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## **A. OPP Mandate and Organizational Chart**

The Ontario Provincial Police (OPP) is a division of the Ministry of Community Safety and Correctional Services (MCSCS).

The provision of policing services in Ontario is governed by the *Police Services Act*, R.S.O. 1990 (PSA) sets out the roles and responsibilities of the Solicitor General (s. 3), municipalities (s. 4-8) and the OPP (s. 17-20) with respect to the provision of policing services in Ontario.

Section 19 (1) of the PSA provides that the OPP is responsible for the following:

- Policing services in parts of Ontario that do not have municipal police forces;
- Policing services on navigable bodies and courses of water in Ontario;
- Traffic patrol on King's Highways and on connecting links;

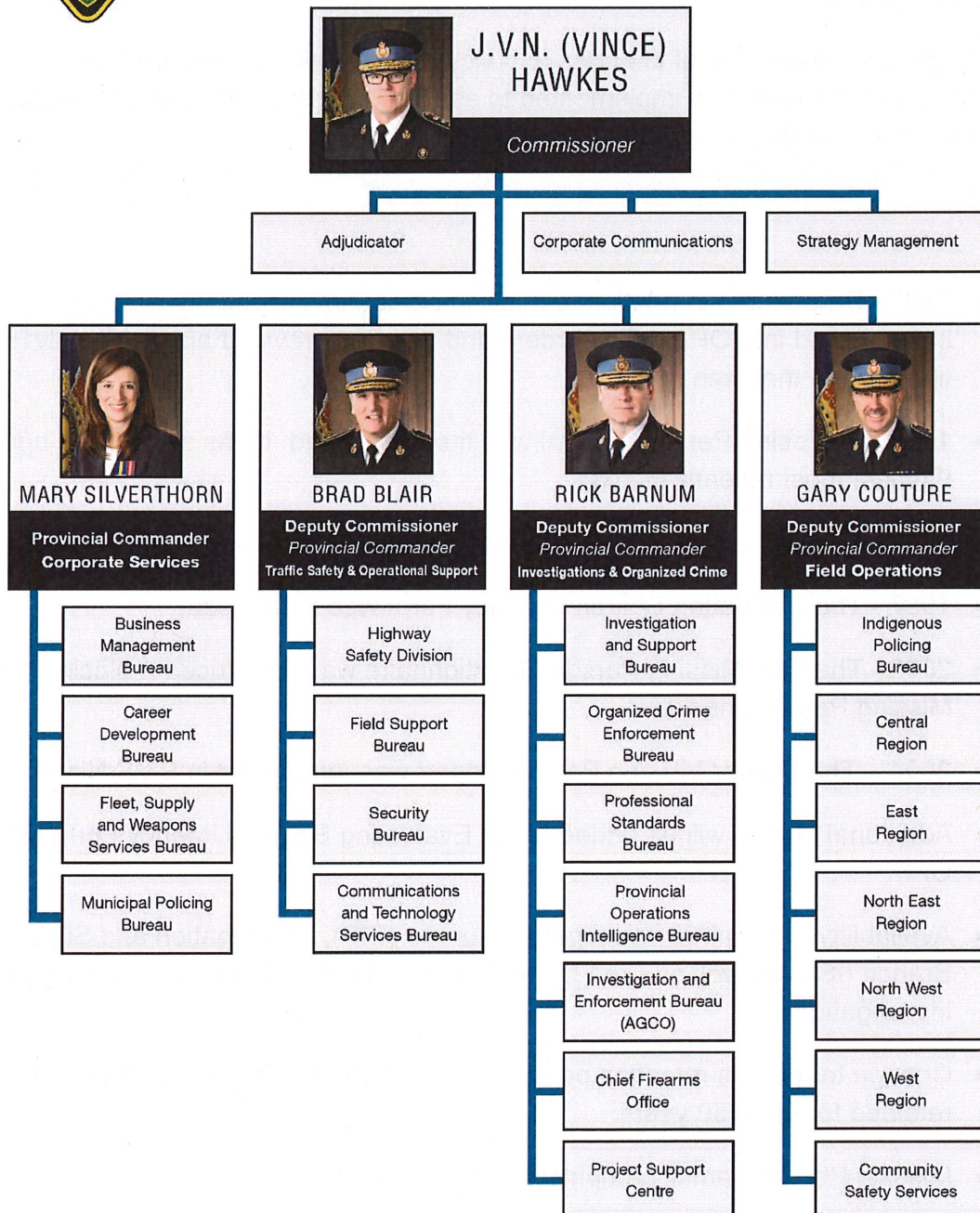
Investigative services to assist municipal police forces at the Solicitor General's direction or at the Crown Attorney's request.

The OPP is the largest police service in Ontario and the second largest in Canada. The OPP is one of North America's largest deployed police services with more than 5,800 uniformed officers, 2,400 civilian employees and 830 auxiliary officers. The Commissioner is the highest ranking member of the OPP and is responsible for overseeing all aspects of the OPP's operations.

Organizationally the OPP is divided into four commands: Traffic Safety and Operational Support, Corporate Services, Investigations and Organized Crime, and Field Operations. Each of these four command areas are led by a Provincial Commander.



## ORGANIZATIONAL CHART



rev 04/17

## **B. Evolution of Missing Person Investigations within the OPP**

Missing person investigations undertaken by the OPP have evolved significantly over the past 40 years.

The following are examples of changes to policy, investigative procedure, and technology that the OPP has implemented to assist with Missing Person investigations, as well as other investigations:

### **Policy**

- **1980** - Procedures in relation to missing person investigations were first incorporated into OPP police orders and has been revised approximately 15 times since that time.
- **1985** - A Missing Person Manual was first developed. It has since been updated 9 times, most recently in 2011.
- **1997** - A Missing Person checklist was developed to assist responding officers.
- **1997** - The Evaluating Search Urgency Form was introduced.
- **2002** - The Lost/Missing Person Questionnaire was introduced replacing the Missing Person checklist.
- **2004** - The Lost or Missing Person Report was introduced in RMS Niche.
- Additional factors will be added to the Evaluating Search Urgency Form by the OPP.
- Availability of Criminal Investigation Bureau (CIB), Investigation and Support Branch (ISB) as well as Area Crime Sergeants (ACS) to support missing person investigations.
- Change to records retention policy requiring that missing person reports be retained for up to 50 years.
- Missing Person Family pamphlet to support families of missing persons.



## Technology

- Use of GPS technology to assist officers engaged in ground searches.
- Tourtech search software to assist officers coordinating ground searches.
- Electronic occurrence reporting to assist in consistent and clear reporting, as well as facilitating its use in conjunction with other searchable and linkable software and databases.
- Aviation Services, which includes unmanned aerial systems and helicopters to assist with ground and evidence searches.

## Investigative Procedure

- Use of the Emergency Response Team (ERT) to assist with Search and Rescue, and evidence collection.
- Canine Unit - The OPP program includes 27 teams, each team consisting of a dog and a handler.
- Regional analysts to assist with identifying potential linkages or patterns.
- Provincial Liaison Team (PLT) officers to support investigations in Indigenous communities.
- Missing Persons and Unidentified Bodies Unit to support missing person investigations.
- Divers (Underwater Search and Rescue Unit (USRU)) to assist with missing person and evidence searches.
- Provincial Operations Centre (POC) to assist assigning and coordinating OPP resources to support missing person searches and investigations.
- Scenes Of Crime Officers (SOCO) supporting and assisting Forensic Identification Services (FIS) officers.

