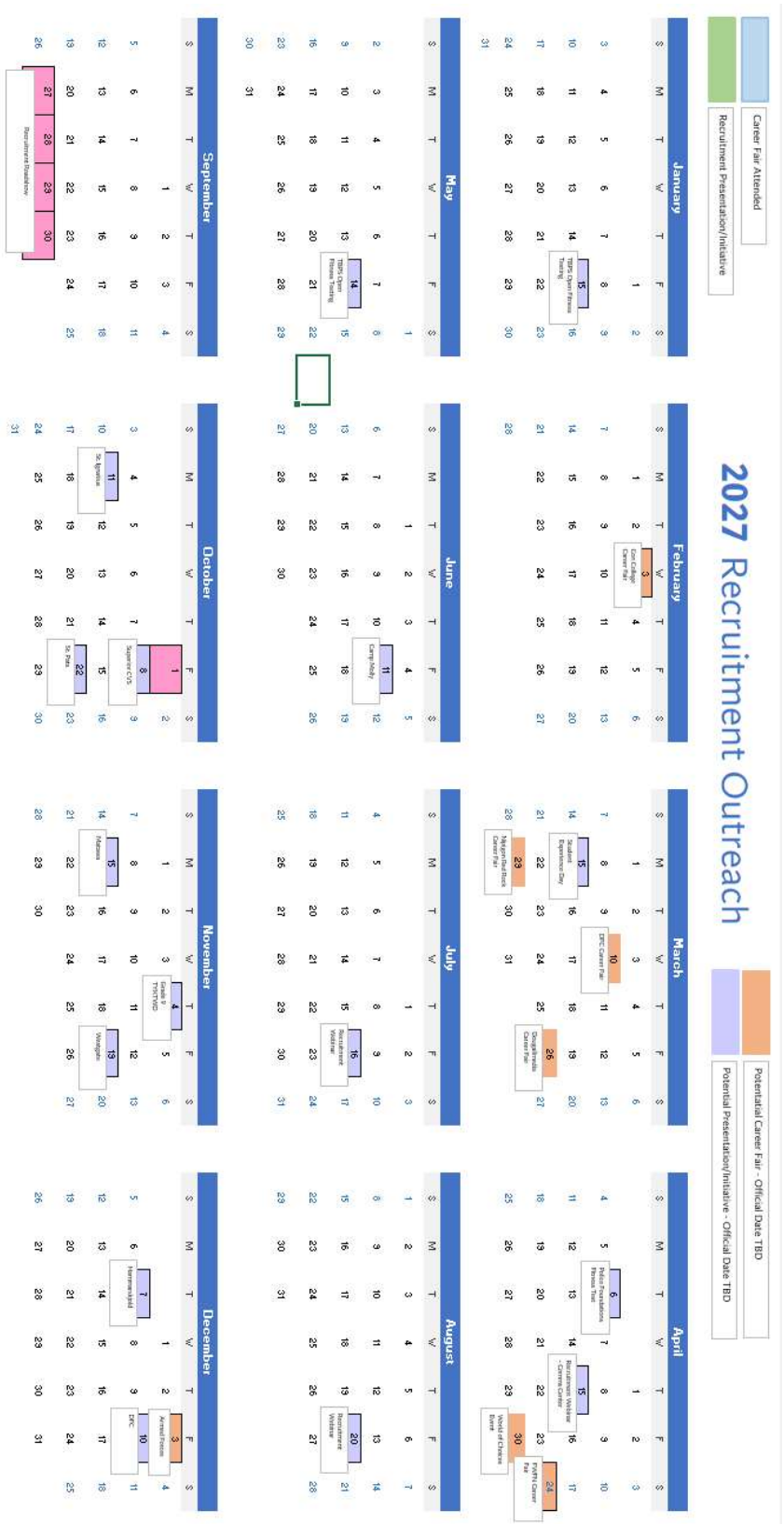
The Strategy also establishes a foundation for more evidence-based recruitment planning. Recruitment outcomes, outreach effectiveness, community demographic information and developing TBPS workforce demographic data will be reviewed to identify emerging needs, evaluate progress and inform future recruitment priorities.

By monitoring results and adapting recruitment and outreach activities in response to evidence and community needs, TBPS will be better positioned to develop sustainable applicant pipelines and support a workforce that reflects and effectively serves the community.

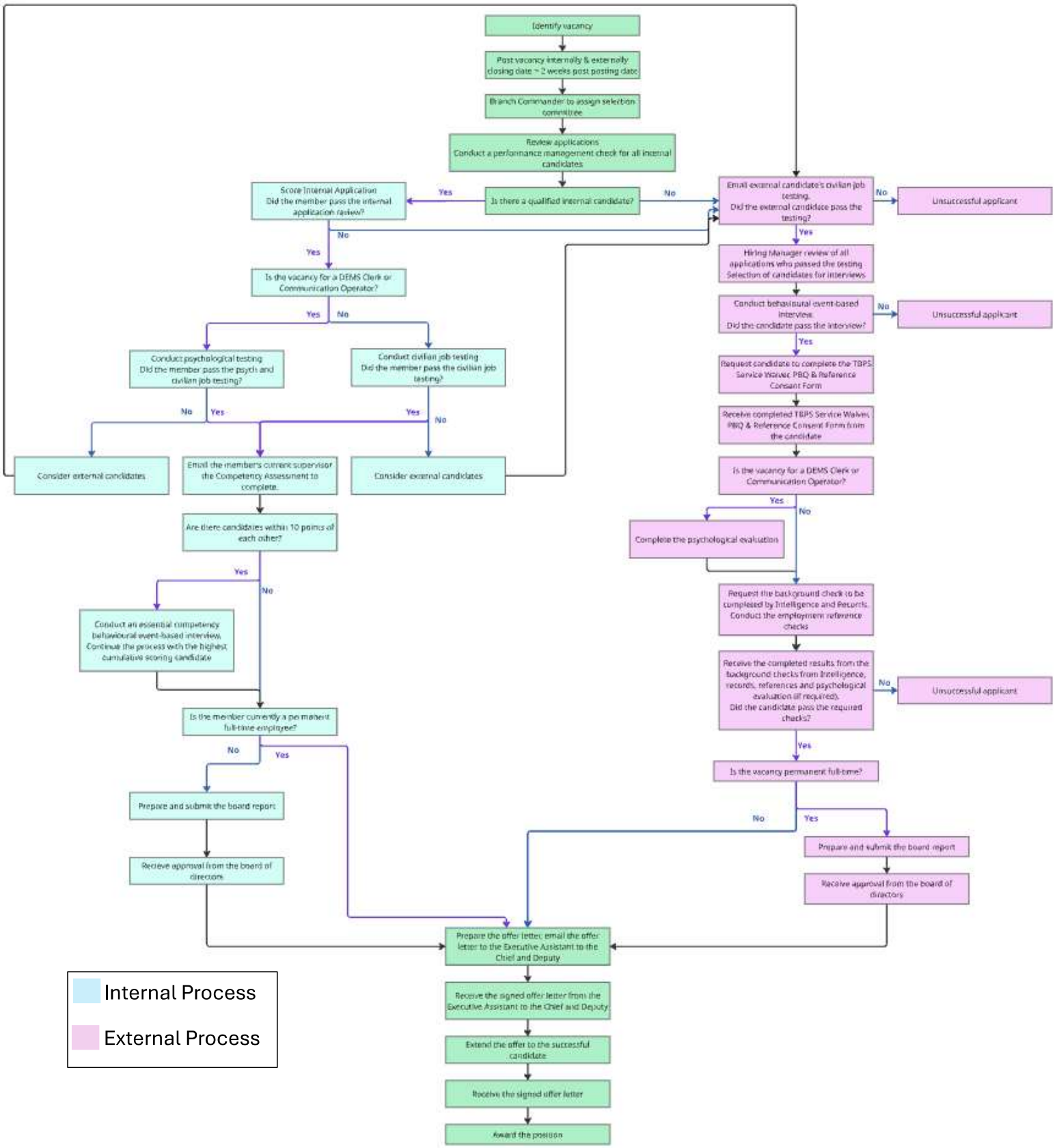
Appendix A – 2026 Recruitment Outreach Calendar



