

2025-2028

Thunder Bay
Police Service Board



3-YEAR Strategic Plan

Thunder Bay Police Service Board | Thunder Bay Police Service



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LAND ACKNOWLEDGMENT

We, the Thunder Bay Police Service Board and Thunder Bay Police Service, acknowledge that we are on Anishinaabe lands within the Robinson-Superior Treaty of 1850 and the traditional territory of Fort William First Nation. We honour all First Nations, Inuit, and Métis peoples and their valuable past and present contributions to this land.

Our responsibility as a public institution is to contribute toward Truth and Reconciliation by working together respectfully with Indigenous communities through learning and rebuilding positive community services. We commit to continuing this journey through partnerships, cultural learning, and service improvements that uphold the rights, dignity, and voices of Indigenous communities.



The Thunder Bay Police Service Board and the Thunder Bay Police Service are proud to present the 2025-2028 Strategic Plan — a roadmap for delivering community-centred, equitable and accountable policing in Thunder Bay. This plan outlines the strategic direction for the next three years, built on the voices of the community, insights from members, and the legislative responsibilities that guide our work.

Thunder Bay
Police Service Board



2025-2028

PURPOSE OF THE PLAN



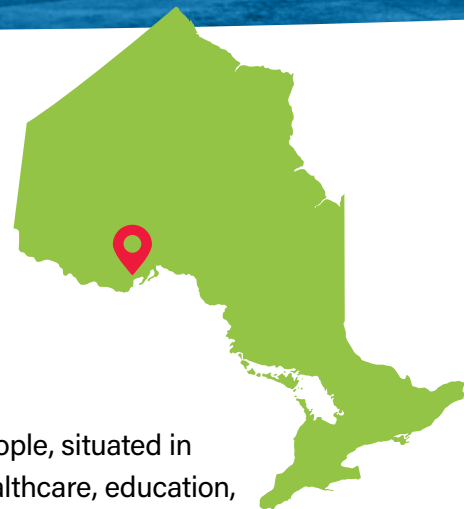
The 2025-2028 Strategic Plan sets the direction for policing in Thunder Bay over a three-year period. It provides a framework for setting priorities, making informed decisions, allocating resources, and measuring progress by the Board and Service.

The plan has a dual purpose: it guides the governance responsibilities of the Thunder Bay Police Service Board, and it informs the operational planning and service delivery led by the Chief of Police and the Service's leadership team. It is not only about identifying what we collectively aim to achieve; it is also about ensuring that our actions reflect community needs, align with professional policing standards in Ontario, and uphold our shared responsibility to serve with integrity, accountability, and compassion.

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, but 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, Thunder Bay Police Service and the public through the Thunder Bay Police Service's Annual Report and ongoing performance dashboards. This annual review process ensures the Strategic Plan remains dynamic and responsive to change, while maintaining a clear focus on long-term impact.

GROUNDING IN LOCAL REALITIES



Thunder Bay is a unique and diverse city of over 110,000 people, situated in Northwestern Ontario and serving as a regional hub for healthcare, education, transportation, community and social services. In addition to its resident population, the city supports a significant transient and regional population, including individuals from remote and rural communities who rely on Thunder Bay's infrastructure, emergency response systems, and essential services.

The city is home to vibrant Indigenous communities, racialized populations, newcomers, and residents from a broad range of cultural, social, and economic backgrounds. At the same time, Thunder Bay continues to grapple with complex social challenges, systemic inequities, and the historical legacy of strained relationships between police and Indigenous Peoples.

Thunder Bay is situated on the traditional territory of Fort William First Nation, signatory to the Robinson-Superior Treaty of 1850. The city and region are home to many Indigenous Peoples, including Anishinaabe, Métis, and Cree, who have deep cultural, spiritual, and economic connections to this land since time immemorial.

The Thunder Bay Police Service Board and Thunder Bay Police Service acknowledge the historical harms experienced by Indigenous Peoples in their interactions with police both locally and across Canada. We recognize that relationships between the Board and Service and Indigenous Peoples have been shaped by mistrust, trauma, and systemic barriers. These realities must be addressed with honesty, humility, and sustained action today and for the future.

This Strategic Plan is grounded in a commitment to reconciliation, cultural safety, and meaningful partnerships with Indigenous leaders, organizations, and community members. We understand that building and maintaining trust requires more than just words; it requires active listening, accountability, and sustained relationship efforts to understand and respond to the priorities of Indigenous Peoples.