## C. Framework for Missing Person Investigations

The legal framework for missing person investigations in Ontario includes:

### Regulations

- Major Case Management, Ontario Regulation 354/04, *Police Services Act* requires all police forces as defined within the *Police Services Act* to use the Major Case Management system.
- Section 29 of the Adequacy and Effectiveness of Police Service Regulation (Ont. Reg. 3/99, *Police Services Act*) requires a police services board to have a policy in relation to investigations into missing persons.
- In addition, section 12(1)(l) the Adequacy and Effectiveness of Police Service Regulation (Ont. Reg. 3/99, *Police Services Act*) requires the Chief of Police, and in the case of the OPP the Commissioner, to develop and maintain procedures on and processes for undertaking and managing investigations into missing persons.

MCSCS has a range of responsibilities for policing in Ontario. Pursuant to the provisions contained in the *Police Services Act*, the ministry:

- Writes and updates the Policing Standards Manual which explains in detail the standards Ontario's police must follow. The manual also provides guidelines on how to follow the standards.

The Policing Standards Manual contains standards for: missing person investigations, criminal investigation management procedures, homicides and ground searches.

### Police Orders

- OPP policy is referred to as Police Orders, and contains policy and guidelines for OPP employees. They are issued by the Commissioner of the OPP and are developed in accordance with the requirements of the Adequacy Regulation, and the standards contained in the Policing Standards Manual.
- Police Orders:
  - Communicate clear expectations of professional practice
  - Provide consistency across the province

- Provide accountability and can result in discipline if orders are not complied with

### Missing Person Policy<sup>1</sup>

- All missing person investigations must be conducted in accordance with OPP Police Orders, in relation to Criminal Investigation Management Procedures, and the Missing Person Manual<sup>2</sup>.
- The Missing Person Policy<sup>3</sup> is considered to be OPP Critical Policy which means that it is one of 18 policies identified by the OPP as being particularly important, and is highlighted in red within Police Orders. Officers are expected to be more familiar with these specific critical policies in the context of to their assigned duties.
- The purpose of the policy is to establish consistent guidelines for receiving reports of lost/missing persons, and for conducting investigations involving their disappearance.
- ***Lost person***
  - A person is considered lost when their whereabouts may be in a known/defined geographic area. e.g. hunter, hiker, berry picker, Alzheimer's sufferer, suicidal person, child.
- ***Missing person***
  - A person who is reported missing and their location is not known. e.g. a child left home for school in her car and never arrived at her destination. The vehicle has not been located and she is not at the point last seen. The evidence confirms her leaving her parental home.

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<sup>1</sup> Police Orders 2.18 Missing Person

<sup>2</sup> Police Orders 2.7 Criminal Investigation, Police Orders 2.18 Missing Person

<sup>3</sup> Police Orders 2.18 Missing Person

## Missing Person Manual

The Missing Person Manual complements Police Orders by providing officers with additional policy direction when conducting investigations into missing persons. In terms of addressing investigations involving Indigenous persons, the Manual addresses the following:

- The fact that Indigenous communities are culturally diverse;
- The impact that historical relationships with police may have on an individual's or community's receptiveness to a police response;
- The importance of seeking local advice (for example from Friendship Centres, Band Administration Offices, Aboriginal social services agencies...);
- The need to keep community leaders briefed;
- The importance of respecting traditional practices and ceremonies; and
- The importance of respect, compassion and empathy when conducting investigations.

It is available to every officer electronically in their cruiser via their mobile work station.

## **D. Reporting a Missing Person to the OPP**

### Jurisdiction

The OPP accepts all reports of lost/missing persons, regardless of whether or not the individual is missing from a jurisdiction where the OPP provides policing services.<sup>4</sup>

In cases where the OPP does not have jurisdiction, the reported information is forwarded to the appropriate police agency.

If there is doubt as to the jurisdiction, or if the police service of jurisdiction refuses to take action, the OPP conducts the investigation.

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<sup>4</sup> Police Orders 2.18.6 Missing Person, Jurisdiction



## Reporting a Missing Person

Missing persons can be reported to the police in the following ways:

### ***Report by phone***

- If a report is made by phone, it would be directed to one of 5 Provincial Communication Centres (PCC).
- The phone call is received by a civilian call taker.
- The PCC generates an occurrence report.

### ***In-person at an OPP Detachment***

- Reports may also be made in-person to officers at OPP detachments.
- An officer will obtain particulars of the event and basic information such as location last seen, possible destination, vehicle description and/or license plate, cell phone number, etc.

The officer enters information into the OPP's Records Management System (RMS Niche), creating an electronic occurrence report by the officer. In addition, the PCC must also be contacted.

In 2017, 6,704 missing persons were reported to the OPP, of which 64 were unsolved.

## **E. Future of Missing Person Investigations**

### Missing Persons Act, 2018

Ontario recently introduced the *Missing Persons Act, 2018* which includes three new measures to assist police services in locating a missing person in the absence of a criminal investigation. This Act has been passed by the legislature but is currently not in force. In certain circumstances, it would enable police officers to:

- Seek an order for the production of records;
- Seek a warrant authorizing entry to facilitate a search for a missing person; and

- Issue an urgent demand for the production of records, without judicial authorization.

This Act would provide clarity and guidance around what may be disclosed to the public about a missing person before and after they are found.

## **F. Roles and Responsibilities**

### **Role of Provincial Communications Centre (PCC)**

Any employee accepting a report of a lost/missing person is required to notify the Provincial Communications Centre (PCC) immediately.<sup>5</sup>

- The PCC will generate an electronic occurrence report and will request additional relevant information from either the caller or the officer making the report.
- The PCC call taker will obtain the following information from the caller or uniform member taking a report:<sup>6</sup>
  - Length of time the person has been missing;
  - Clothing;
  - Habits; and
  - Whether the missing person has a cellular phone.
- The PCC call taker will also take the following steps:
  - Determine if the call should be dispatched as a priority call
  - If required, determine the police service of jurisdiction responsible for the report;
  - Make a broadcast on the police radio system to all OPP officers regarding either lost and/or missing persons; and
  - Dispatch a uniform officer to attend and personally interview the complainant.

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<sup>5</sup> Police Orders 2.18.8, Initial Responsibilities

<sup>6</sup> Police Orders 2.18.8, Initial Responsibilities

- The PCC call taker creates a time-stamped 'event' which becomes available to every officer as well as the dispatcher. Following the initial event, every subsequent entry by a dispatcher is also time stamped.
- All calls taken by the PCC are entered into the RMS Niche following a template which prompts the user to enter information as the call taker moves through template screens with the caller.
- PCC operators have multiple screens on which they may view the details of a call, as well as the locations of officers in the area where the call is being dispatched.

### Responsibility of the First Uniform Member attending the scene of a lost/missing person<sup>7</sup>

- The first uniform member responding to or attending the scene of a lost/missing person occurrence is required to attend the complainant's location and establish preliminary perimeter control;
- Immediately report the incident to the immediate supervisor/detachment commander;
- Conduct a preliminary interview of the complainant in person;
- Determine/verify whether the person is actually lost/missing;
- Complete as much of the Lost/Missing Person Questionnaire (LPQ)<sup>8</sup> as possible;
- Where there is potential for a ground search for a lost person, also complete the form for Evaluating Search Urgency<sup>9</sup> and provide a copy each to the respective investigating officer/ERT search coordinator;
- Consider the Missing Person Checklist found in the OPP's Field Guide; and
- Update the OPP Records Management system (RMS) before the end of their shift. The officer is required to complete the general occurrence detailing the missing person report, the LPQ and the Evaluating Search Urgency Form.

<sup>7</sup> Police Orders 2.18.8, Initial Responsibilities , Police Orders 5.4.5 Ground Search for Lost Persons

<sup>8</sup> Form ER-035

<sup>9</sup> Form ER-036

- The first uniform member responding to or attending the scene may not always be the assigned investigator to a missing person's investigation. Accordingly, Police Orders also identify the responsibilities of an investigating officer. There is overlap in these responsibilities.

