

**MEETING: THE SEVENTH SESSION OF THE FIFTY-FOURTH THUNDER BAY  
POLICE SERVICES BOARD**

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**DATE:** APRIL 13, 2023

**TIME:** 5:30 P.M.

**PLACE:** VALHALLA HOTEL & CONFERENCE CENTRE  
1 VALHALLA INN ROAD, THUNDER BAY

**ADMINISTRATOR:** MR. M. MERCER

**PRESENT:**

Mayor K. Boshcoff  
Councillor S. Ch'ng  
Ms. K. Machado  
Mr. M. Mercer

**ATTENDING via ZOOM**

Ms. D. Baxter

**GUEST:**

Mr. A. Mukherjee, Chair  
Independent Expert Panel

**OFFICIALS:**

Mr. D. Taddeo, Interim Chief of Police  
Mr. R. Hughes, Deputy Chief of Police  
Mr. J. Hannam, Secretary – Thunder Bay Police  
Services Board  
Ms. L. Douglas, Assistant to the Secretary - Thunder  
Bay Police Services Board

**GOVERNANCE COMMITTEE:**

Ms. D. Bain Smith

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1. DISCLOSURES OF INTEREST

There were no disclosures of interest declared at this time.

2. CONFIRMATION OF AGENDA

MOVED BY: Mr. M. Mercer

With respect to the Seventh Session (Special Regular) of the Fifty-Fourth Thunder Bay Police Services Board held on April 13, 2023, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

CARRIED by the Administrator

3. OPENING REMARKS

Administrator M. Mercer welcomed Mr. A. Mukherjee – Chair of the Independent Expert Panel to the meeting. An overview of Mr. Mukherjee's background and credentials was provided.

It was noted that the previous Board struck the Expert Panel in March, 2022, recognizing at the time that a deeper insight into the Board's work and relationships with the community and

Service were needed.

The Interim Report of the Expert Panel was received last September, 2022, and the Final Report is being received at this meeting.

4. PRESENTATION

Independent Expert Panel – Final Report

Copies of the Final Report of the Independent Expert Panel to the Thunder Bay Police Services Board, titled “*Building Trust through Bold Action – Roadmap for Real Change*” were distributed separately to Members of the Thunder Bay Police Services Board on April 8, 2023.

Memorandum to Members of the Thunder Bay Police Services Board from John S. Hannam, Secretary to the Board, dated April 10, 2023, relative to the Final Report of the Expert Panel, was provided for the Board’s information.

Mr. Alok Mukherjee, Chair of the Independent Expert Panel, using a PowerPoint slideshow, presented an overview of the Report, including the findings and a summary of the Expert Panel’s recommendations to the Board.

Mr. Mukherjee began his presentation by thanking Administrator Mercer, the Chief of Police, members of the community and members of the Indigenous community who came forward with their ideas and an interest in good policing. The consultation process went on for about three (3) months.

He noted that the Expert Panel was a diverse and interesting group of people with a great deal of experience in policing.

An overview of the mandate and the process was provided, including the review of the Service’s Strategic Plan, and the implementation of the OCPC and OIPRD recommendations.

Recent progress by the Board in the creation of a Governance Committee and a Labour Relations committee, as well as the recent appointment of a new Chief of Police, was acknowledged.

An overview of the following nine (9) subject areas for action and some concrete ideas on how to achieve them was presented.

1. Human Rights, Anti-Racism, Indigenous Equity, Diversity and Inclusion
2. Trauma-Informed Approach
3. Regional, Collaborative Model of Policing and Community Safety
4. Board: Governance
5. Board: Delivery of Services

6. Board: Human Resources – Management/Labour Relations
7. Service: Leadership
8. Service: Delivery of Policing
9. Service: Human Resources/Labour Relations

Mr. Mukherjee noted the Area of Action outside of the Board and the Service which affects the timely investigations of sudden deaths (the absence of Forensic Pathology Services in Northwestern Ontario) and outlined the steps necessary to create forensic pathology services in our region.