In addition to its core responsibilities within the city, the Thunder Bay Police Service also provides policing under a formal agreement with the Municipality of Oliver Paipoonge, extending its service delivery and community engagement beyond the urban boundary.

This Strategic Plan reflects these unique realities. It has been shaped by difficult but essential conversations within the Service and with the community and is designed to promote healing, strengthen trust, and support respectful collaborations. Together, we believe that a strong, healthy, and supported police service is essential to delivering professional, compassionate, and community-responsive policing for everyone we serve.



CORE POLICE FUNCTIONS & LEGISLATIVE REQUIREMENTS

This Strategic Plan aligns with the requirements of the Community Safety and Policing Act, 2019 (CSPA) and the new Ontario Regulation 3/24, which came into effect on April 1, 2024. The legislation requires every municipal police service to provide adequate and effective policing, including:



Crime Prevention

Reducing crime and harm through proactive programs and strategies.



Law Enforcement

Enforcing laws in a fair and consistent manner.



Maintenance of Public Peace

Preserving safety and preventing disorder.



Emergency Response

Responding effectively to urgent incidents and public safety threats.



Assistance to Victims

Supporting victims with compassion and appropriate referrals.



Community Engagement and Collaboration

Working with the public, service partners, and Indigenous communities to address local needs and priorities.

In Ontario, strategic plans must also reflect a broader vision of public safety that includes collaboration across sectors, responsiveness to community diversity, and the ethical use of data and technology. Thunder Bay Police Service Board and Thunder Bay Police Service are committed to delivering core police functions and achieving the Ontario legislative requirements for municipal police services to the highest standards possible.

Guiding Principles for Policing in Ontario

The Community Safety and Policing Act, outlines a set of guiding principles that serve as the foundation for policing in the province of Ontario. These include:

- Keeping all people and communities safe, including those living on First Nation reserves;
- Upholding the Canadian Charter of Rights and Freedoms and the Ontario Human Rights Code;
- Respecting and supporting victims of crime;
- Embracing the diversity of Ontario's multicultural and multiracial society;
- Understanding and responding to the unique histories, rights, and experiences of First Nation, Inuit, and Métis communities;
- Ensuring that police services reflect the communities they serve;
- Providing equitable levels of policing across all regions.

These principles guide our work in Thunder Bay and shape how we interact with each other, both within the Service and with the public.

Strategic Planning with Accountability and Community Input

The Community Safety and Policing Act, (CSPA) also requires every police service board to develop a strategic plan that sets a clear direction for the future. This plan must reflect:

- The core responsibilities of policing;
- Local priorities for community safety and well-being;
- The importance of collaboration with other organizations and sectors;
- The responsible use of data, technology, and analytics;
- Service approaches that reflect the diversity and unique needs of the people we serve.

This 2025-2028 Strategic Plan is grounded in these requirements and in the reality that effective policing cannot be achieved without the voices of the community and the people within the Service itself.

Listening and Learning Through Community Consultation

As required by the Community Safety and Policing Act, the Thunder Bay Police Service Board undertook extensive consultations to inform the development of this Strategic Plan. We engaged with:

Members of the public and community organizations;

Indigenous youth, groups and service organizations;

Equity-deserving and multicultural communities;

Youth, businesses, and frontline service providers;

Municipal councils and local school boards;

The Chief of Police, Thunder Bay Police Association and both sworn and civilian employees.

These conversations helped identify what matters most: public safety, transparency, accountability, fairness, and a workplace culture where members feel safe, supported, and valued. The voices of community members, front-line officers, civilian staff, and leadership helped shape the direction of this plan. Their input reminds us that strategic planning is not just about meeting requirements; it is also about achieving shared goals and building something better, together. The 2025-2028 Strategic Plan reflects both the priorities raised in those discussions and the strategies needed to respond effectively.

Commitment to Accountability

This Strategic Plan is not a static document—it is a living framework. Each year, the Thunder Bay Police Service will develop operational work plans that align with the priorities, goals and key performance indicators outlined in this document. Progress will be tracked, reviewed, and reported publicly through annual reports and performance dashboards, allowing the community and the Thunder Bay Police Service Board to see where we are making progress and where we need to continue to improve.