### Missing Person Investigative Responsibilities<sup>10</sup>

A uniform member investigating a missing person is required to:

- Verify that the person is missing by immediately attending the scene;
- Conduct a missing person investigation in accordance with the Missing Person Manual;
- Conduct preliminary interviews in-person;
- Determine/verify the person is actually lost/missing;
- Assess to determine whether foul play is involved;
- Complete the Lost/Missing Person Questionnaire (LPQ);
- Complete the Evaluating Search Urgency Form;
- Determine the point last seen;
- Search the residence, including the missing person's room/sleeping area for clues;
- Search outbuildings/vehicles/containers;
- Document the times/locations searched;
- Evaluate the circumstances surrounding the disappearance;
- Ensure that local community family support resources are made available to the family, and all required forms are completed as soon as possible;
- Ensure that face-to-face interviews are completed with the complainant and any associate of the missing person in order to assess the validity of the report,

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<sup>10</sup> Police Orders 2.18.9 Missing Person, Missing Person Investigative Responsibilities, and the Missing Person Manual



assess whether foul play is involved, and to determine the point the person was last seen;

- Collect information to assist in identifying a missing person such as dental records, photographs, fingerprints, DNA samples; and
- Update RMS Niche before the end of their shift, including creating the electronic Missing Person report in RMS.

## **Investigative Tools**

### ***Lost or Missing Person(s) Questionnaire (LPQ)***

The LPQ is a Form designed to assist responding as well as investigating officers by guiding them through an extensive review of the circumstances of a lost or missing person.

The Form is 12 pages long, and its completion is mandatory. It also creates a record of the evaluation of the search urgency, a record of notification of Supervisors, as well as other support and investigative units.

Data entered into this form by an officer form the basis for the electronic occurrence report.

### ***Evaluating Search Urgency***

This Form assigns numeric values to certain specific factors that have been identified as critical in the context of assessing search urgency, as well as for determining whether a ground search is required. Lower scores indicate that a higher urgency must be assigned to that search. The completion of this form is mandatory.

The form assesses the following factors that affect urgency:

- Age;
- Medical or health conditions;
- Number of persons missing;
- Whether the person(s) are knowledgeable of the area and/or experienced with the outdoors;

- Weather;
- Equipment the person may have with them and their clothing; and
- The terrain along with any known hazards such as water or difficult terrain.

The following additional factors will be added to the Form by the OPP in the near future, in order to assist in assessing search urgency:

- Indigenous identity;
- Child welfare involvement; and
- Residence on-reserve where the occurrence is in an urban area.

The effect of adding these factors to the evaluation Form could be the elevation of the urgency of a search if these additional factors are present.

Additionally, the Form will require sign-off by a supervisor following completion by the investigating member.

### ***Missing Person Checklist***

This is an additional resource available to assist officers responding to a call reporting a lost or missing person. The form is available to officers via their Mobile Work Stations, which are located in their cruisers.

This checklist leads an officer through critical requirements in the circumstances of a lost or missing person.

## **Additional Uniform Member Investigative Responsibilities**

### ***Victim Services***

OPP Police Orders provides that all employees are responsible for familiarizing themselves with the victim services available within the community that they are working in and providing information about and making referrals to services for victims when appropriate.<sup>11</sup>

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<sup>11</sup> Police Orders 3.1 Victim Services

Additionally, OPP members-in-charge of investigations are required to ensure that victims and witnesses are able to contact them and to keep the victim or victim's family informed when investigations are ongoing. They are also responsible for providing an overview of the criminal justice system and providing the dates, locations and outcomes of all significant judicial proceedings.

### ***Notifications***

Missing Persons cases are Benchmark cases for the OPP which require an officer to notify their supervisor and ACS.<sup>12</sup>

Benchmark crimes include:

- A missing person where foul play cannot be ruled out;
- Unsolved unidentified body/remains where foul play cannot be ruled out; and
- Non-traffic death investigations.

### **Responsibility of a Supervisor<sup>13</sup>**

The immediate supervisor of the investigator of a Missing Person is responsible for ensuring that:

- A Victim Liaison Officer (VLO) is assigned;
- Consulting with the assigned investigator;
- Consulting with the Area Crime Sergeant (ACS) to discuss the circumstances of the investigation and to determine the appropriate action to be taken;
- Ensuring that the investigator has the necessary resources to complete the investigation;
- Confirming that the investigating uniform member has completed their investigative responsibilities;
- Maintaining ongoing communication with the Detachment Commander;

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<sup>12</sup> Police Orders Missing Person, Benchmark Crime 2.18.5 and Police Orders Criminal Investigation Management 2.7, Major Crime Benchmark 2.7.2

<sup>13</sup> Police Orders 2.18.9 Missing person, Investigative Responsibilities, and the Missing Person Manual

- Initiating the Search and Rescue (SAR) call-out procedure in accordance with OPP Police Orders, if a ground search is required<sup>14</sup>;
- Requesting that someone familiar with the missing person patrol the neighborhood with a uniform member;
- Notifying a First Nations Liaison Officer when an investigation involves an Indigenous person; and
- Reviewing the Evaluating Search Urgency Form<sup>15</sup>.

The ACS is responsible at the detachment level for supervising the investigation of all benchmark occurrences.

### Area Crime Sergeant (ACS)

Each ACS is responsible for providing supervision and oversight of the Crime Unit Detective Constables in their area, for determining the action to be taken in the circumstances of benchmark crime investigations, and for obtaining and coordinating investigative resources.

Area Crime Sergeants (Detective Sergeants) report to their Regional Detective Staff Sergeant.

Area Crime Sergeants are required to:<sup>16</sup>

- Determine the most appropriate investigative response;
- Continue to assess the ongoing appropriateness of the investigative response; and
- Assume the lead responsibility in an investigation for all supervisory duties including notifications and approvals related to that investigation.

If the circumstances require a rapid mobilization of OPP employees, equipment or other resources, the officer is required to notify their detachment commander. The detachment commander is then required to immediately notify the Director of Criminal Investigation Services by phone, or the Provincial Operations Centre (POC).

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<sup>14</sup> Police Orders 5.4, Emergency Response Team

<sup>15</sup> Missing Person Manual p. 4

<sup>16</sup> Police Orders, 2.7.3, Criminal Investigation Management/Procedures, Responsibilities



These officers will liaise with other criminal investigators within the Region, other OPP Bureaus, and other agencies as required, consistent with the OPP Crime Management Plan.

When a missing person has not been located within 7 days, investigators are required to contact the ACS and review the investigation.

## **G. Criminal Investigation & Major Case Management**

### **Crime Units**

Each OPP detachment has access to a Crime Unit, which consists of Detective Constables who are responsible for conducting benchmark crime investigations and assisting with major investigations. The Detective Constables report to an ACS.

A Major Case, which includes homicides, missing persons where foul play cannot be ruled out, sudden deaths (where foul play cannot be ruled out), unsolved/unidentified human remains, and human trafficking, requires that a Criminal Investigation Branch investigator be assigned.

### **Regional Detective Staff Sergeant**

Each of the OPP's five regions has a Regional Detective Staff Sergeant assigned who is responsible for providing regional leadership, advice, and guidance through the ACS to Crime Unit members in their region. The Regional Detective Staff Sergeant reports to the Regional Crime Manager and conducts investigations at the direction of this member.

### **Regional Crime Manager (Inspector)**

The Regional Crime Manager is responsible for the management of Crime Unit resources for major investigations including missing person's cases. The Regional Crime Manager must be consulted before a Detective Constable from a Crime Unit in his/her region is assigned to a major case or other project.

The Crime Unit Manager will conduct an assessment of every major investigation including a review of the resources used.