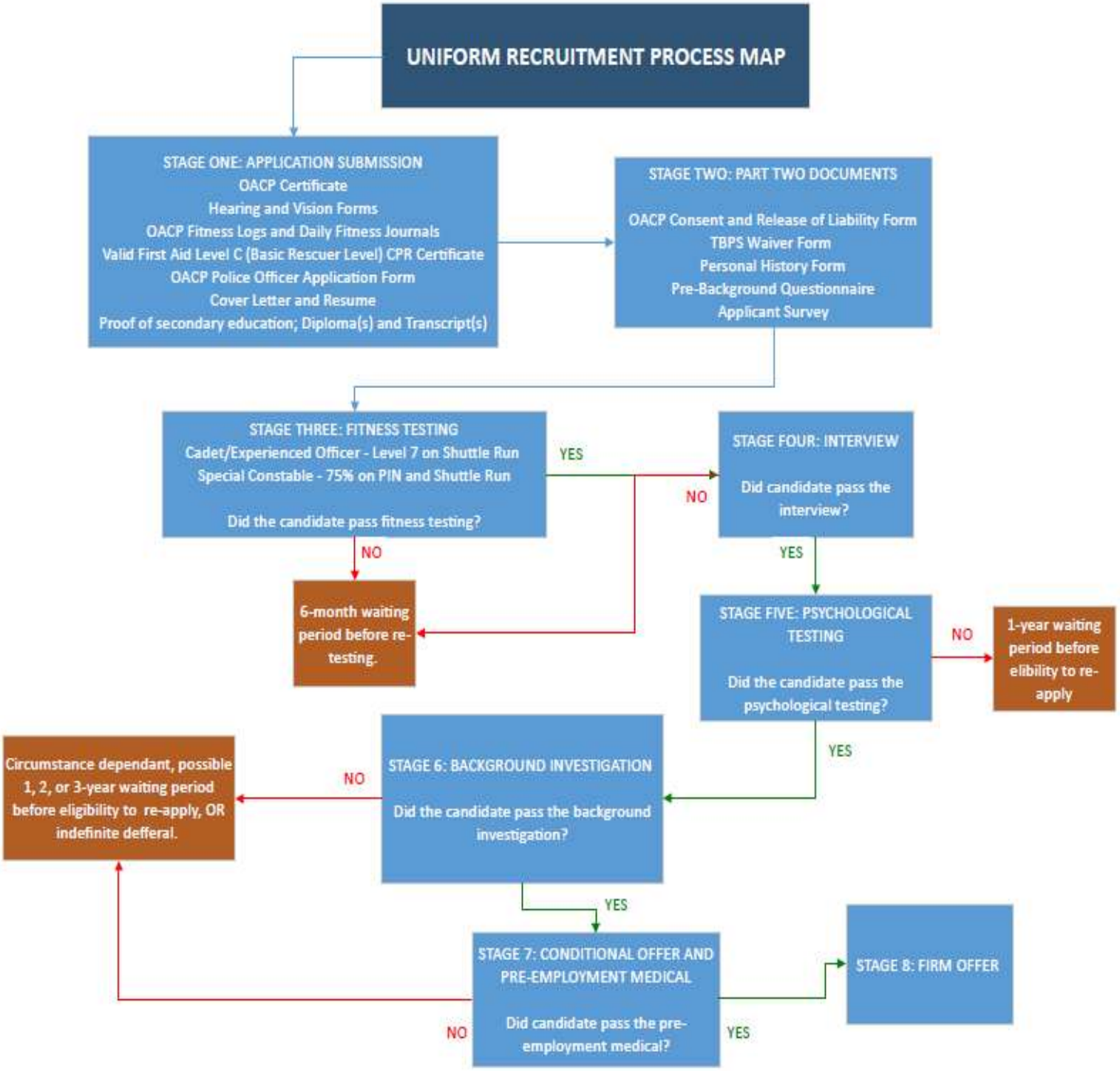
Appendix B – 2027 Recruitment Outreach Calendar



Appendix C – Visual Overview of the Civilian Recruitment Process



Appendix D – Visual Overview of the Uniform Recruitment Process



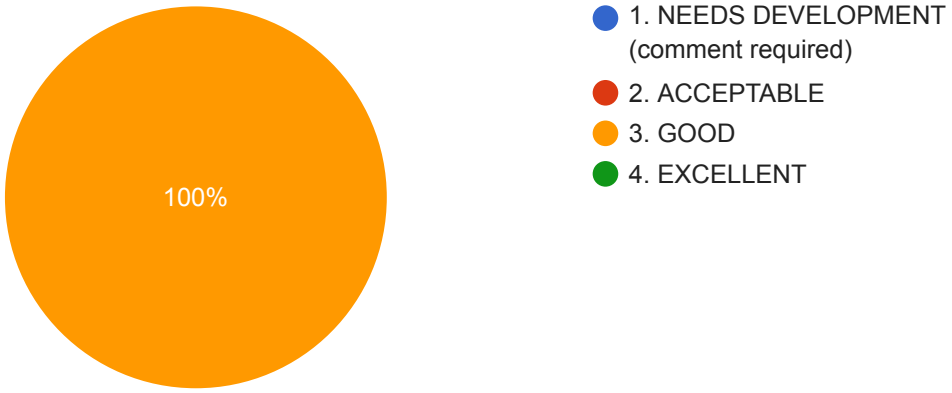
Thunder Bay Police Service Board Meeting Evaluation Form

