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Board Highlights for September 16, 2025

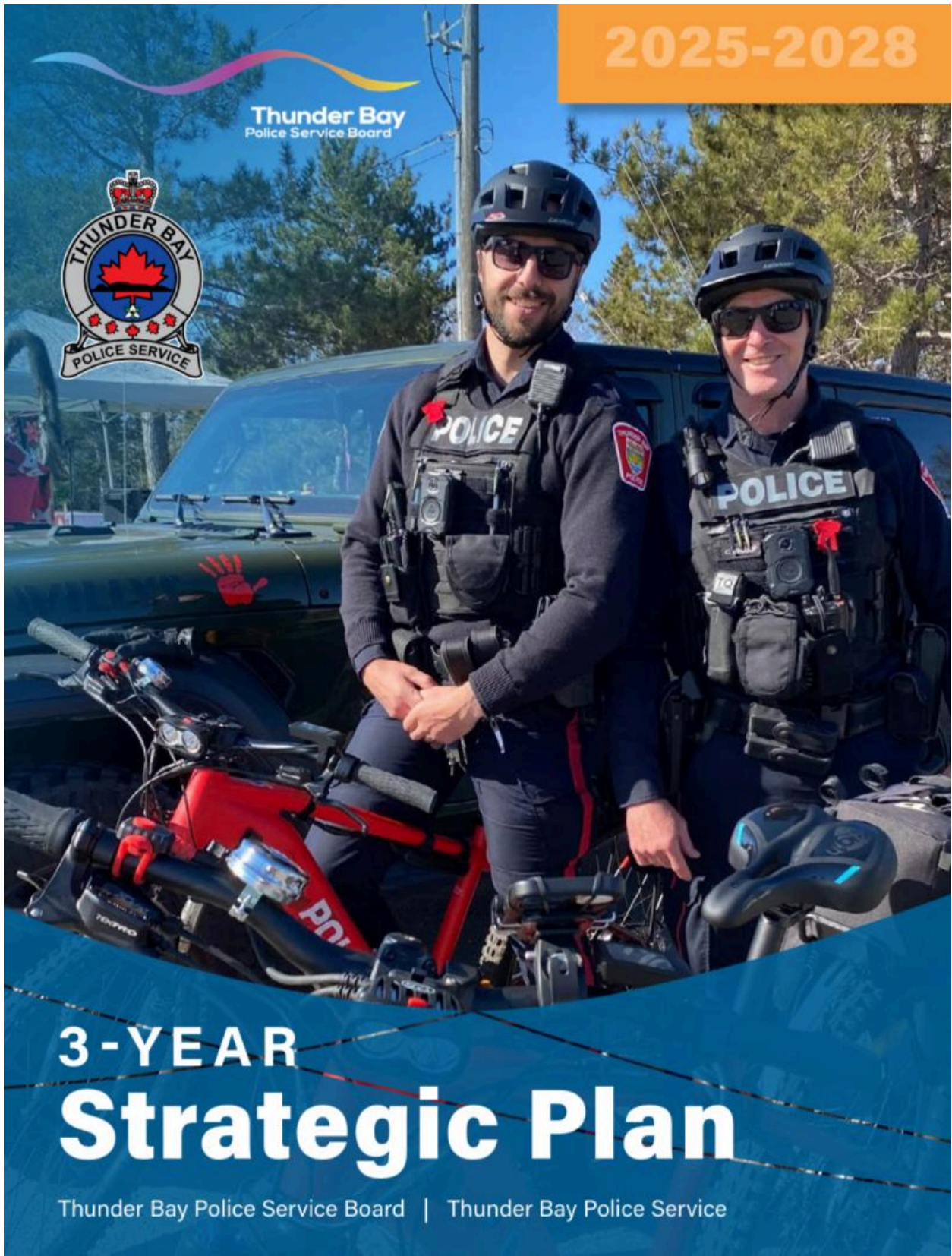
THUNDER BAY, ON, September 16, 2025 — The Thunder Bay Police Service Board (Board) convened on Tuesday September 16th. Following are notable items from the meeting:

2025-2028 Strategic Plan

The Thunder Bay Police Service Board is pleased to present its 2025-2028 Strategic Plan, in partnership with the Thunder Bay Police Service.

Comment From Board Chair Karen Machado:

“The 2025-2028 Strategic Plan is a plan that serves as a framework for delivering community-centered, equitable, and accountable policing in our communities. We are grateful and appreciative of the contributions and voices of our community members who contributed to this plan. This is a plan for all of our communities, to provide the best policing service to them, consistent with our goal of making Thunder Bay one of the safest cities in the country.”