## Investigations and Support Bureau (ISB)

The ISB provides investigative support for OPP investigations, as well as support of investigations led by other police services for major, serial and/or multi-jurisdictional criminal investigations.

Criminal Investigation Services (CIS) is the centre of criminal investigation expertise within the OPP, and it includes the Criminal Investigation Branch (CIB). Both of these units are part of the ISB.

- In missing persons cases, the ACS must notify the CIB in cases where foul play cannot be ruled out at any time.
- The CIB assigning officer will assess the circumstances of an investigation and determine which further investigative resources will be assigned.<sup>17</sup>

A CIB case manager is assigned to any major case where foul play cannot be ruled out, including missing persons, and is responsible for:<sup>18</sup>

- All aspects of the investigation;
- Using PowerCase software in compliance with the Ontario MCM Manual;
- Ensuring any investigative assistance is obtained; and
- Determining the most appropriate investigative response, in consultation with supervisory and command personnel.

## Criminal Investigations Branch (CIB)

The OPP's Criminal Investigation Branch is responsible for the investigation of homicides, suspicious deaths, deaths of children under the age of 5, attempt murders, missing persons (where foul play is suspected or cannot be ruled out), extradition proceedings, coroner's inquests, judicial inquiries and any other major criminal investigation within OPP jurisdiction or that of Municipal or First Nation Police Agencies upon request.

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<sup>17</sup> Police Orders 2.7.4 Criminal Investigation Management/Procedures, Criminal Investigation Services Notification

<sup>18</sup> Police Orders, 2.7.4 Criminal Investigation Management/Procedures, Criminal Investigation Services Case Manager

Investigators within CIB also provide major case management support and specialized investigative assistance for other serious criminal investigations.

The CIB is required to be notified by Regional Crime Units in the following circumstances:<sup>19</sup>

- Homicide;
- Missing person's cases where foul play cannot be ruled out;
- Sudden death where foul play cannot be ruled out;
- Unsolved/unidentified body/remains;
- Human trafficking; and
- Upon request for CIB assistance from another police agency/Crown regarding any of the above.

## **H. MCM and PowerCase**

### **Overview of MCM**

Ontario is the first province to implement standardized investigative practices and supporting technology for major case investigations.

Since 2002, all municipal police services and the Ontario Provincial Police have had access to the Major Case Management system.

In 2005, the use of the MCM System became mandatory in Ontario under the *Police Services Act*, Ontario Regulation 354/04.

This Regulation requires that every police services board in Ontario establish policies with respect to major cases in accordance with the Major Case Management Manual, and that every police force use Ministry approved software for the purpose of undertaking and managing investigations into major cases.

MCM combines specialized police training and investigation techniques with a computer software system called PowerCase. The software manages the large amounts of information involved in investigations of serious crimes.

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<sup>19</sup> Police Orders, 2.7.4, Criminal Investigation Management/Procedures, Criminal Investigation Services Notification:



MCM assists police in investigating major cases by:

- Providing an efficient way to keep track of and sort and analyze large amounts of information about a crime i.e. police notes, witness statements, door-to-door leads, names, locations, vehicles and phone numbers;
- Promoting consistency in major case investigations;
- Establishing data entry standards;
- Enabling the circumstances of the case to be centralized within the software databank by utilizing PowerCase;
- Assisting police to identify common links and between crimes committed in different locations;
- Promoting professional police practices, standards and training;
- Providing accountability, oversight and structure for every aspect of an investigation; and
- Providing a multidisciplinary approach by requiring consultation and case conferences with coroners and pathologists in certain circumstances.

The Ontario Major Case Management Manual

- The Manual, along with the standards identified in it, is one of the mechanisms by which the Solicitor General fulfills the statutory role set out in section 3(2) of the *Police Services Act*.
- The Manual sets out MCSCS's position in relation to policy matters specifically related to cases classified as threshold and non-threshold.
- The Manual also promotes the inter-disciplinary approach to major case investigations.

### [The Availability of MCM and the MCM Manual](#)

The Manual is used by every police force in Ontario, as defined in the PSA. Ontario police services, including the OPP and municipal forces, are linked through the system.

MCM is available to all First Nations Police Services in Ontario. Currently, 3 First Nations Police Services use MCM. They are as follows:



- Six Nations Police Service;
- Akwesasne Mohawk Police Service; and
- Wikwemikong Tribal Police Service

For many of the other First Nations Police Services, the OPP provides MCM support with respect to major crimes.

The use of Major Case Management has been recommended in Campbell and Oppal Inquiries.

### **MCM: Methodology and Software**

The Major Case Management system consists of both Methodology and Software. The Methodology combines training with the use of the Major Case Management Manual (and the standards contained within it) to conduct an investigation in a systemic and orderly manner.

The Oppal Inquiry has described Major Case Management (MCM) as follows:

MCM is based on an understanding that complex cases involve processing large volumes of information and will usually require collaboration and information sharing between agencies. MCM structures an investigation by identifying clear goals and objectives; establishing lines of responsibility and decision-making authority; creating infrastructure for the recording, storage and sharing of information; and contributing to operational efficiencies.<sup>20</sup>

### **PowerCase software is the approved software for use in the MCM system.**

- Organizes, manages, retrieves and analyzes large volumes of investigative data collected during major case investigations;
- Provides linkages between occurrences and between different jurisdictions;
- Provides automatic notifications to officers that must be acknowledged;

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<sup>20</sup> Missing Women Commission of Inquiry, *Forsaken: The Report of the Missing Women Commission of Inquiry*, (British Columbia: Library and Archives Canada Cataloguing in Publication, 2012), Executive Summary at page 27.

- Provides software analytics for use as evidence in court; and
- Creates timelines, activities and priorities for the investigator.

The MCM system is continually refined to reflect current legislation, relevant case law, innovations in science and technology, recommendations from public inquiries, and policing best practices.

Training in both the MCM system, as well as PowerCase software, is required in order to perform certain functions in the Command Triangle.

The OPP requires that all CIB Investigators and Supervisors complete MCM and PowerCase training at the Ontario Police College (OPC). The OPC offers training in both methodology and software.

For the purposes of the Regulation and the MCM Manual, Major Cases include:

- Missing person occurrences where there is a strong possibility of foul play or where police have yet to ascertain whether foul play is involved and where the victim remains outstanding and accounted for 30 days after being reported missing.

### Criteria Cases

The following are criteria cases that require the application of MCM in Ontario:

- Homicides defined in s. 222(4) of the Criminal Code, including attempts;
- Sexual assaults and all attempts;
- Missing person occurrences where:
  - Foul play is suspected or,
  - Police have yet to ascertain whether foul play is involved when the individual remains missing and unaccounted for 30 days after being reported missing.

Criteria cases may be further classified as either threshold or non-threshold.