1 response

Preparation and Materials

1. Board meeting materials were circulated at least 7 days in advance, allowing for adequate preparation.

1 response



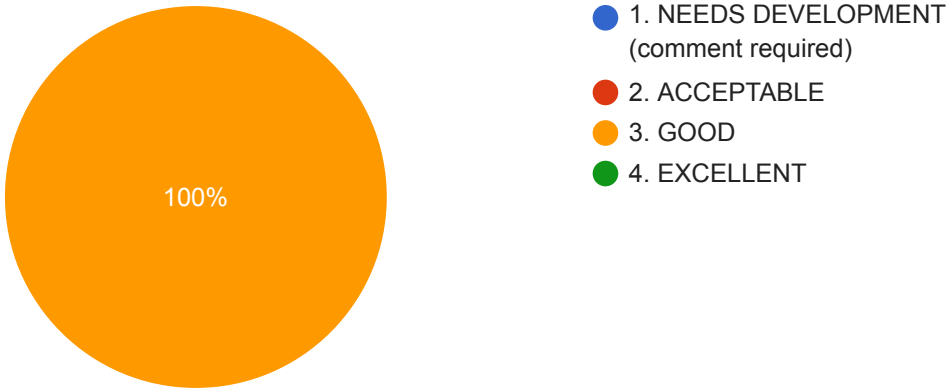
Comments:

1 response

so much better this month

2. Board members were well-prepared for the meeting and participated actively in discussions.

1 response



Comments:

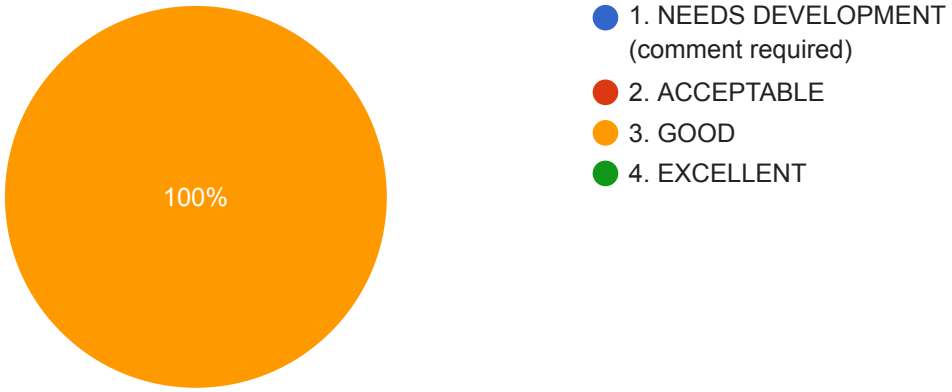
0 responses

No responses yet for this question.

Agenda and Structure

3. The meeting agenda was organized to allow sufficient time for discussion on governance issues.

1 response



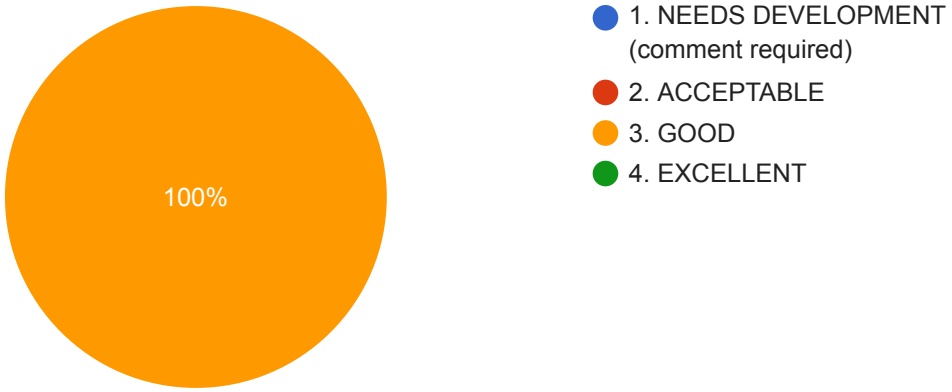
Comments:

0 responses

No responses yet for this question.

4. The agenda items were relevant to the Board's responsibilities under the Community Safety and Policing Act (2019).

1 response



Comments:

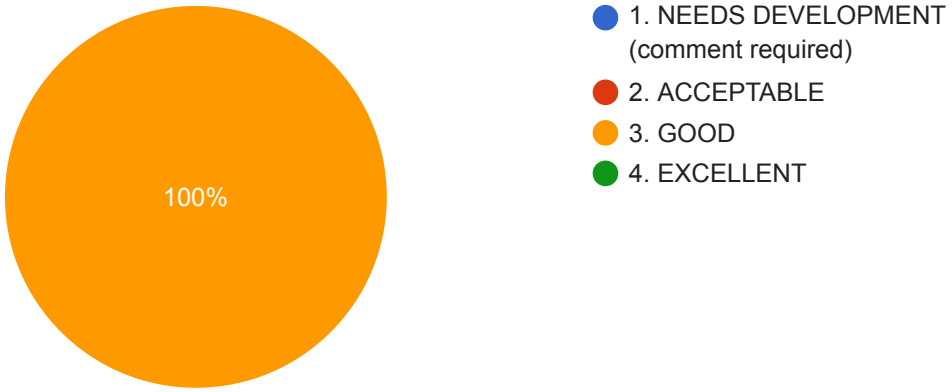
0 responses

No responses yet for this question.

Discussion and Participation

5. The meeting allowed for full discussion and the expression of different points of view.

1 response



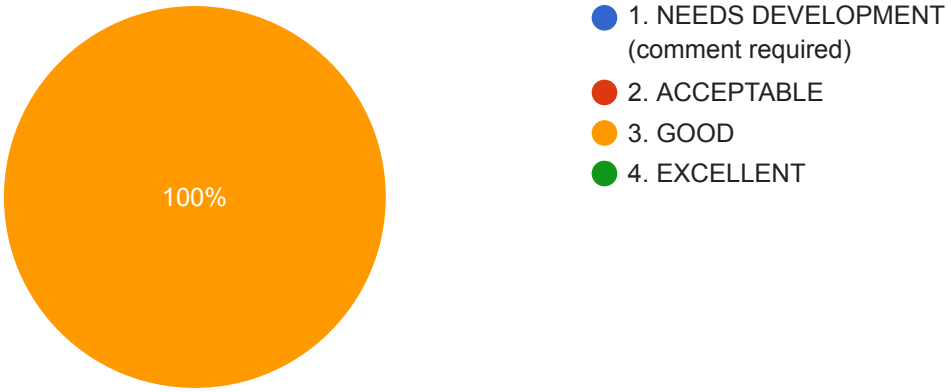
Comments:

0 responses

No responses yet for this question.

