

2025-2028

3-YEAR Strategic Plan



Thunder Bay
Police Service Board

STRATEGIC PRIORITIES



Crime Prevention and Reduction



Public Trust and Confidence



Healthy and Supported Workforce



Accountable Leadership





PRIORITY 3:

A Healthy & Supported Workforce

Support the development and well-being of a skilled, inclusive, and sustainable workforce through proactive wellness initiatives, equitable opportunities, and a strong organizational culture.





PRIORITY 4:

Accountable Leadership

Strengthen ethical leadership, internal accountability, and community oversight to improve trust, transparency, and effective governance.



Recruitment & Outreach Strategy

2026 – 2027 Key Priorities

1

Strengthen our applicant pool through connections



2

Improve the quality & consistency of candidate flow



3

Understand the relationship between key outreach initiatives and strong hiring outcomes



1

Connections

Fostering meaningful connections with candidates & institutional partners

2

Metrics

Tracking & reporting on recruitment timelines and hiring outcomes:

- Time to Hire – specified to the duration at each stage in the process
- Offer Acceptance Rate
- Candidates Per Hire

3

Feedback

Opportunity for applicants, participants and partners to provide feedback





1

Civilian Outreach

- Targeted connections with Confederation College & Lakehead University

2

Uniform Outreach

- Recruitment Roadshow
- Fitness Testing
- Connection with Police Foundations Program

3

Combined efforts

- Student Experience Day 2027
- Pathway to Policing – Virtual Open House
- Take Your Kid To Work Day 2026
- Highschool Outreach
- Justice, Community Safety & Emergency Services Specialist High Skills Major
- Career Fair Attendance



Two-phase project

1

Discovery and orientation:

- Document review
- Internal Communication
- Focus Group meetings
- Individual Interviews
- Internal survey(s)
- Summary report
- Presentation to leadership and membership

2

Support services:

- Proactive and reactive supports
- Work with leadership on organizational psychological health and safety, initiatives, priorities
- Self-screening tools and resources
- Consultation to, and development of, Peer Support Program
- Immediate short term therapeutic consultation
- System navigation sessions
- Critical Incident Stress Management



Monitoring Effectiveness

1

Proactive services

- Priorities and timelines for reactive services are identified and set
- Deliverables and timelines will be established and reported

2

Reactive services

- Member uptake
- Time to available appointment
- Time to booked appointment



Healthy and
Supported
Workforce



Accountable
Leadership

Action Plans		
Mental Health Incentive Program	3.1	
End-to-End Wellness	3.1	
Employee Satisfaction	3.1, 3.3, 3.5	4.1, 4.6
Organizational Change		4.1
Human Resources Strategy	3.2, 4.6	
Proactive vs Reactive Policing Staffing Plan	1.2	
Staffing to Complement Strategy	3.2, 4.6	
Recruitment and Promotion Strategy	3.2	