### Threshold offences:

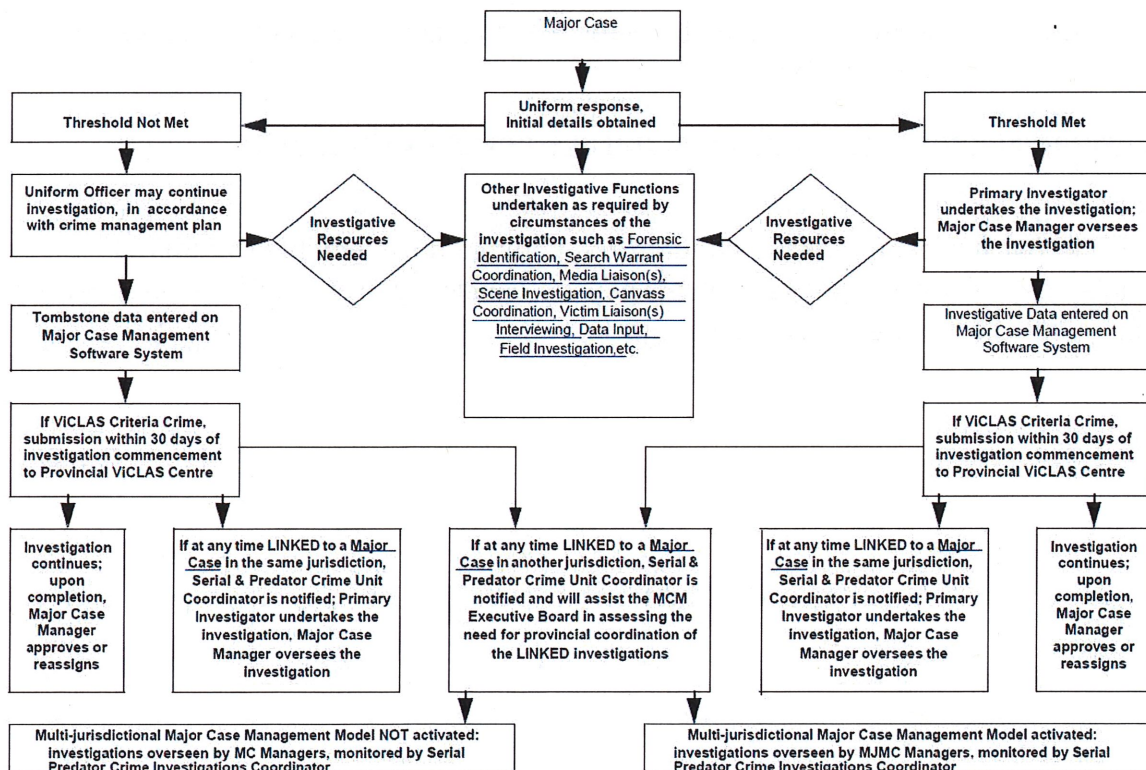
Threshold offences are criteria major case occurrences and are assigned to a Primary Investigator. This includes missing person investigations where there is a strong possibility of foul play.

### Non-threshold offences:

Non-threshold major cases include missing persons where police have yet to ascertain whether foul play is involved and cases where the individual remains outstanding and unaccounted for 30 days after being reported missing.

Non-threshold missing person's cases require the same data entry standards as for threshold cases but may be assigned to an officer who is not a Primary Investigator.

The diagram below illustrates key steps in an MCM threshold investigation and non-threshold investigation. Notably, the data entry standards under the new MCM Manual are now the same.



### Multijurisdictional Cases

Multi-jurisdictional cases are cases where two or more police services working on independent major case investigations establish a link between two or more defined major cases where there is a reasonable suspicion that the same person is responsible for the commission of the offences.

In these circumstances, the major case manager is required to notify the Serial Predator Crime Investigations Coordinator who will then be responsible for the review, development and coordination of multi-jurisdictional and single jurisdictional investigations of linked major cases.

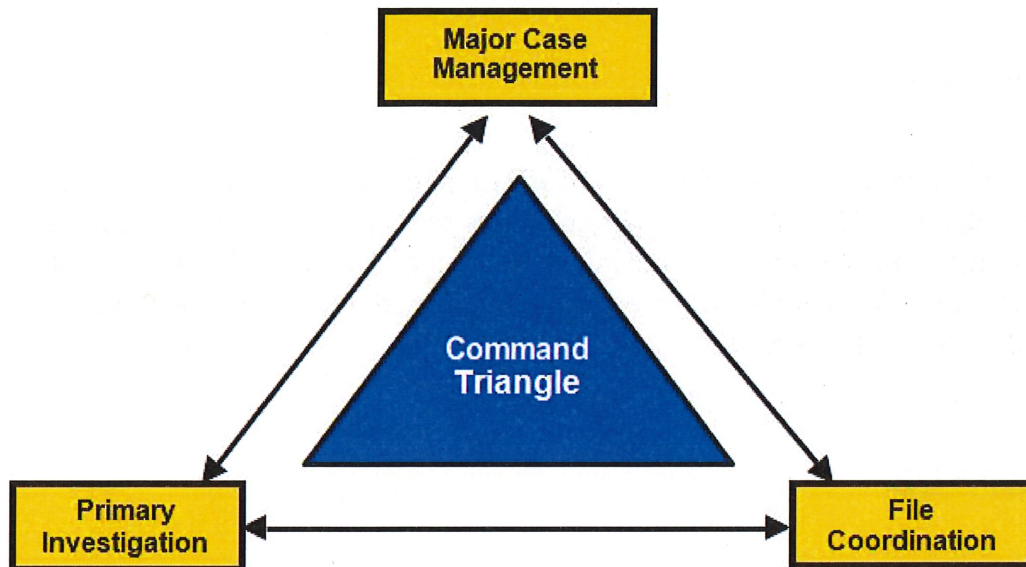
A multijurisdictional case manager

- Facilitates the coordination of law enforcement agencies involved in multi-jurisdictional cases; and
- Ensures information sharing between investigations based on co-operation among police services.

### Threshold Major Cases - the Command System and Other Roles

The MCM System establishes a standardized command system, the Command Triangle, for threshold major case investigations consisting of Major Case Management, Primary Investigation, and File Coordination.





A Criminal Investigation Services Case Manager assigned to a major crime case is responsible for:<sup>21</sup>

- All aspects of the investigation;
- Using PowerCase software in compliance with the Ontario MCM manual;
- Ensuring any required investigative assistance is obtained; and
- Consulting with supervisors and command personnel to determine the most appropriate investigative response.

The MCM Manual assigns the Major Case Manager and/or the Primary Investigator certain responsibilities.<sup>22</sup>

### Primary Investigator

Every threshold case requires that a Primary Investigator be selected and assigned by the Major Case Manager.

<sup>21</sup> Police Orders 2.7.4, Criminal Investigation Management/Procedures, CIS Notification

<sup>22</sup> Major Case Management Manual pps. 17-19

The officer who performs a primary investigation function is required to have completed the Ontario Major Case Management Course or its equivalent, as defined by OPC.

### **File Coordination**

In every threshold major case, the Major Case Manager is required to select and assign a File Coordinator. The File Coordinator officer is required to have completed the Major Case Management Course or its equivalent, as defined by the OPC. Additionally, the File Coordinator officer is also required to have received training on the Minister-approved software (PowerCase).

### **Role of the VLO:**

In threshold MCM cases, the assigned Victim Liaison Officer (VLO) is required to immediately liaise with the victim(s) or other individual(s) and maintain consistent contact and support throughout the investigative and judicial process.

The VLO is required to:

- Control the information released by the investigative team to the victim, family, and close associates and ensure they are treated with sensitivity;
- Ensure that security arrangements and personnel are in place to provide appropriate protection to victims in circumstances where warranted;
- Assist victims in obtaining support, assistance, referrals and compensation;
- Work closely with the appropriate support service liaison or victim/witness assistance program personnel to ensure the appropriate and consistent treatment and consideration of victims and their families (during and following the investigation); and
- Ensure that victims/witnesses are informed of the case status, bail conditions, court dates, and final disposition.

## Multi-jurisdictional Major Cases

In addition to threshold investigations, every linked major case investigation also requires the formation of a Command Triangle, which consists of the Multi-jurisdictional Major Case Manager and the Command Triangles of the police services involved.

In a large or complex investigation, the investigative functions including Major Case Management, Primary Investigation, and File Coordination may be performed by different individuals. In small or less complex investigations, one person may be responsible for more than one function.

In threshold cases, MCM also requires that the following components of an investigation be assigned to members of a police service by the Major Case Manager:

- Victim liaison officer;
- Interviewers;
- Scene Investigators;
- Forensic Identification Officers and a Forensic Identification Supervisor;
- Field Investigators; and a
- Canvass Coordinator.