6. All Board members had adequate opportunities to contribute to deliberations.

1 response



Comments:

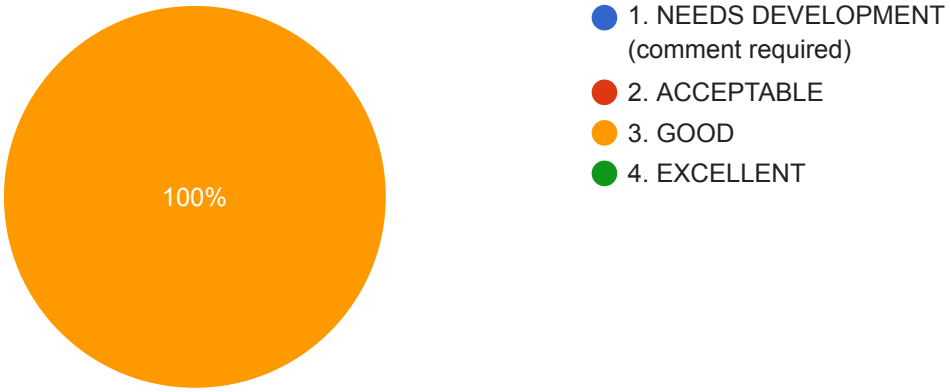
0 responses

No responses yet for this question.

Strategic and Generative Conversations

7. The Board engaged in strategic conversations regarding important issues and priorities.

1 response



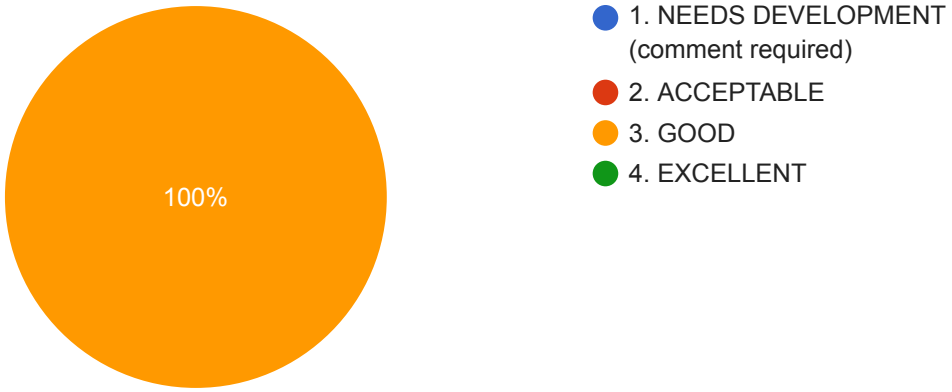
Comments:

0 responses

No responses yet for this question.

8. The Board engaged in generative conversations to critically examine and explore priority issues.

1 response



Comments:

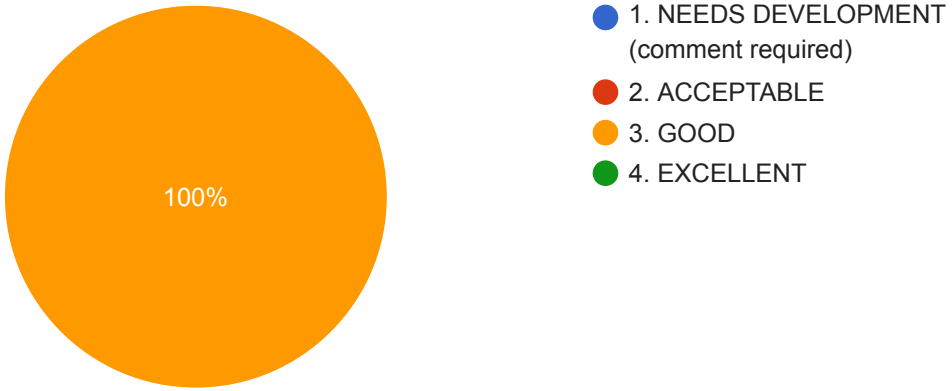
0 responses

No responses yet for this question.

Meeting Efficiency and Focus

9. The meeting time was used efficiently.

1 response



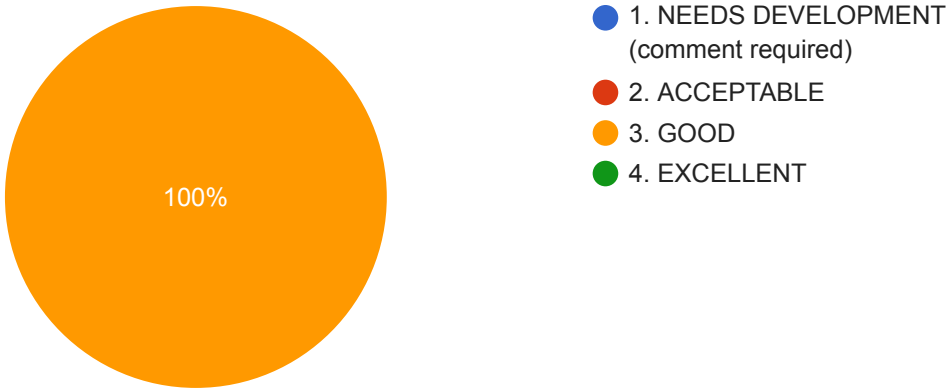
Comments:

1 response

I know this will improve with our new ED

10. The Board deliberations remained focused on the matter under consideration.

1 response



Comments:

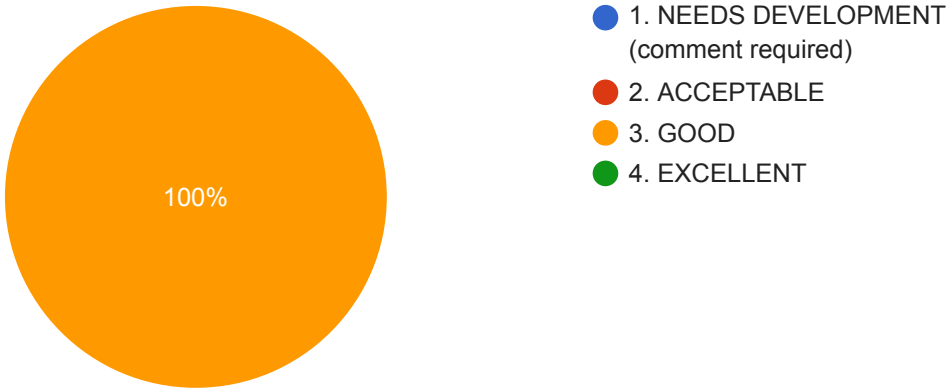
0 responses

No responses yet for this question.