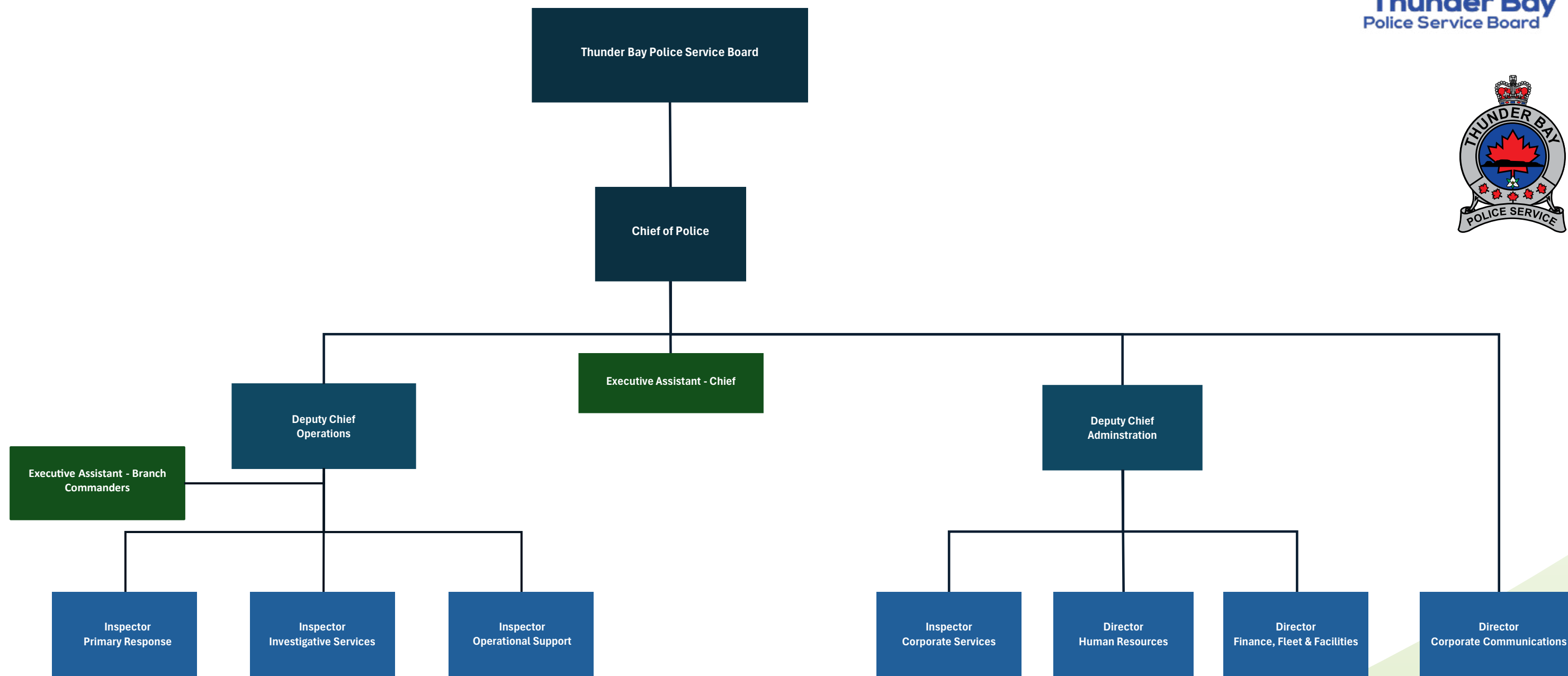
The Thunder Bay Police Service Board and the Thunder Bay Police Service are committed to ensuring that this new strategic plan drives meaningful change. Through transparent governance, measurable outcomes, and open communication, we will continue to build a police service that serves all members of the community with dignity, professionalism, and compassion.



Photo by Dan Garrity Media



Thunder Bay
Police Service Board





The 2025–2028 Strategic Plan is grounded in meaningful engagement with the communities we serve and the people who deliver policing every day. In alignment with the Community Safety and Policing Act, 2019, the Thunder Bay Police Service Board and Thunder Bay Police Service conducted a comprehensive consultation process between October 2024 and March 2025. This input helped ensure that the new Strategic Plan is informed, relevant, and responsive to local priorities, challenges, and opportunities.



