



# Diversity in Policing Project & Beyond





# Thunder Bay: Cultural Makeup

- **Aboriginal population estimated between 15% and 20% ( 17,000 – 23,000)**
- **Immigrant & refugee arrivals 500/year**
- **Visible minority population 10%**



# Diversity in Policing

- Bias is a reality and it exists in institutions including journalism, education, industry, religion and policing
- Acknowledge and respond to systemic racism in society and in the police service
- If we are a reflection of the community, then we must accept that our organization is human and imperfect



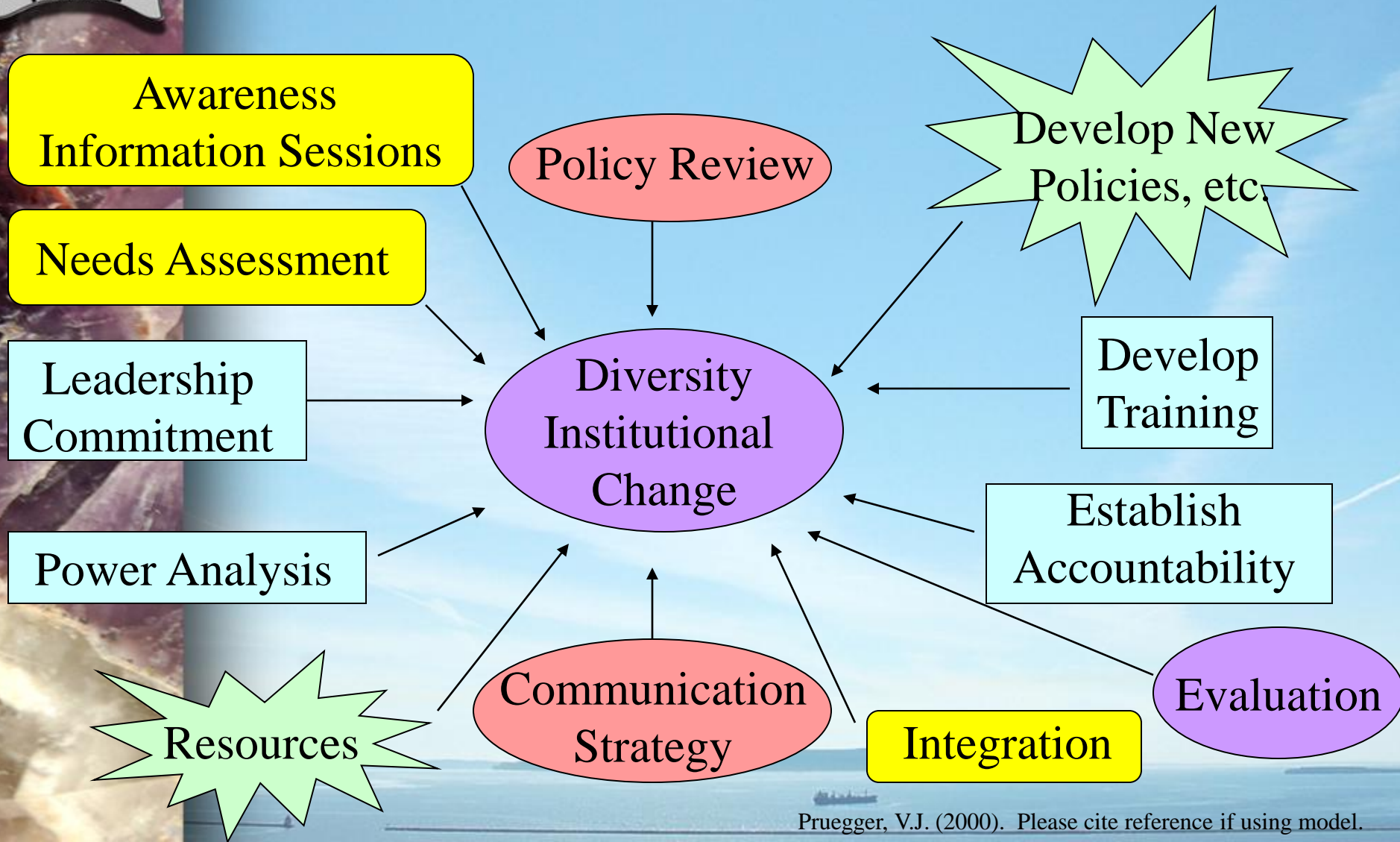
# Diversity And Policing

- A partnership project of:
  - Thunder Bay Police Service
  - Thunder Bay Multicultural Association
  - Diversity Thunder Bay
  - Thunder Bay Indian Friendship Centre