### **I. Ground Search for Lost Persons**

A decision to conduct a ground search for a lost/missing person is based on a priority ranking using the Evaluating Search Urgency Form.<sup>23</sup>

The first uniform member at the scene of a ground search for a reported lost person is required to immediately report the incident to their shift supervisor and to determine the urgency of the search using the Evaluating Search Urgency Form. They must also complete the Lost/Missing Person Questionnaire.

The shift supervisor is required to immediately request the activation of an ERT search coordinator to assess the incident.

Copies of each of these forms must be provided to the investigating officer and the ERT search coordinator.

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<sup>23</sup> Police Orders 2.18.11, Missing Person, Ground Search

All ground searches for a lost person are supervised by a trained ERT Search coordinator and are conducted in accordance with OPP Policy.<sup>24</sup>

The OPP has 256 regionally based ERT members that, in addition to their front line duties, have specialized training to provide public order, search & rescue (SAR), evidence searches, VIP security, containment and canine back-up services provincially.

OPP ERT members respond to between 300-400 searches for lost persons across Ontario annually. They use a variety of OPP resources to assist them with their SAR operations.

They also use partnerships with the Ontario Search and Rescue Association (OSARVA), the Civil Air Search and Rescue Association (CASARA), and the 3rd Canadian Ranger Patrol.

The detachment commander is responsible for liaising with volunteer/community agencies specializing in locating lost children, teenagers and adults.

The ERT Standard Operating Procedure Manual (ERT SOP) provides guidance in relation to coordinating searches in circumstances involving volunteer searchers.

The ERT search coordinator will:

- Notify the Regional ERT coordinator;
- Confirm the urgency of the search as determined by the Evaluation of Search Urgency Form;
- Assemble resources to complete an appropriate search by calling for the attendance of additional ERT members; and
- Provide a copy of the Lost/Missing Person Questionnaire to each searcher as necessary

### The Actual Search

Each search is an emergency. The Search and Rescue (SAR) operation follows the same plan which is divided into the following 3 phases:

- Initial Attack;
- Search and Rescue; and

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<sup>24</sup> Police Orders 5.4.5 Emergency Response Team, Ground Search for Lost Person



- Search and Recovery.

The search area is established based on pre-determined subject behaviour categories. This may lead to a “Hasty Search”:

- The initial response is aimed at searching high-probability areas.
- Decisions are focused around lost-person behaviour with concentration on trails, decision points, and other likely spots.
- These teams are usually 2-3 members and may involve a canine team.

All ERT members and all Canine Unit members wear GPS tracking technology that works in conjunction with software that records and maps areas searched by those members.

## **J. OPP Supports for Missing Persons Searches and Investigations:**

### **Field Support Bureau**

The OPP’s Field Support Bureau maintains a range of specialized services. The most frequently used services in missing persons investigations are:

#### **ERT**

- Described above

#### **Aviation Services**

Aviation Services typically perform, but are not limited to, the following tasks:

- Search and Rescue (SAR) - approximately 65 per cent of all helicopter missions are of a search and rescue nature;
- Surveillance (electronic, video, thermal imaging, visual);
- Support of Specialized Units (Canine, Tactical, Emergency Response, Underwater Search and Recovery etc.);
- Photography (Video, Still, FLIR, Wescam); and
- Evidence searches.

The OPP's aviation services unit includes fixed wing aircraft, helicopters, and unmanned aerial systems (drones).

#### Canine Unit

The OPP program includes 27 teams, each team consisting of a dog and a handler. In addition to general service patrol dogs, the OPP possesses dogs trained for specific scent detection duties including detecting human remains.

Each canine team is stationed at strategic locations throughout the province, providing canine support for search and rescue, searching for human remains, and detecting physical evidence.

#### Marine Services

Detachments with waterways have marine assets such as boats. The OPP has 140 vessels which are staffed by marine operators who are trained in water search and provide support for the USRU.

#### Underwater Search and Recovery Unit (USRU)

This unit is comprised of 13 full-time divers and is responsible for providing underwater search capability for the recovery of missing persons, evidence of major crimes, and evidence of major incidents.

### **K. Role of Provincial Liaison Teams within IPB**

The Indigenous Policing Bureau (IPB) centralizes strategic expertise and provides dedicated support and resources to ensure that the OPP develops and maintains the ability to appropriately serve Indigenous communities. The IPB provides support and capacity building to contribute to effective First Nations policing.

The Provincial Liaison Team (PLT) is a Unit within the Indigenous Policing Bureau.

PLT members are specially trained and experienced officers who provide proactive communication and act as an informed liaison between the OPP and involved parties as part of the OPP's response to major events or critical incidents.

All PLT members have attended the OPP's 5 day Indigenous Awareness Training.

In the circumstances of a missing person's investigation, PLT members can assist by liaising with Indigenous community members and leaders. PLT officers can either assist a VLO or may act as VLO in investigations involving Indigenous persons.

PLT members fulfill the following additional roles:

- In the case of a missing person, communicating with community leadership and family members to explain the role of OPP;
- Facilitating meetings to explain the efforts being made by specialty teams in a search, including the deployment of resources, and to explain the different investigative stages;
- Maintaining a log of contact made with a family;
- Maintaining contact with the family, and following up on anniversary dates; and
- When/if the matter is before the courts, providing insight into the court proceedings and liaising with the crown in order to provide additional information to the family as they navigate the legal process.

## **L. Provincial Operations Centre (POC)**

The Provincial Operations Centre (POC) was designed to fulfill the requirements of a modernized central command for OPP operations. It became operational on Sept 12, 2016.

The POC provides centralized information management and operational deployment for all specialized resource requests. It is located within OPP General Headquarters in Orillia, in close proximity to the Office of the Commissioner and senior OPP command staff. The POC can review all OPP vehicles and assets using GPS location on oversized screens within the POC.

The POC offers OPP command staff a 24/7/365 real time environment. The POC monitors occurrences for most urgent occurrences.

The POC is staffed by civilian analysts, including intelligence analysts, social media personnel, as well as uniform members.

In the circumstances of a missing person investigation, the POC assists by responding to requests for specialized or additional resources.

Additionally, intelligence analysts within the POC are able to review occurrences within the OPP RMS database in the early stages of a missing person investigation, and may be able to provide investigators with information that may assist either the search or any subsequent investigation.



## **M. Initiatives Related to Missing Persons: Improving Investigations**

### **2005 - The Resolve Initiative:**

- The Missing Persons and Unidentified Bodies Unit (MPUB) is a joint initiative of the Ontario Provincial Police and the Office of the Chief Coroner for the Province of Ontario, also known as the Resolve Initiative. It has been in existence since 2005.
- MPUB uses a database to store and analyze information provided by the public, the OPP and other police services, to try and resolve cases pertaining to missing people and unidentified human remains
- MPUB maintains a website, accessible to the public, which provides direction on how to report missing persons. The website also describes the role of the unit and directs viewers to the National Missing Persons website.
- The OPP and OCC/OFPS use the Resolve Initiative public website and the National Missing Persons website to solicit information from the public in order to advance these investigations.
- All tips for missing persons in OPP policed jurisdictions and all unidentified remains in Ontario are directed to the MPUB Unit for recording and disseminating. MPUB has directly resolved approximately 80 cases, and has been involved in many other cases, including those from other police services.

**2005** – The OPP established toll-free telephone number for the purpose of receiving tips from the public.

- 1-877-9-FINDME (1-877-934-6363) Canada only
- 1-705-330-4144 outside Canada

### **Ongoing MPUB work:**

**2013** – National Center for Missing Persons and Unidentified Remains (NCMPUR) was established



- NCMPUR developed a national database which was completed in 2015, and the accompanying website for missing persons and unidentified remains went live 2013.
- The NCMPUR has superseded the Resolve Initiative database.
- The purpose of the NCMPUR website is to solicit information from the public in order to advance police and coroner/medical examiner investigations.