Engagement Activities

Extensive engagement was carried out with both internal and external stakeholders. Consultation activities included:

Internal Engagement

- Strategic planning workshops with the Thunder Bay Police Service Board and Thunder Bay Police Service leadership, including the Chief of Police
- Key interviews with members of the Thunder Bay Police Service leadership team
- Focus group with the Thunder Bay Police Association
- Thunder Bay Police Service Employee Survey

Municipal Engagement

- Meeting with the Municipality of Oliver Paipoonge Mayor and Council
- Focus groups with members of Thunder Bay City Council
- Survey of City of Thunder Bay Council

Community Engagement

- 2024 Citizen Satisfaction Survey
- Fourteen focus groups with representatives from:
 - Indigenous organizations and youth
 - Equity-deserving and multicultural communities, including newcomers and 2SLGBTQ+ individuals
 - Public and Catholic school boards
 - Health, mental health, social services, child and family services, housing, and crisis response organizations
 - Victim services and post-secondary institutions
 - Local business and economic development leaders and organizations
 - Thunder Bay's Community Safety and Well-Being (CSWB) Plan Advisory Committee representatives

COMMUNITY CONSULTATION: KEY THEMES AND INSIGHTS

Community input played a central role in shaping the strategic direction of this plan. Eleven key themes emerged from consultation:



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.

7

MODERNIZATION AND INNOVATION

Stakeholders encouraged the use of technology, including improved online reporting tools for non-emergencies, to ease pressure on limited police resources. Suggestions for modernizing police practices also included cultural competency training, updated service models, and stronger collaboration across agencies.

8

POLICING ROLE AND EXPECTATIONS

The public acknowledged that officers are increasingly responding to social and health issues beyond the scope of traditional policing roles. There is growing support for clearer police definitions, expanded training, and the introduction of tiered or civilian support models.

9

YOUTH SAFETY AND SUPPORT

Concerns were raised about rising youth exposure to violence, bullying, and gang activity. Police engagement with youth is valued, but additional resources, consistency, and coordination with youth-serving organizations and schools are recommended.

4

TRANSPARENCY, ACCOUNTABILITY, AND VISIBILITY

Participants called for the Board and Service to consistently communicate with the public, be transparent, and share progress on public safety priorities and commitments.

5

ALIGNMENT AND COLLABORATION

There was a strong call for the Board and Service to strengthen coordination with community partners, particularly the Community Safety and Well-Being Advisory Committee, through integrated system planning and shared advocacy on key public safety issues.

6

WORKFORCE WELLNESS AND LEADERSHIP

Supporting the well-being of police personnel through enhanced mental health supports, improved internal communication, training, and leadership development was seen as essential to delivering effective and ethical policing.

10

COMMUNITY PRIORITIES

Overall, five key priority areas were identified:

- Culturally safe, trauma-informed police training
- A diverse and inclusive police workforce
- Stronger, coordinated responses to mental health and addiction issues
- Transparent communication and public engagement
- Community policing models that focus on prevention and partnership.

11

POSITIVE MOMENTUM

Many participants acknowledged recent improvements in the Thunder Bay Police Board and Thunder Bay Police Service.. There was strong support for continuing to build momentum through continued public engagement, visibility and presence throughout the community.



VISION:

A safe community. A trusted service.

MISSION:

With integrity and compassion, we partner with communities to deliver policing that improves safety and trust.

VALUES:

Our values shape how we govern, operate, make decisions, and interact with others. They are:

- Partnerships:** We build strong, respectful partnerships to enhance community safety. Through collaboration, we foster trust, share responsibility, and support collective well-being.
- Integrity:** We uphold trust through honesty, transparency, and accountability—always guided by compassion, fairness, and respect.
- Public Service:** We serve with purpose—listening with intention, acting with openness and consistency, to meet community needs.
- Excellence:** We strive for the highest standards of policing through innovation, professionalism, and a commitment to continuous improvement.
- Equity, Diversity & Human Rights:** We treat everyone with dignity, fairness, and respect. We champion inclusion and uphold human rights in all our interactions.

The 2025-2028 Strategic Plan outlines four core priorities that align the Thunder Bay Police Board and Service's internal priorities with the evolving needs and expectations of the communities we serve. Informed by meaningful engagement with the public, community partners, and Service members, these priorities reflect our shared commitment to improving public safety, trust, and accountability in local policing.

Each priority provides a clear framework to guide decision-making, allocate resources effectively, and strengthen organizational performance. Grounded in the Service's core values, they support a healthy and resilient workforce, promote operational accountability, and enhance police responsiveness to the diverse communities we serve.

Together, these interconnected priorities lay the foundation for measurable progress and sustainable improvement, fostering a culture of collaboration, innovation, and ethical service delivery.



1 Crime Prevention and Reduction

Proactively prevent and reduce crime through modern policing, law enforcement and strong community partnerships.