Respect and Collaboration

11. The meeting was conducted in an atmosphere of mutual respect.

1 response



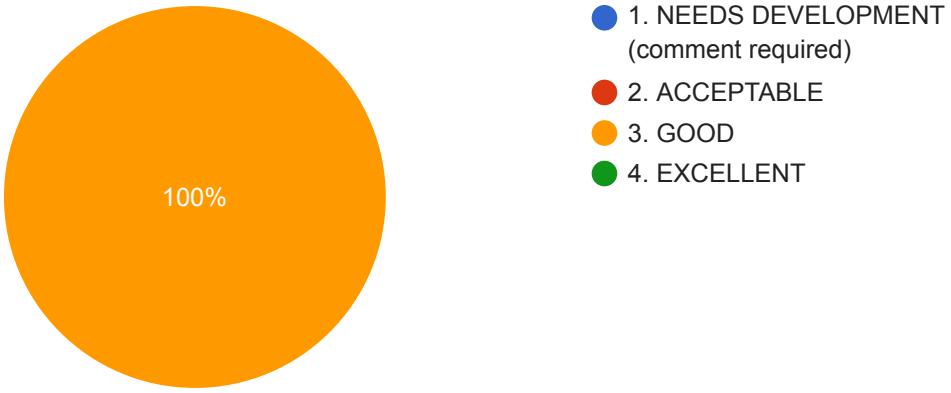
Comments:

0 responses

No responses yet for this question.

12. Collaboration among members was respected to achieve consensus.

1 response



Comments:

0 responses

No responses yet for this question.

2025-2028

3-YEAR Strategic Plan



Thunder Bay Police Service Board

THUNDER BAY POLICE SERVICE

Thunder Bay Police Service Board | Thunder Bay Police Service

STRATEGIC PRIORITIES

- Crime Prevention and Reduction
- Public Trust and Confidence
- Healthy and Supported Workforce
- Accountable Leadership



PRIORITY 1:

Crime Prevention and Reduction

Reduce crime in Thunder Bay through evidence-based, collaborative, and community-informed enforcement and prevention strategies.



PRIORITY 2:

Public Trust and Confidence

Grow public trust and confidence through inclusive relationships, ensuring transparent and ethical service delivery, and by promoting culturally competent, community-informed policing.



PRIORITY 3:

A Healthy & Supported Workforce

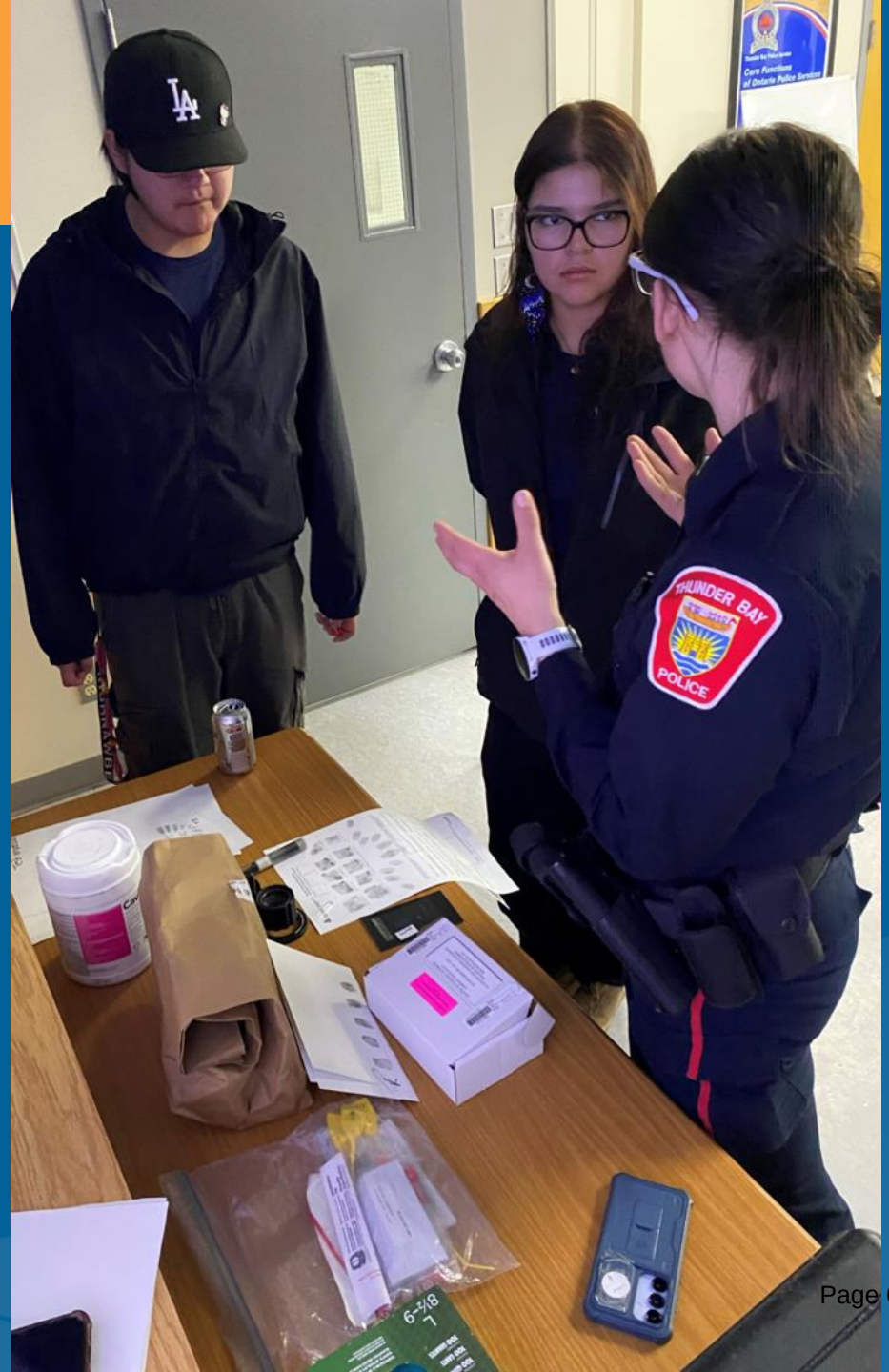
Support the development and well-being of a skilled, inclusive, and sustainable workforce through proactive wellness initiatives, equitable opportunities, and a strong organizational culture.



