



The Thunder Bay Police Services Board

FOR IMMEDIATE RELEASE

INDEPENDENT EXPERT PANEL RELEASES FINAL REPORT: BUILDING TRUST THROUGH BOLD ACTION: ROADMAP FOR REAL CHANGE

Board and Service thanks Panel Members for their hard work at creating a path forward towards meaningful change and building trust with communities we serve.

THUNDER BAY, ON, April 13, 2023 - The Thunder Bay Police Services Board has received the Final Report *Building Trust Through Bold Action: Roadmap For Real Change* from the Independent Expert Panel struck by the Board in 2022, ahead of the appointment of Administrator Malcolm Mercer, and Interim Chief Dan Taddeo.

“The Board and I thank the Panel for all of their hard work - from speaking with the community, to gathering information, to developing the Interim Report and now delivering the Final Report. The dedication of the Panel deserves recognition. We also thank all of those who participated and shared their perspectives with the Panel,” said **Malcolm Mercer, Administrator for Thunder Bay Police Services Board**. “We will now closely review the report, carefully consider its recommendations, and map out a deliberate path forward for both the Board and Service to better provide policing to the communities that we serve.”

Building Trust Through Bold Action: Roadmap For Real Change has a number of proposals for action that cover a variety of areas. The Panel took a whole-of system approach to its mandate, addressing the concerns raised by First Nations leaders, Indigenous peoples, members of the Service (past and present), members of the Board (past and present), community service providers and other concerned stakeholders. The proposals from action are grouped into the following areas:

- Human Rights, Anti-Racism, Indigenous, Equity and Inclusion
- Trauma-Informed Approach
- Regional, Collaborative Model of Policing
- Partnership Approach to Community Safety
- Board Governance and Service Delivery
- Labour Relations
- Police Leadership
- Forensic Pathology Services
- Independent Monitoring and Accountability

In addition to reviewing the progress of various recommendations previously made to the Service and Board, the Panel spoke with over 100 different groups and individuals before developing proposals for action to help both the Board and the Service move forward in building trust with the community. The Panel would like to express grateful appreciation to everyone who spoke to its members about their experiences and ideas for change.

The report acknowledges progress being made by both Administrator Malcolm Mercer and Acting Chief of Police Dan Taddeo at addressing some of the significant issues facing both the Service and the Board, while stressing the importance of accelerating that momentum for meaningful change.

“We listened carefully and respectfully. What we heard shaped the action proposals in our report, and provided a roadmap for transformational change. We believe that, with a new Board, guided by an Administrator, and the incoming new Chief of Police, there is an opportunity to move forward with fundamental change quickly, in keeping with the expectations of those we spoke to,” said Chair Alok Mukherjee. “Our proposals for action are designed to assist the Board to move to a new way of doing business, one that is consultative, grounded in good governance principles, and focused on building community connections.”

“Culturally informed policing and strong governance, at all levels, is at the heart of our proposals for actions. When applied earnestly and respectfully, it will make for a stronger police service to address the long-standing challenges facing Thunder Bay,” added Panel member Candice Metallic. “Everyone with a role in public safety in Thunder Bay must contribute to meaningfully implement the changes needed to build trust with the communities it serves.”

The Panel was tasked with:

- Reviewing the Board's [Strategic Plan](#) and determining progress in its implementation
- Reviewing policies, procedures, training, and practices related to internal/public concerns regarding human rights and mental health issues
- Consulting with TBPSB, TBPS, and the community on barriers & effective actions
- Reviewing relevant past OCPC and OIPRD recommendations & their implementation
- Developing and presenting recommendations for action to the TBPSB & the community

The Final Report will be referred to the Board’s Governance Committee where it will be reviewed and utilized to set next steps and future priorities. Members of the public can download a copy of the report on the Thunder Bay Police Services Board website:

<https://thunderbaypsb.ca/wp-content/uploads/2023/04/Independent-Expert-Panel-Final-Report-April-13-2023-1.pdf>

Members of the Independent Expert Panel included:

Alok Mukherjee (Chair) – Former Chair, Toronto Police Service Board, Former President, Canadian Association of Police Governance, Former President, Ontario Association of Police Service Boards, former acting Chief Commissioner and Vice-Chair of the Ontario Human Rights Commission

Mark Baxter – President, Police Association of Ontario

Paul Cook – Former President, Ontario Association of Chiefs of Police, Former Chief, North Bay Police Service, Chancellor, Nipissing University

Keith Forde – Former Deputy Police Chief at Toronto Police Service

Dilnaz Garda – President, Beyond The Blue

Laura Kloosterman – Executive Director, Badge of Life Canada

Candice Metallic – Founder and Lead Counsel for Metallic Law, Former in-house legal counsel to the Assembly of First Nations, Former legal counsel to the Hon. Sen. Sinclair in the investigation into the Thunder Bay Police Services Board in 2018

Mi’Azhikwan (Janine Rachel Seymour) – Wauzhushk Onigum Nation lawyer focused on Indigenous law and child protection. Board member of Sunset Country Family Health Team and Waasegiizhig Nanaandawe’iyewigamig, Founding board member of Ahze-mino-gahbewewin/Reconciliation Kenora. Fmr. political advisor for Ogichidaa Francis Kavanaugh, the Grand Chief of Treaty #3

Sandy Smallwood – Former Vice-Chair, Ottawa Police Services Board, former Vice-President and Secretary of the Canadian Association of Police Governance

The Panel would like to thank Kimberly Murray, Special Interlocutor on Residential Schools Unmarked Burial Sites, who initially joined the Expert Panel ahead of her appointment to her current role with the Government of Canada, for her work in this process. In addition, the Panel would like to thank Elders Anthony Shapwaykeesic and Peggy Adams as well as Grandmother Evelyn Finlayson for their guidance and support through this process.

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MEDIA CONTACTS:

Kari Vierimaa (Panel)

kari@kpwcomms.com

416-578-0488

Sarah Tratt (Board)

sarah@kpwcomms.com

416-577-2138

Secretary John Hannam (Board)

psbsecretary@hotmail.com

807-622-9585