2 Public Trust and Confidence

Strengthen trust with diverse communities through equitable service delivery, transparency, support for victims of crime, and inclusive engagement.



3 Healthy and Supported Workforce

Foster employee well-being, enable professional growth, and build a sustainable, inclusive, and high-performing workforce that is equipped to meet evolving community needs.



4 Accountable Leadership

Lead with integrity, transparency, and responsiveness to build trust within the Board, Service and with the community.

STRATEGIC PLAN FRAMEWORK



PRIORITY 1:

Crime Prevention and Reduction

Proactively prevent and reduce crime through modern policing, law enforcement and strong community partnerships.

Ensuring safe communities remains a core responsibility of the Thunder Bay Police Service, under the governance of the Thunder Bay Police Services Board. This strategic priority addresses both immediate public safety concerns and the underlying drivers of crime through a balanced approach that integrates enforcement, emergency response, prevention, and community collaboration.

Creating a safer Thunder Bay requires proactive, data-informed strategies and strong cross-sector partnerships. Over the next three years, the Service, with oversight from the Board, will focus on disrupting serious and organized crime, enhancing intelligence-led enforcement, and expanding early intervention efforts. Through coordinated action and strategic resource allocation, we aim to reduce crime, improve public safety, and build lasting community trust.

Strategic Goal:

Reduce crime in Thunder Bay through evidence-based, collaborative, and community-informed enforcement and prevention strategies.

**Key Objectives and Strategies:**

- 1** Disrupt and reduce serious and organized crime through proactive enforcement.
- 2** Harness technology and data to support intelligence-led crime reduction, law enforcement and emergency response strategies.
- 3** Deliver public education and awareness initiatives to promote community-based crime prevention.
- 4** Support early intervention and diversion programs that address the root causes of crime.
- 5** Strengthen multi-sector partnerships to enable coordinated, collaborative approaches to community safety.
- 6** Align policing efforts with the Thunder Bay Community Safety and Well-Being Plan to support integrated, community-driven solutions.

Progress toward these objectives will be monitored regularly, with results informing future adjustments to ensure effective and accountable service delivery.

PRIORITY 1:

Crime Prevention and Reduction

Key Performance Indicators:

	Objective	Key Performance Indicators (KPIs)
1	Disrupt and reduce serious and organized crime through proactive enforcement.	<ul style="list-style-type: none">▪ Percentage decrease in serious and organized crime incidents (year-over-year).▪ Number of proactive law enforcement operations with partners.▪ Quantity and value of seized illicit goods, firearms, drugs, or proceeds linked to organized crime.▪ Percentage decrease in violent crimes and clearance rates for violent crimes.
2	Harness technology and data to support intelligence-led crime reduction, law enforcement and emergency response strategies.	<ul style="list-style-type: none">▪ Number of intelligence reports generated and utilized in operations.▪ Percentage of patrol/resource deployment based on data-driven analysis.▪ Average emergency response times to high-priority calls (as an indicator of optimized deployment).▪ Number of technology enhancements adopted to support intelligence-led operations (e.g., analytics tools, dashboards).
3	Support early intervention and diversion programs that address the root causes of crime.	<ul style="list-style-type: none">▪ Number of referrals to diversion programs.▪ Number of collaborative interventions with community service partners.▪ Percentage reduction in reoffending among diverted individuals.
4	Deliver public education and awareness initiatives to promote community-based crime prevention.	<ul style="list-style-type: none">▪ Number of public education sessions and campaigns.▪ Number of school or youth-focused initiatives.▪ Percentage of surveyed residents who report feeling informed about crime prevention.

	Objective	Key Performance Indicators (KPIs)
5	Strengthen multi-sector partnerships to enable coordinated, collaborative approaches to community safety.	<ul style="list-style-type: none">▪ Number of formal partnerships between the Board and Service with external agencies.▪ Number of active joint initiatives, working groups, or collaborations.▪ Percentage of joint initiatives that result in measurable law enforcement or emergency response improvements.▪ Partner satisfaction levels with collaboration and joint initiatives (via survey).
6	Align policing efforts with the Thunder Bay Community Safety and Well-Being Plan to support integrated, community-driven solutions.	<ul style="list-style-type: none">▪ Number of policing initiatives directly linked to CSWB Plan priorities.▪ Level of coordination with CSWB partners (frequency of joint planning or reporting sessions).▪ Evidence of integrated performance reporting with CSWB partners.▪ Community partner satisfaction levels (survey).▪ Level of community input incorporated into strategic planning and CSWB alignment processes.