An Overview of Importance of Monitoring and Accountability and then the Conclusions were presented.

Administrator M. Mercer thanked Mr. Mukherjee for his presentation, and noted that the Expert Panel has provided the Board with much for consideration. Serious work is ahead. The underpinning of this report, a way of looking at law enforcement and community safety, is attractive for the way policing should be. The report is very much focused on the history and current reality of Northwestern Ontario and Thunder Bay.

The Board needs to be honest about the past in order to address the future. We need to recognize the challenges and past failures in order to move forward, effect change and overcome history. One must be optimistic that there is the possibility of change. We need to pay attention to the things that are good; we need to believe that we together can effect change; change is possible; a better future is possible.

Mayor K. Boshcoff thanked the panel and Administrator Mercer for their work on this report, and also noted that, as a city, community and region, we need to accept the realities of this hard-hitting report, but at the same time realize the potential. He agreed with the next steps, noting this was the path for Thunder Bay to be the city everybody wants us to be.

Councillor S. Ch'ng noted that she was hoping for a cost/feasibility estimate to accompany the multiple recommendations in this report. The report doesn't set out who is responsible for the costs involved with implementation.

Mr. Mukherjee responded that the Panel left the timetable up to the Board and Police Service. They refrained from providing costing. They felt it was more important that the Board and Police Service take on the actions and proposals and prioritize a realistic, practical timetable for the community based on their own resources; and they must be transparent to the public in order for the public to understand what is being accomplished (based on the resources of the Board and Police Service). He noted that all orders of Government must contribute to the costs involved with implementation.

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Discussion was held about the role of the City of Thunder Bay since City Council approves the Police budget. Mr. Mukherjee noted that the City is legislated to develop a community safety and well-being plan; accordingly, the City is connected to this report.

With regard to Action Proposal #6 2.b. – Service Organization Chart – the establishment of an independent pillar of Indigenous Peacekeeping, Ms. K. Machado asked if other services have this pillar as part of their organization. Mr. Mukherjee confirmed that a number of other police services are already doing this, and the Panel felt that this would enhance the TB Police Service.

Discussion was held relative to the challenges of racism and unanswered investigations not being unique to Thunder Bay. Mr. Mukherjee noted that there are similar challenges in other communities across the country. However, there has been a sustained expectation for change in Thunder Bay - but the change has not happened. Actions and implementation by this Board will have an impact on conversations on community safety and well-being across the country.

Ms. D. Bain Smith asked for more concrete examples about a trauma-informed approach. Mr. Mukherjee responded, noting that continuing education and making sure that the officers who interact with the public are not only sensitive but understanding of inter-generational trauma. There is an emerging understanding and practice that is spreading across policing right now: in terms of treating employees, the leadership needs to pay attention to the challenges and impacts of those challenges that officers face.

In response to Ms. Bain Smith's question regarding a regional model, Mr. Mukherjee provided an example of a joint task force that involved the OPP, as well as regional and municipal police. Resources were made available by all three orders of government.

Upon the conclusion of Mr. Mukherjee's presentation, the following motion was carried:

MOVED BY: Mr. M. Mercer

With respect to the Final Report of the Expert Panel, received by the Thunder Bay Police Services Board on April 13, 2023, we recommend that the Board accept the Report as presented and refer the Report to the Governance Committee for its review of, and prioritization of, the recommendations and calls for action found within it.

CARRIED by the Administrator

5. NEW BUSINESS

There was no New Business presented.

6. CONFIRMING BY-LAW

MOVED BY: Mr. M. Mercer

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

1. A By-law to confirm the proceedings of a Regular Session of The Thunder Bay Police Services Board, this 13<sup>th</sup> day of April, 2023.

Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Services 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: PC8– 2023

CARRIED by the Administrator

7. ADJOURNMENT

The meeting adjourned at 7:04 p.m.