Youth Outreach Strategy:
Youth Council

Goals

- Strengthen trust and communication
- Expose youth to the positive work
- Support youth as ambassadors
- Learn from youth
- Encourage future interest



Youth Outreach Strategy:
Youth Council

1

2025/26 school year

- 8 schools
- 13 students
- 6 meetings

2

Topics Explored:

- Primary Response
- Major Crimes Communications/911
- Forensic Identification
- Traffic
- Emergency Task Unit
- Media Relations





Information Technology Infrastructure Inventory, Lifecycle Support and Cybersecurity Strategy

1 Planning for off-site activity

- Potential off-site relocations

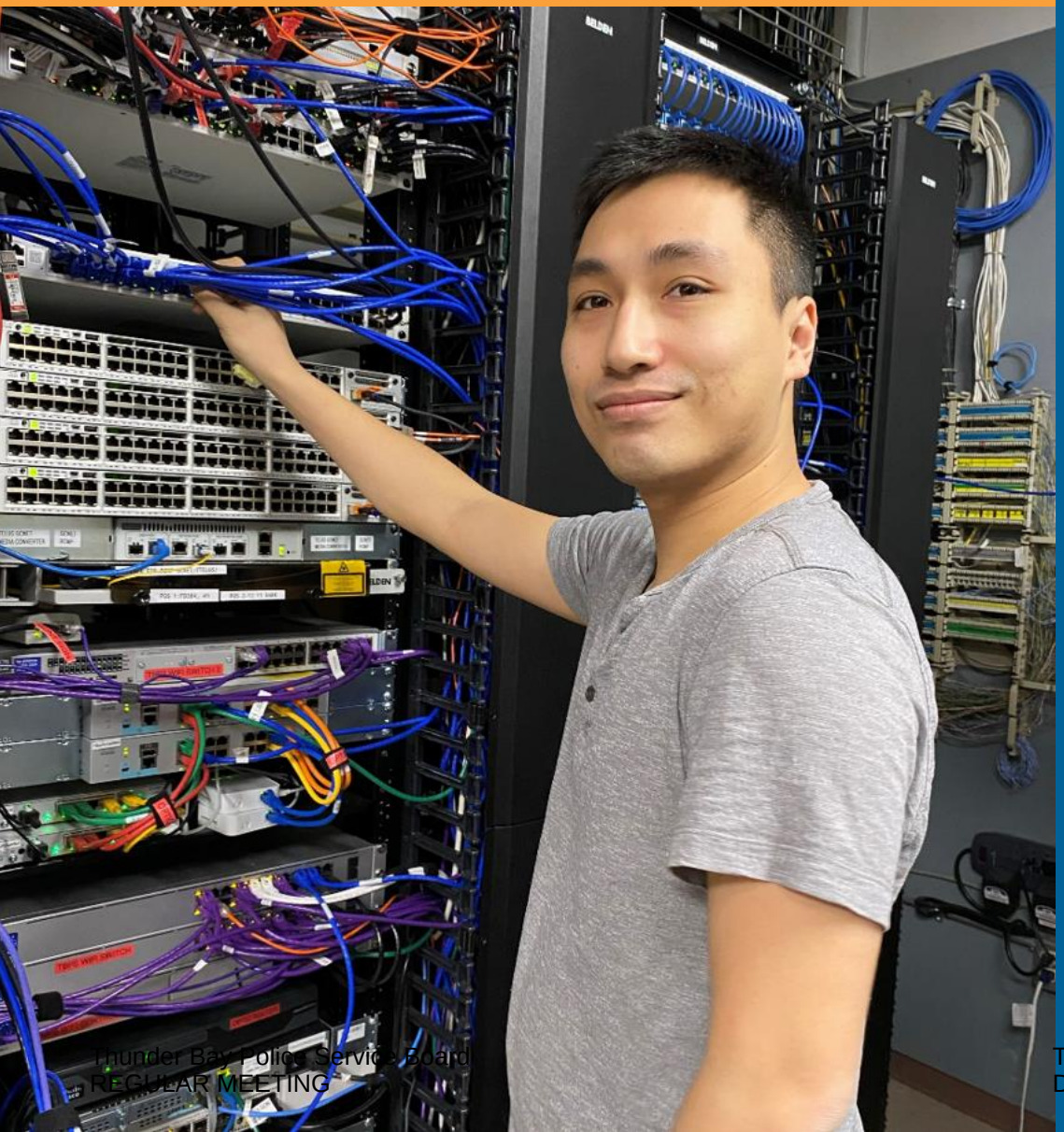
2 Capital Budget Planning

- Replacements
- Growth
- Maintenance
- Forecast through 2029

3 Inventory and Projections

- Reviewing future needs
- Replacement requirements
- 1-3 years

Information Technology Infrastructure Inventory, Lifecycle Support and Cybersecurity Strategy



1

Operational Resilience
- Reliability
- Evolving operational needs

3

Cybersecurity and Risk
- Identify vulnerabilities
- Protect information

2

Responsible Investment
- Tracking and timelines
- Proactive vs costly reactive replacements

Update
October 2026



Crime Prevention and Reduction



Public Trust and Confidence



Healthy and Supported Workforce

Action Plans			
Youth Outreach Strategy	1.4	2.4	
Information Technology Infrastructure Inventory, Lifecycle Support and Cybersecurity Strategy			3.2

Thunder Bay Police Service

DARCY FLEURY, CHIEF OF POLICE
1200 Balmoral Street, Thunder Bay, ON P7B 5Z5
Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: October 8, 2026
Date of Meeting: October 20, 2026
Report No: 70/26

Chair and Members
Thunder Bay Police Service Board

SUBJECT
Secondary Activities Report (including Paid Duty Assignments)

REPORT SUMMARY
To report to the Thunder Bay Police Service Board on the secondary activities/employment of members of the Thunder Bay Police Service, including Paid Duty Assignments.

BACKGROUND
SECONDARY ACTIVITY REQUEST - A member who proposes to undertake a secondary activity that contravenes prohibitions listed in these procedures, or who becomes aware that an activity that they have undertaken, may do so, shall disclose the full particulars of the situation to the Chief of Police.
Before engaging in a secondary activity or immediately upon realizing their engagement in what would constitute a secondary activity,

Member shall:
a) forward a signed written request to the Chief of Police through the Executive Assistant to the Chief of Police, including details of the secondary activity and an explanation of how it would not contravene prohibited activity;
b) not engage in any secondary activity until approval has been granted by the Chief of Police;
c) if approval is subject to any conditions or restrictions, ensure that such conditions or restrictions are strictly followed;
d) forward any material change(s) to the original request within 60 days of the material change(s) to the Chief of Police through the Executive Assistant to the Chief of Police;
e) unless there are material changes to the request, not be required to make more than one request for ongoing secondary activity;
f) if discontinuing a previously approved secondary activity, provide written notice to the Executive Assistant to the Chief of Police.

Processing Requests
Upon receipt of a member's written request the Chief of Police shall review each request and provide a written response indicating that the request is either:
a) approved without restrictions;
b) approved with restrictions; or
c) denied.