PRIORITY 2:

Public Trust and Confidence

Strengthen trust with diverse communities through equitable service delivery, support for victims of crime, transparency, and inclusive engagement.

Public trust is the cornerstone of effective policing. The Thunder Bay Police Board and Service are committed to building and maintaining trust through transparency, respectful engagement, and equitable policing. This priority emphasizes authentic relationships, accountability, and a culture rooted in integrity, cultural awareness, compassion and inclusion. By fostering meaningful dialogue and inclusive partnerships, we aim to enhance public confidence and ensure the the Board and Service are viewed as fair, responsive, and deeply committed to assisting victims, and community safety and well-being.

Strategic Goal:

Grow public trust and confidence through inclusive relationships, ensuring transparent and ethical service delivery, and by promoting culturally competent, community-informed policing.

**Key Objectives and Strategies:**

- 1** Improve public confidence through visible policing, inclusive engagement, support for victims of crime, and trusted partnerships.
- 2** Strengthen relationships with Indigenous Peoples through culturally grounded engagement, restorative practices, and a meaningful commitment to truth and reconciliation.
- 3** Enhance transparency and accountability through public reporting, ethical leadership, and accessible governance.
- 4** Expand youth engagement and prevention opportunities by seeking funding collaborations and support for school-based and community-led initiatives.
- 5** Increase public awareness of police services, safety initiatives, and accountability through consistent and accessible communication.
- 6** Implement fair and law equitable enforcement through consistent, culturally competent, and bias-free policing practices.

PRIORITY 2:

Public Trust and Confidence

Key Performance Indicators:

Objective	Key Performance Indicators (KPIs)
1 Improve public confidence through visible policing, inclusive engagement, support for victims of crime, and trusted partnerships.	<ul style="list-style-type: none">▪ Number of residents reporting confidence in local police (community survey).▪ Number of community engagement events and meetings held annually.▪ Percentage of neighbourhoods with regular visible patrol presence.▪ Percentage of participants rating engagement events as meaningful or inclusive.▪ Percentage change in crime or calls for service in areas with enhanced visible patrol (with emphasis on property and youth crime).
2 Strengthen relationships with Indigenous Peoples through culturally grounded engagement, restorative practices, and a meaningful commitment to truth and reconciliation	<ul style="list-style-type: none">▪ Share annual progress reporting toward Indigenous engagement with Indigenous communities and organizations.▪ Number of formal engagements with Indigenous communities/groups/leaders annually.▪ Number of co-developed or co-led initiatives with Indigenous partners per year.▪ Number of policies on which Indigenous Elders, advisors, or knowledge keepers were engaged in their development.▪ Percentage of Indigenous community partners reporting satisfaction with police interactions (via surveys, listening sessions, or advisory councils).▪ Percentage of officers who complete Indigenous cultural safety, trauma-informed, or reconciliation training.▪ Percentage of Indigenous respondents who report fair and respectful treatment by police (survey).▪ Number and proportion of public complaints from Indigenous individuals (tracked separately).▪ Percentage of complaints involving Indigenous individuals resolved through culturally appropriate or restorative approaches.▪ Evidence of policy, practice, or training changes influenced by Indigenous feedback or TRC principles.

Objective	Key Performance Indicators (KPIs)
3 Enhance transparency and accountability through public reporting, ethical leadership, and accessible governance.	<ul style="list-style-type: none">▪ Number of public reports or performance dashboards released annually.▪ Number of community town halls or open board sessions held annually.▪ Percentage of complaints resolved within expected timelines.▪ Number of internal/external audits completed and published per year.▪ Community satisfaction with police transparency and accountability (via survey).
4 Expand youth engagement and prevention opportunities by seeking funding, collaborations, and support for school-based and community-led initiatives.	<ul style="list-style-type: none">▪ Number of youth-focused programs or events delivered or supported annually.▪ Secured external funding dollars for youth initiatives.▪ Percentage of local schools with active police-youth engagement or liaison programs.▪ Changes in youth crime and clearance rates for youth crime.
5 Increase public awareness of police services, safety initiatives, and accountability through accessible, consistent communication.	<ul style="list-style-type: none">▪ Percentage of surveyed residents who report feeling informed about police services and public safety issues.▪ Reach and engagement across social media and communication platforms (e.g., Web traffic, newsletter open rates, or analytics that illustrate the impact of social media and communications activity).▪ Percentage of communication materials meeting plain language and accessibility standards.▪ Community awareness of key policing initiatives (via survey).▪ Quarterly analysis of public sentiment across digital platforms.
6 Implement fair and equitable law enforcement through consistent, culturally competent, and bias-free policing practices.	<ul style="list-style-type: none">▪ Percentage of officers trained in anti-bias and cultural competency annually.▪ Disparity analysis in traffic stops, charges, or enforcement outcomes across demographic groups.▪ Community perception of fairness in policing practices (via annual survey).▪ Number and resolution of bias-related complaints related to enforcement fairness.▪ Number of policy or procedural changes made as a result of equity audits or community feedback.