# DIVERSITY ORGANIZATIONAL CHANGE MODEL

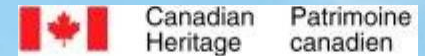




# Project Phases

- **Phase 1**
  - Research and Development
  - Establish Project Management Team
- - Establish Validation Group
  
- **Phase 2**
  - Internal policy, procedures and employment systems reviews
  - Training research and development
  
- **Phase 3 & Beyond**
  - Training delivery
  - Policy changes
  - Sharing the project

*Phase I & II  
Support from:*



*Phase III  
Support From:*





# Phase I Key Components

- Community consultations with racialized groups & individuals—23 sessions with 155 participants--forms Validation Group
- Training provided to project stakeholders by expert in institutional change and diversity applied to police services.
- Development of a PMT—formal partnership, memorandum of understanding and clarification of roles and responsibilities of partners.
- Development of project design, assessment tools, & evaluation methods
- Project Co-ordinator works under the Direction of the Project sponsor (TBMA).



# Phase Two Key Components

## Institutional Analysis and Assessment

- Internal assessment and review of institution including: policies, practices and procedures.
- Consultant familiar with institutional change initiatives, policing, aboriginal issues and cultural diversity.

11,000 pages of policy and procedures reviewed to identify any language, practises or principles which may be systemic barriers for biased free policing

- A comprehensive report with 70 recommendations of proposed changes to the policies, procedures and practices of the institution





# Phase Two Key Components

- Employment Systems Review
- Improved recruiting initiatives primarily aimed at attracting Aboriginal peoples to policing
- Participated in a recruiting initiative led by Greater Sudbury Police Service for recruiting Aboriginal peoples to policing (video produced)



# Phase Two—Training Development

- Defining Bias – how to apply the law free of bias and tools needed to do so
- Legal considerations – laws and case law in Ontario and Canada related to bias
- Scenarios (Three-building on each other)
- Exercise in articulating grounds
- Discussion around legal grounds for stopping individuals, issue of racial profiling and consequences for the officer and service



# Phase Two Training Development

- History of Canadian Human Rights
- Historical overview of incidents in Canada's past
- Impact of history on our service (residential schools, etc)
- Perceptions – successful police work profiles behaviour not ethnicity, affiliation or gender
- Community perceptions of policing from respected individuals of our diverse community
- Consequences of biased policing and the impact on the service and community



# Phase Three Key Components

- Validation Group evolves into Standing Committee to advise Chief and Service
- Training given to all sworn and civilian members of the service
- Project recommendations implemented & evaluated
- Project's concept, methodology, practices, training and outcomes are packaged for sharing with other agencies



# Promising Practices

- Aboriginal Police Liaison Unit Committee input into 2008-2010 business plan
- Developed policing objective adopted by the PSB and goals to meet objective



THUNDER BAY POLICE SERVICE  
2008 TO 2010 BUSINESS PLAN



# Promising Practices

- Validation Group for Diversity in Policing Project re-constituted as a Steering Committee of the TBPS with Terms of Reference and mandate
- TBPS' senior management understands and accepts presence of systemic racism
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# Lessons Learned

- Institutional change, like all change, produces conflict
- Institutional change happens slowly, not in a linear way
- Perception is reality
- Sustainability needs to be built in early to maintain momentum of project work





# Next Steps

- Ontario Trillium Foundation grant to document Diversity in Policing project on website. Available @ <http://www.diversitythunderbay.ca>.
- Diversity in Policing (Institutional Change) part of larger anti-racism framework





# Anti-racism framework

Full civic engagement of racialized groups through 4 strategies:

- Community/organizational capacity building
- Full civic participation and engagement
- Public understanding and education
- Institutional change



# Anti-Racism Framework

- The role of organizations in social change in 4 areas:
- In neighbourhoods
- In cities
- In institutions
- In sectors (housing, employment, education, etc.)



# Anti-Racism Framework

- 6 steps to change:
- Problem identification (mapping)
- Motivation to act (leadership/collaboration)
- Resources (members & funding)
- Planning
- Doing
- Evaluating and documenting for sharing



# Getting Involved in Anti-Racism Framework

- Northern communities
- Projects working on strategies (capacity building, civic participation/engagement, public education, organizational change)
- Using technology to build convergence amongst projects
- Looking for police partners for potential project