Should a request be approved with restrictions or denied, an explanation shall accompany the reason(s) for the decision.

Executive Assistant to the Chief of Police shall:
a) maintain a current secondary activity database, noting any members who have requested secondary activity, and whether the request was approved or denied;
b) forward the signed response approving or denying the request to the member and a copy to Human Resources;
c) provide a monthly report on non-paid duty secondary activity requests to the Chief of Police for the purposes of reporting under P2c69 TBPS Administrative Reporting.

Human Resources shall:
a) upon receiving approved or denied secondary activity requests, submit the letter to the employee's personnel file.

COMMENTS
This report covers secondary employment for the month of September 2026 and paid duty assignments for the same month.

Secondary Employment

Position Requested	Approved/Denied	Reason(s)
Mining exploration	Approved	Complies with Section 89 sub(1) of the *CSPA*.
Personal Training business	Approved	Complies with Section 89 sub(1) of the *CSPA*.
Naval Reservist – local Naval Reserve Division – HMCS Griffon	Approved	Complies with Section 89 sub(1) of the *CSPA*.

Paid Duty
Below are the paid duty requests approved, in compliance with the *CSPA*.

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September 2026

CONTRACT	Number of Jobs (Officers)	Filled	Unfilled	Duties Requested
TBRHSC*	60	44	16	Security
Double O permits (windmills	36	36	0	Oversize load escort
Wake the Giant Music Festival	18	18	0	Security
Central Canada Trade Expo	4	4	0	Road Closure
Take it in Stride Marathon	2	2	0	Road Closure
COTB Arts & Culture Event	4	4	0	Security
Dilico walk & run	2	2	0	Road Closure

*TBRHSC- Thunder Bay Regional Health Sciences Centre - Contract concluded Sept 27, 2026

Extra duty requests refused by Inspector:

None

This report satisfies the statutory requirements for disclosure of secondary activities to the Police Services Board.

RECOMMENDATIONS

For information purposes.

Respectfully submitted,

Darcy Fleury, M.O.M.
Chief of Police

To Serve and Protect
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Thunder Bay Police Service

DARCY FLEURY, CHIEF OF POLICE
1200 Balmoral Street, Thunder Bay, ON P7B 5Z5
Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: October 8, 2026
Date of Meeting: October 20, 2026
Report No: 68/26

Chair and Members
Thunder Bay Police Service Board

SUBJECT

The *Community Safety and Policing Act, 2019,* was proclaimed on April 1, 2024, and upon proclamation, the Office of the Independent Police Review Director (OIPRD) was renamed the Law Enforcement Complaints Agency (LECA). The LECA is operating with similar principles as the OIPRD did, continuing to receive, screen, and investigate public complaints concerning police officer conduct. LECA no longer has jurisdiction over policing policy and service. The Inspectorate of Policing will review matters involving the adequacy and effectiveness of police services.

The *Community Safety and Policing Act* establishes a partnership between the Thunder Bay Police Service, the Thunder Bay Police Services Board, the Inspectorate of Policing, and the Complaints Director to investigate and resolve public complaints.

Thunder Bay Police Service Professional Standards investigates public complaints assigned by LECA, under Part X of the *Community Safety and Policing Act*, with respect to police officer conduct. All steps in the public complaints process are subject to review by the LECA.

At the conclusion of a public complaint investigation regarding police officer conduct, the Chief of Police will adjudicate the complaint. A substantiated police officer conduct complaint may be dealt with by informal resolution or a *Community Safety and Policing Act* Hearing. An unsubstantiated police officer conduct complaint requires that no further action be commenced.

Complaints regarding service or police officer conduct that occurred before April 1, 2024, will follow the provisions of the previously enforced *Police Services Act* and its Regulations.

REPORT SUMMARY

Summary of Third Quarter Complaints 2026	
Local Response	3
Not Accepted – LECA	6
Accepted – LECA investigate	0
Accepted – TBPS Investigate	1
Total Second Quarter Conduct Complaints	**10**

2026 Public Complaint Categories – Third Quarter	
Not Accepted (Screened Out by LECA)	
Not in the Public Interest	26-029, 26-032, 26-033
Charges before the Courts	26-034
Precluded Complainant	26-031
Insufficient time between two complaints (same complainant)	26-030
Accepted Complaints (Screened in by LECA) *Of note, each individual accepted complaint may have more than one (1) category*	
Neglect of Duty	26-035
Unnecessary Force	26-035
Discrimination – Human Rights Code	26-035

2026 Complaints Disposed of in the Third Quarter of 2026	
Early Resolution	
Withdrawn	26-025
Unsubstantiated	
Section 72 (Terminated/Suspended Investigations)	
Substantiated	
Informal Resolution	26-023
PSA Hearing	
Total	**2**

2025 Complaints Disposed of in the Third Quarter of 2026	
Early Resolution	
Withdrawn	
Unsubstantiated	25-028
Section 72 (Terminated/Suspended Investigations)	
Substantiated	25-064
Informal Resolution	
PSA Hearing	
Total	**2**

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2025 Outstanding Complaints in the Third Quarter of 2026	
Charge: Neglects to do Duty	25-056
Total	1

2023 Outstanding Complaints in the Third Quarter of 2026	
Charge: Discreditable Conduct	23-041
Total	1 (Requested to go to Hearing)