PRIORITY 3:

A Healthy & Supported Workforce

Foster employee well-being, enable professional growth, and build a sustainable, inclusive, and high-performing workforce that is equipped to meet evolving community needs.

A resilient, engaged, and well-supported workforce is essential to effective and ethical policing. The Thunder Bay Police Board and Service are committed to fostering a workplace culture that prioritizes the mental, physical, emotional, and cultural well-being of all employees. This strategic priority focuses on enhancing wellness supports, strengthening recruitment and retention, investing in leadership development, and addressing the root causes of workplace stress and grievances. By promoting inclusive leadership, effective communication, and transparent performance practices, we aim to cultivate a respectful and high-performing work environment. Supporting our people is critical not only to individual success but also to the long-term sustainability of the Service and our ability to serve the community with integrity and excellence.

Strategic Goal:

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

**Key Objectives and Strategies:**

- 1** Enhance holistic employee health and wellness through proactive, inclusive services that reflect the diverse and evolving needs of the workforce.
- 2** Strengthen workforce planning and recruitment to attract and retain a skilled, representative, and community-connected workforce.
- 3** Invest in professional development and leadership training to support career growth, retention, succession planning, and long-term workforce sustainability.
- 4** Advance equity, inclusion, and cultural safety by fostering a workplace rooted in reconciliation, anti-racism, and human rights.
- 5** Strengthen internal communication and engagement through transparent dialogue, timely feedback, and accessible information-sharing.
- 6** Proactively resolve workplace issues and grievances through respectful dialogue, early intervention, and fair, trusted resolution processes.
- 7** Improve performance management through fair, transparent evaluation, regular feedback, and personalized support for employee development and accountability.
- 8** Recognize and celebrate employee contributions to promote a positive workplace culture, strengthen morale, and support long-term workforce sustainability.

PRIORITY 3:

A Healthy & Supported Workforce

Key Performance Indicators:

Objective	Key Performance Indicators (KPIs)
1 Enhance holistic employee health and wellness through proactive, inclusive services that reflect the diverse and evolving needs of the workforce.	<ul style="list-style-type: none">Percentage of employees accessing health and wellness services.Employee satisfaction with wellness services (as measured through employee surveys).Number of wellness initiatives/programs implemented annually.Number of employees accessing trauma-informed or peer support services annually.Percentage of employees reporting improved work-life balance or reduced stress levels.WSIB/Sick leave utilization and trends.
2 Strengthen workforce planning and recruitment to attract and retain a skilled, representative, and community-connected workforce.	<ul style="list-style-type: none">Degree to which projected workforce needs align with actual demand (measured annually).Percentage of applicants, hires and promotions from equity-deserving groups.Number of outreach or recruitment events/initiatives targeting diverse talent pools annually.Vacancy rate across sworn and civilian positions.Percentage of new hires retained (1 and 3 years).Percentage of key leadership and specialized roles with documented succession plans in place.
3 Invest in professional development and leadership training to support career growth, retention, succession planning, and long-term workforce sustainability.	<ul style="list-style-type: none">Percentage of employees with a career development plan.Percentage of employees who report feeling supported in career development (employee survey).Number of leadership or skill-building training sessions delivered annually.Participation rates in training, mentoring, and leadership programs.Internal promotion and succession metrics.Retention rate of high-potential and high-performing employees.