**2013** – The OPP MPUB Unit transferred all missing person cases to the website, and it is continually updated.

**2016 – June: OPP became a Provincial Missing and Unidentified Persons Centre (OCMPUR)**

- OPP entered into a partnership/MOU with the OCC, the OFPS and the RCMP to become a Provincial Centre within the NCMPUR.

The Ontario Centre (OCMPUR) assists with respect to Ontario specific investigations, in the following ways:

- Enhanced specialized services available to missing persons and unidentified remains investigations.
- Increases operational effectiveness and intelligence building.
- Develops training for police; and
- Assists in investigative comparisons involving missing persons and unidentified remains.

**2016 – Provincial Missing Persons Investigators' Working Group**

- The purpose of the group is to work collaboratively to address systemic issues, share investigative techniques and best practices, and to develop new approaches to missing person's investigations.
- The group fulfills an important role in providing a more formal means to communicate and develop best practices for the new Provincial Centre for Missing and Unidentified Persons.
- This group has been meeting quarterly since 2016.

- Membership includes: OPP, MCSCS, OCC/FPS, members of municipal and regional police services, First Nations police agencies, RCMP, and the Ontario Police College.
  - The First Nations police agencies' representatives are members from NAPS, Treaty Three and Anishinabek Police Service.
- OPP's MPUB has taken a lead role in planning and coordinating a Provincial Missing Persons Investigations Working Group.
- The working group was consulted by MCSCS recently during the development of the *Missing Persons Act*, which was proclaimed in the spring of 2018. The working group assisted MCSCS with contacting families of missing persons for the purposes of consultation regarding the proposed legislation.
- The group also invites subject matter experts to each working group meeting to share information and to enhance the knowledge of each of the participants in the working group.

**2017** – The OPP started using a Kenora Youth Mobile Crisis and Outreach team comprised of two officers and a social worker. The officers worked with youth and agency operated group homes to establish relationships with youth who were the subject of missing persons reports. The development of the relationships and the practice of re-interviewing youth after their return to the group home have been important factors in the reduction of harm and prevention of crime.

#### **2018 – FBI Model (Victim Specialists and Written Communication)**

As part of the OPP's organizational preparation for the National Inquiry, two senior members of the OPP National Inquiry team met with the FBI in order to determine whether there were best practices for missing person investigations they could implement.

The OPP will be developing and piloting the use of written communication plans with the involved family, as well as exploring the use of a dedicated victim specialist who would work directly with the investigative team and the involved family.

The implementation of a written communication plan with the involved family, as well as dedicated victim specialists, may address some of the concerns described by the families and the Inquiry that the OPP have heard.

Part of the development of the written communication plan includes engagement with Indigenous leadership and communities.

## **2018 – Family Information Liaison Unit (FILU) (Ontario)**

The first family meeting facilitated by Ontario's FILU and the OPP occurred in November 2017 in Timmins. In March 2018, the OPP and the Indigenous Justice Division of the Ministry of the Attorney General Ontario finalized a protocol to facilitate their work to support MMIWG families.

The OPP has participated in a number of additional FILU meetings with family members of murdered or missing Indigenous women. The OPP regularly liaises with its FILU contacts and coordinates family requests for meetings to obtain information about their loved one. OPP members attend family meetings with their FILU partners and participate in the family information sessions, including participating in the smudge, circle and prayers.

OPP members also conduct follow up on family members' requests for information as required after the family information session has concluded.

## **2018 – Additional Resources to Support MPUB**

### **National Missing Persons DNA Program was established in concert with the DNA Identification Regulations**

- The OPP MPUB Unit transfers DNA profiles from missing person's investigations, on consent from family where applicable, to the national DNA data bank (NDDDB).
- The NDDDB is able to retain or compare profiles from non-criminal missing persons or unidentified remains investigations. In addition, it will be able to retain or compare victim or volunteer DNA to help support criminal investigations. It can offer closure to the families and friends of missing persons by identifying human remains or exhausting all investigative avenues.

### **The Ontario Centre for Missing Persons and Unidentified Remains (OCMPUR)**

- The OPP is in the process of seeking approval from MCSCS for funding to support the long-term operationalization of the Ontario Centre for Missing Persons and Unidentified Remains (OCMPUR).
- Pending approval, the OPP has found temporary funding internally for the OCMPUR, which is currently operationalized, while awaiting longer term funding from the Ministry.



- The OCMPUR is closely linked to the Human Trafficking Unit and the Child Sexual Exploitation Unit in the OPP, reporting within the same organizational structure.

The OCMPUR is led by a Detective Staff Sergeant Manager and consists of two sub-units:

- A Rapid Response Unit.
- An Investigative Support Unit.

The OCMPUR structure also includes three positions with specific focus on Indigenous-led initiatives, community mobilization and victim support. The following positions will be phased in:

- Community Mobilization and Outreach Specialist.
- Indigenous Liaison.
- Victim and Family Liaison Specialist.

## **N. Raising Awareness**

### **2015 – Publication of the *OPP Report on Missing and Unsolved Murdered Indigenous People***

Based on stakeholder concerns, including the Native Women's Association of Canada and the 2010 Sisters in Spirit movement, in 2011 the OPP began reviewing all available information on homicide investigations and unsolved missing persons and unidentified remains in OPP jurisdiction where the victim was identified or self-identified as Indigenous.

The review encompassed the time period including 1956-2014, and the report was released in December 2015.

To the end of 2014, there were 54 homicides involving Indigenous females within OPP jurisdiction; eight (8) of which remain unsolved.

During the same period, there were eight (8) missing Indigenous females reported to the OPP who remain missing – foul play is possible or suspected in one (1) of these occurrences.



Currently, each of these cases has an assigned case manager. All of these cases are currently being uploaded into PowerCase with full functionality.

The OPP hope that the report generates discussion, potential leads and/or resolution for the families and communities who have suffered loss, as well as generating corporate awareness in respect of these files.

The OPP never closes homicide or missing person investigations unless they have been resolved.

The OPP Report on *Missing And Unsolved Murdered Indigenous People* is currently available in English, Cree, Oji-Cree, Ojibway, Oneida, Mohawk and French.  
([www.opp.ca/mumip](http://www.opp.ca/mumip))

### **Outreach to First Nations: Missing Persons Day**

#### **2016 – Fall: Shoal Lake 30 Missing Persons Awareness Day**

- MPUB and OCC/OFPS partnered with the then Aboriginal Policing Bureau and Treaty Three Police to pilot a “Missing Persons Awareness Day” in the community of Shoal Lake 39.
- The day was planned in consultation with leadership.
- Community members were encouraged to attend a designated location to report a missing person who has not yet been reported to law enforcement.
- Partners from the Canadian Centre of Child Protection (CCCP) also attended.
- Information was provided to the community on programs such as Commit to Kids and Community Action Plans.
- Provided people with the opportunity to make a report, and to provide a DNA sample to assist in comparing missing person to unidentified remains.

**2016 – Treaty 3 Police** requested the OPP to assist them in running their own missing person awareness days.

- **2017 - October** – The OPP attended for a planning session.
- **2017 - November**- A missing person awareness day was held in Kenora and Whitedog First Nation.

**Ongoing** – Additional Missing Persons Awareness Events to be planned

The OPP plans to assist self-administered police services to host further Missing Person Awareness events. The plan includes holding a two-day consultation and engagement session (July 2018) with First Nation Police Services and community leaders with the following goals:

- Sharing information about missing persons and investigations involving vulnerable people.
- Determining needs and priorities of communities.
- Selecting communities to hold the Missing Person Awareness Day.
- Holding a Missing Person Awareness Day in partnership with the nine self-administered First Nation Police Services.