2025-2028

Thunder Bay
Police Service Board



3-YEAR Strategic Plan

Thunder Bay Police Service Board | Thunder Bay Police Service

Strategic Plan Top Concerns:

The following includes the top three concerns raised by community members and stakeholders as part of a series of consultations:

1. COMPLEX SOCIAL CHALLENGES

- Addiction, mental health, homelessness, youth vulnerability, intimate partner violence, gang activity, and human trafficking are deeply interconnected.
- These challenges require a coordinated, multi-agency response that goes beyond the capacity of policing alone.

2. PUBLIC TRUST AND COMMUNITY RELATIONSHIPS

- Rebuilding trust, especially with Indigenous and marginalized communities, was identified as critical.
- A more visible, respectful, trauma-aware, and community-based approach is needed to strengthen relationships and increase safety for all.

3. DOWNTOWN SAFETY AND BUSINESS CONCERNS

- Downtown businesses voiced concerns about theft, vandalism, and the impact of visible social issues such as homelessness and addiction.
- Stakeholders requested the reintroduction of community policing hubs to enhance officer presence, responsiveness, and engagement in commercial districts.

Community Consultation Summary

- Between October 2024 and April 2025, the Board and the Service conducted a comprehensive consultation process with both internal and external stakeholders.
- More than 15 community focus groups were held, with some groups hosting more than 20 participants.
- Individuals from diverse community groups were invited to participate including youth, Indigenous, marginalized, and racialized communities, education, health, business and community and social services.

Read The Plan:

We encourage members of our communities, stakeholders, and media, to review the Plan and the following summaries:

[2025-2028 Strategic Plan](#)

[Appendix #1: 2024 TBPS Statistics Summary](#)

[Appendix #2: TBPS Employee Survey Summary](#)

[Appendix #3: Community Consultation Summary](#)

About Strategic Plans

Under the *Community Safety and Policing Act, 2019* (CSPA), the Thunder Bay Police Service Board is responsible for setting strategic direction, while the Chief of Police is accountable for operationalizing that direction. This includes developing annual operational work plans that translate strategic priorities into concrete actions, timelines, and performance measures. These work plans ensure that programs, personnel, and other resources are aligned with the evolving policing needs of the community and legislative requirements.

The Thunder Bay Police Service Board does not direct day-to-day operations. The Board exercises oversight by monitoring progress, reviewing performance reports, and ensuring public accountability.

Progress on this Strategic Plan will be reviewed annually, with updates provided to the Thunder Bay Police Service Board, the Thunder Bay Police Service, and the public through the Thunder Bay Police Service's Annual Report and ongoing performance dashboards.

Annual Inquest Report

On June 28th, 2016, the verdict in the Joint Inquest into the Deaths of Seven First Nations Youths in the City of Thunder Bay was [released](#) along with 145 recommendations directed to various institutional parties. Of the 145 recommendations, approximately six relate to policing matters and were directed to, among other institutions, the Thunder Bay Police. All of the recommendations that refer to the Service have been accepted.

All recommendations are 'complete' and/ or 'ongoing,' as the Service continues its work with our Indigenous communities.

Policies

The Board adopted four policies regarding:

- Human Resources: Police Cadets
- Legislation and Regulations: Diversity, Equity and Inclusion
- Legislation and Regulations: Chief's Decision on Secondary Activities
- Legislation and Regulations: Disclosure of Personal Information

The policies may be viewed [here](#), pages 12-23.

Thunder Bay Police Service 2025 Operational Budget: Second Quarter Variance Report

Update as of June 30th, 2025

The 2025 Net Operating Budget for the Thunder Bay Police Service was approved at \$59.4 million. As of March 31st, 2025, Administration is projecting a favourable variance of \$340,000.

Thank You, Wayne!

The Thunder Bay Police Service Board extends its appreciation to Wayne Bahlieda for his service and contributions during his most recent term as a Board member, which concluded on September 6th.

Mr. Bahlieda has been a valued member of the Board over the past two years, chairing the Labour Relations and Bargaining Committees and serving on the Hiring Committee. Through these roles, he has played a significant part in ensuring the Board's effective governance and fulfillment of its oversight responsibilities.

This marks Mr. Bahlieda's second tenure with the Board, having previously served from 2003 to 2010.

As Bahlieda's role was assigned as a 'provincial appointment,' the province is responsible for appointing a new board member.

Executive Director Recruitment

In the spring, the Board embarked on a search for a new Executive Director.

Unfortunately, the Board was unable to secure a contract with an applicant.

As such, we have reposted the position and are seeking additional applicants.

[The job posting will remain open until September 19th.](#) and we encourage all interested and qualified applicants to apply.

We continue to partner with a local executive search firm to ensure that we attract candidates who meet the highest standards of leadership and integrity.

At this time, we anticipate the hiring process will be complete within approximately six weeks following the close of the posting.

Board Meetings

[The next Board meeting is October 21st, 2025.](#)