COMMENTS

N/A

RECOMMENDATIONS

For Information Only

Respectfully submitted,

#378

Jeremy Pearson
Deputy Chief of Police

Prepared by: Inspector J. Dampier – Corporate Services

1200 Balmoral Street, Thunder Bay, ON P7B 5Z5 • Tel: (807) 684-1304 • Fax: (807) 623-9242 • www.thunderbaypolice.ca

Thunder Bay Police Services Board January - September 2026 Year to Date (YTD) Comparsion				
Revenue	**2026 BUDGET**	**Monthly Actual**	**YTD Actual**	**YTD Variance**
Rents, Concessions, Franchises				
Rental - Office Space	(2,400.00)	$ -	$ -	$ (2,400.00)
Rents, Concessions, Franchises Total	**$ (2,400.00)**	**$ -**	**$ -**	**$ (2,400.00)**
EXPENSES	**2026 BUDGET**	**Monthly Actual**	**YTD Actual**	**YTD Variance**
Wage, Fringe & Training Expenses				
Salaries and Benefits	$ 183,300.00	$ 14,480.84	$ 56,080.93	$ 127,219.07
Honorariums	$ 52,000.00	$ 3,747.29	$ 39,829.02	$ 12,170.98
Wage, Fringe, Training Total	**$ 235,300.00**	**$ 18,228.13**	**$ 95,909.95**	**$ 139,390.05**
Materials & Other Costs				
Telecommunications	$ 2,000.00	$ 136.65	$ 1,274.88	$ 725.12
Equipment Maintenance/Computer Software	$ 3,000.00	$ -	$ 341.54	$ 2,658.46
Printing	$ 1,000.00	$ 202.14	$ 476.28	$ 523.72
Business Travel	$ 10,000.00	$ -	$ -	$ 10,000.00
Office Supplies & Stationary	$ 3,500.00	$ -	$ 1,570.59	$ 1,929.41
General Expense	$ 9,000.00	$ 274.14	$ 1,692.73	$ 7,307.27
Memberships/Subscriptions	$ 10,030.00	$ -	$ 10,294.48	$ (264.48)
Materials & Other Costs Total	**$ 38,530.00**	**$ 612.93**	**$ 15,650.50**	**$ 22,879.50**
Contracted Services				
Consultant Fees	$ 50,000.00	$ 875.00	$ 875.00	$ 49,125.00
Professional Fees	$ 67,000.00	$ 5,945.55	$ 34,785.55	$ 32,214.45
Legal Fees	$ 300,000.00	$ -	$ 232,835.80	$ 67,164.20
Legal Fees - Indemnified	$ 50,000.00	$ -	$ 586,515.12	-$ 536,515.12
Purchased Services	$ 180,000.00	$ 3,505.63	$ 74,003.40	$ 105,996.60
Contracted Services Total	**$ 647,000.00**	**$ 10,326.18**	**$ 929,014.87**	**$ (282,014.87)**
Rents & Financial Expenses				
Rent Expense	$ 42,000.00	$ 3,561.60	$ 32,054.40	$ 9,945.60
Rents & Financial Expenses Total	**$ 42,000.00**	**$ 3,561.60**	**$ 32,054.40**	**$ 9,945.60**
Total Operational Expenses	**$ 960,430.00**	**$ 32,728.84**	**$ 1,072,629.72**	**$ (112,199.72)**
	2026 BUDGET	**Monthly Actual**	**YTD Actual**	**YTD Variance**
Adjusted without Indemnification:			$ 486,114.60	$ 424,315.40

	Thunder Bay Police Service Board				
	Jan-Dec 2027. DRAFT				
	Year to Date (YTD) Comparsion				
Revenue	**2027 BUDGET**				
Rents, Concessions, Franchises					
Rental - Office Space	(2,600.00)	$ 200.00	$ -	$ (2,600.00)	
Rents, Concessions, Franchises Total	**$ (2,600.00)**	**$ 200.00**	**$ -**	**$ (2,600.00)**	
EXPENSES	**2027 BUDGET**	**CHANGE**	**YTD Actual**	**YTD Variance**	
Wage, Fringe & Training Expenses					
Salaries and Benefits	**$ 180,000.00**	$ (300.00)			
Honorariums	**$ 52,000.00**	$ -			
Wage, Fringe, Training Total	**$ 232,000.00**	**$ (300.00)**			
Materials & Other Costs					
Telecommunications	**$ 2,500.00**	$ 500.00			
Equipment Maintenance/Computer Software	**$ 4,000.00**	$ 1,000.00			
Printing	**$ 1,100.00**	$ 100.00			
Business Travel	**$ 15,000.00**	$ 1,500.00			
Office Supplies & Stationary	**$ 5,000.00**	$ 1,500.00			
General Expense	**$ 13,143.00**	$ 4,143.00			
Memberships/Subscriptions	**$ 13,600.00**	$ 3,570.00			
Materials & Other Costs Total	**$ 54,343.00**	**$ 12,313.00**			
Contracted Services					
Consultant Fees	**$ 45,000.00**	**-$ 5,000.00**			
Professional Fees	**$ 70,000.00**	**$ 3,000.00**			
Legal Fees	**$ 318,500.00**	**$ 18,500.00**			
Legal Fees - Indemnified	**$ 50,000.00**				
Purchased Services	**$ 180,000.00**				
Contracted Services Total	**$ 663,500.00**	**$ 16,500.00**			
Rents & Financial Expenses					
Rent Expense	**$ 42,000.00**				
Rents & Financial Expenses Total	**$ 42,000.00**				
Total Operational Expenses	**$ 989,243.00**	**$ 28,813.00**	**$ -**	**$ 989,243.00**	
	2027 BUDGET	**Monthly Actual**	**YTD Actual**	**YTD Variance**	

Thunder Bay Police Service

DARCY FLEURY, CHIEF OF POLICE
1200 Balmoral Street, Thunder Bay, ON P7B 5Z5
Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: October 8, 2026
Date of Meeting: October 20, 2026
Report No: 71/26

Chair and Members
Thunder Bay Police Service Board

SUBJECT
Impact of 2026 Budget FTE Expansions

REPORT SUMMARY

The Thunder Bay Police Service Board has requested that the Thunder Bay Police Service report on impact of 2026 budget FTE expansions.

BACKGROUND

The Thunder Bay Police 2025 operating budget resulted in approved FTE expansions for 2026 for the civilian positions outlined below.

Based on the addition of these positions we have observed the below measurable positive impacts.

Continued workload pressures will require further expansion of resources in order to maintain the standard set by the service.

COMMENTS

DEMS/Court Clerk
This additional position for 2026 had significant impact on the unit's ability to manage legal disclosure obligations. The service was able to maintain compliance and adhere to our practices which have made us a leader in disclosure management in the region. The enhanced disclosure obligations have absorbed most of the capacity created by this position leaving the overall workload untouched. We will seek to continue to expand capacity in this area to address the responsibility for proper handling of the rapidly proliferating electronic evidence.

Central Records
The temporary contract clerk positions and single permanent FTE positions helped the service to significantly reduce the transcription backlog. The backlog in reports awaiting transcription was reduced by 85% from September 2025 to August 2026.

Special Constables – Housing Safety Unit (DSSAB)
The addition of this unit resulted in the following between 01 January and 31 July 2026:

- 53 calls for service
- 64 calls taken from Primary Response
- 72 self-generated/proactive activities
- 39 joint inspections
- 38 enforcement actions
- 7 TTPA/compliance follow-ups

These numbers illustrate an impact on the call volume for Primary Response as well as proactive enforcement impacting the safety and security of residents in DSSAB housing. It must be noted that this initiative features full wage recovery through our partnership with DSSAB.

Social Navigator
The permanent addition of this previously grant-funded position has continued to benefit the service and community. Between Quick Connect (partnership with Lutheran Community Care), Reconnect U/InReach – internal case management and wraparound service connection program, Project Support and Situation Table, a conservative estimate of 255 referrals of individuals to services were made in the first seven months of 2026. It bears note that of these, in addition to one-time referrals, there is ongoing and extended supports provided to over 100 individual community members.

RECOMMENDATIONS
For information purposes.

Respectfully submitted,

Darcy Fleury, M.O.M.
Chief of Police

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