The OPP will be contacting the following self-administered First Nations Police Services to hold Missing Person Awareness Days: Treaty Three Police Service; United Chiefs and Councils of Manitoulin; Wikwemikong Police Service; Lac Seul Police Service; Nishnawbe-Aski Police Service; Six Nations Police Service; Anishinabek Police Service; Akwesasne Police Service and the Rama Police Service.

- Following the Missing Person Awareness Day, holding a “Train the Trainer” session for future event planning.
- Preparing and translating a resource booklet for families of missing people, identifying applicable and available community supports.
- Preparing and distributing educational materials about indicators of human trafficking, specific to Indigenous women and girls.
- Sharing best practices, resource materials and project framework with other First Nation communities to increase outreach and enhance sustainability of the event.
- Developing metrics to ensure training and awareness sessions continue within the communities, with OPP assistance as required.

The OPP anticipates holding five of the nine Missing Person Awareness Days in 2018, with the remainder to be held in 2019.

## **O. Training For Missing Person Investigations**

There is no specific Missing Person Investigative Training course currently available either at the Ontario Police College or the OPP. However, there are other investigation courses that address missing persons investigations.

## **P. Building Relationships: Project Journey- A Best Practice**

**Project Journey (Pikangikum) and Project Sunset (Kenora, Dryden, Sioux Lookout and Fort Frances)**

### **Background:**

In 2011, the Office of the Chief Coroner for Ontario released the Death Review of the Youth Suicides at Pikangikum First Nation (2006–2008) following a high number of youth suicides that occurred in that First Nation.

Police service is administered in Pikangikum First Nation through the OPP.

In 2013, Project Journey was introduced to Pikangikum First Nation through the OPP Detachment in Red Lake.

Project Journey's goals are to prevent and reduce youth crime among at-risk youth between the ages of six and 18 years of age in Pikangikum and provide participants with opportunities to engage in positive activities to develop leadership, social, decision-making and problem-solving skills.

The OPP secured funding from the federal government of Canada for a term of 5 years. The term expires in August 2018. The OPP would carry on delivering the program as an unfunded pressure, but sustainable funding is required in order to continue. The OPP are actively looking for future funding.

The OPP is involved in the administration of both Project Journey and Project Sunset.

Project Sunset is administered in Kenora, Dryden, Sioux Lookout and Fort Frances. Project Sunset is delivered in less remote communities, in a less rural environment. Federal funding for this project is expected to expire in 2020.



### The Project Venture Model:

Both Project Journey and Project Sunset use the Project Venture Model. Project Venture is an evidence-based American experiential youth development program that was specifically designed for at-risk Indigenous youth by the National Indian Youth Leadership Program, a community based, non-profit Indigenous organization.

It is run over one year, and has 4 components: classroom activities, outdoor activities, adventure camps and community service learning projects.

Both Project Journey and Project Sunset follow the Project Venture (PV) Curriculum's guiding principles:

- Culture and Tradition,
- Strength-based Approach,
- Experiential Education,
- Engagement with Nature,
- Service Ethic, and
- Connection Building: Family, Community and Culture.

### Project Journey

Project Journey is a multi-year community-based program that reflects a partnership between the OPP, Pikangikum First Nation, and Eenchokay Birchstick School, in which culturally appropriate activities are offered to young people in Pikangikum First Nation. Eenchokay Birchstick School has supported and provided leadership to the delivery of Project Journey by providing classrooms for program and dedicated personnel.

All programming is designed to build a connection between youth and other key people including youth mentors, family, teachers, Elders, police, and community members. The programming provides mentoring opportunities to young persons. Project Journey helps build self-esteem, teaches healthy relationships, respect and reduces engagement in high-risk behaviour.

An OPP Sergeant is assigned full time to the community, and is dedicated to the administration of the program.



## Participation in Project Journey

Regular attendance at school is required in order to participate in Project Journey. Over 721 Pikangikum youth have participated in this program since it started. From April 2016 to September 2016, 284 youth have participated in Project Journey. To date, there are 80 youth that have participated in over 120 hours of programming with Project Journey.

Examples of programming and activities over the years:

- A retreat was held at Stormer Lake;
- Summer youth employment opportunities for participants;
- Preparing and delivering meals on wheels to Elders;
- Arts and cultural activities including the hosting of a Pow-Wow;
- Police Athletic League (PAL);
- Community build projects, including a boardwalk, a pavilion and a cycling trail;
- Hockey program and family skate; and
- Promoting traditional activities such as harvesting and fishing, including trap lining.

On January 24, 2018, a small contingent of leaders from Pikangikum First Nation travelled to the OPP General Headquarters in Orillia to conduct a panel presentation on Project Journey. The presenters included: four Project Journey youth leaders, a member of the Pikangikum Band Council, a member of the Pikangikum Education Authority, the Principal of Eenchokay Birchstick School, an OPP Provincial Liaison Team member and a member of the Pikangikum Police.

The individuals spoke with the OPP, including the Commissioner and Deputy Commissioner, about the value of Project Journey.

On January 25, 2018, the Pikangikum delegation met with a smaller group of OPP members. The youth requested more information about human trafficking and about the numbers of missing Indigenous women and girls in Ontario.

As a result, OPP officers working on the prevention of human trafficking and on missing person investigations will be travelling to Pikangikum First Nation to speak about these

issues. The OPP is working with Pikangikum First Nation on a Missing Person Awareness Day. It is anticipated to occur in August 2018.

A Final Report from an Independent Consultant evaluating Project Journey is due in October 2018.

### Niigan Mosewak Youth Camp

In the Ojibway language Niigan Mosewak means 'walking forward'.

In 2008, the OPP implemented an Indigenous youth diversion program and an at-risk youth program for youth aged 11-15. The program was developed with recognition and funding support from the Aboriginal Extrajudicial Measures, Youth Justice Services, and the Ministry of Children and Youth Services.

Niigan Mosewak is a summer camp hosted by the OPP for at-risk Indigenous youth that is centered around First Nation teachings with an equal amount of time spent on team-building, sports and camp activities. The program is delivered with support from community Elders, teachers, police, police staff, and youth mentors. Supporters of the program deliver teachings and lessons, and were tasked with identifying youth within their communities to participate in future sessions as participants and/or youth mentors.

The program focuses on the delivery of key life skills, leadership development, healthy relationships, positive self-esteem, respect and self-awareness, and education based on traditional cultural teachings.

In 2016, 168 Indigenous youth participated in the Niigan Mosewak youth camp.

Several of the youth have participated in Niigan Mosewak for a number of years. Many of the youth have now become mentors at the camp.

## Appendix

- Missing Person Manual
- Police Orders in relation to Criminal Investigation Management Procedures, (Police Orders 2.7)
- Police Orders in relation to Missing Persons (Police Orders 2.18)
- MCM Manual
- Missing Person Checklist (from Field Guide)
- Emergency Response Team, Ground Search for Lost Person (Police Orders 5.4.5).
- Police Orders 3.1 Victim Services
- Form ER035 - Lost/Missing Person Questionnaire
- Form ER036 - Evaluating Search Urgency
- Missing Persons Family Guide
- OPP Missing Person Booklet
- Major Case Management, Ontario Regulation 354/04, Police Services Act,
- Adequacy and Effectiveness of Police Service Regulation (Ont. Reg. 3/99, *Police Services Act*)
- Project Journey Video





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Exhibit: National Inquiry into Missing and  
Murdered Indigenous Women and Girls

Location/Phase: Part 2 Regins

Witness: Mark Pritchard

Submitted by: Julian Roy

Add'l info: P02P02P0461

Date: JUN 28 2018

Initials

63

I/D

Entered

137