Objective	Key Performance Indicators (KPIs)
4 Advance equity, inclusion, and cultural safety by fostering a workplace rooted in reconciliation, anti-racism, and human rights.	<ul style="list-style-type: none">Number of employees by employee type in equity, cultural safety, anti-racism, and reconciliation.Number of workplace incidents related to harassment/discrimination and resolution outcomes annually.Number of cultural awareness or employee-led inclusion initiatives annually.Employee perception of inclusion and fairness (via survey).Annual review of workforce demographics and employment equity trends.
5 Strengthen internal communication and engagement through transparent dialogue, timely feedback, and accessible information-sharing.	<ul style="list-style-type: none">Percentage of employees who feel informed about organizational decisions.Number of internal communications issued on key priorities and initiatives annually.Number of employee engagement opportunities (e.g., town halls, surveys) annually.Percentage of employees who report feeling heard or included in decision-making (survey).Participation rates in organizational feedback opportunities.Number of organizational changes implemented in response to employee feedback.
6 Proactively resolve workplace issues and grievances through respectful dialogue, early intervention, and fair, trusted resolution processes.	<ul style="list-style-type: none">Percentage of workplace issues resolved at the informal/early stage.Number and resolution rate of grievances annually.Average time to resolve workplace complaints.Participation in respectful workplace/conflict resolution training.Reduction in repeat or systemic complaints over time.Annual trends in employee-reported workload stress (survey and HR data).
7 Improve performance management through fair, transparent evaluation, regular feedback, and personalized support for employee development and accountability.	<ul style="list-style-type: none">Percentage of employees receiving formal performance evaluations annually.Percentage of managers trained in effective performance coaching.Percentage of employees reporting clarity around job expectations and performance goals.Number of development plans initiated or updated following performance reviews annually.
8 Recognize and celebrate employee contributions to promote a positive workplace culture, strengthen morale, and support long-term workforce sustainability.	<ul style="list-style-type: none">Number of employee recognition events or acknowledgments per year.Percentage of employees who feel valued for their contributions (survey).Change in workplace morale or engagement index (annual survey).

PRIORITY 4:

Accountable Leadership

Lead with integrity, transparency, and responsiveness to build trust within the Board, Service and with the community.

Accountable leadership is the foundation of public trust, organizational effectiveness, and employee confidence. The Thunder Bay Police Board and Service are committed to leading with integrity, transparency, and responsiveness both internally and publicly.

Strong, ethical leadership at every level is essential to fostering a healthy workplace culture, supporting professional growth, and ensuring decisions are made in the best interests of the police workforce and community. This priority focuses on cultivating a leadership culture founded on transparent governance, open communication, fair oversight, and evidence-based decision-making.

Strategic Goal:

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

**Key Objectives and Strategies:**

- 1** Foster a culture of trust, accountability, and ethical leadership at all levels of the organization.
- 2** Advance inclusive leadership development and succession planning to support a diverse, skilled, and future-ready workforce.
- 3** Strengthen governance and strategic advocacy through transparent oversight and community-informed decision-making.
- 4** Enhance transparency and ensure accessible, responsive complaint and feedback mechanisms.
- 5** Leverage data, technology, and performance reporting to support evidence-based leadership and operational planning.
- 6** Align organizational structure and infrastructure planning with evolving service demands and strategic priorities.

PRIORITY 4:

Accountable Leadership

Key Performance Indicators:

Objective	Key Performance Indicators (KPIs)
1 Foster a culture of trust, accountability, and ethical leadership at all levels of the organization.	<ul style="list-style-type: none">▪ Percentage of employees who report trust in leadership (via employee engagement survey).▪ Completion rate of ethics and accountability training across the organization.▪ Number of internal leadership communication touchpoints (e.g., updates, town halls) per year.▪ Number of ethics-related concerns raised and resolved.
2 Advance inclusive leadership development and succession planning to support a diverse, skilled, and future-ready workforce.	<ul style="list-style-type: none">▪ Number and diversity of employees in leadership development programs.▪ Percentage of leadership and supervisory roles with documented succession plans.▪ Internal promotion rate year-over-year.▪ Retention rate of high-potential employees identified through development plans.
3 Strengthen governance and strategic advocacy through transparent oversight and community-informed decision-making.	<ul style="list-style-type: none">▪ Number of board training sessions completed.▪ Number of Board meetings held in public and accompanied by minutes and reports.▪ Completion and timeliness of strategic progress reports to the Board and community.▪ Number of governance policies reviewed or updated annually.▪ Community satisfaction with police accountability and governance (public survey data).▪ Annual report completed, published, and made publicly available by June 30th annually.▪ Number of strategic issues addressed through Board advocacy or engagement.▪ Number of governance decisions informed by public or partner input.

Objective	Key Performance Indicators (KPIs)
4 Enhance transparency and ensure accessible, responsive complaint and feedback mechanisms.	<ul style="list-style-type: none">▪ Average time to acknowledge and resolve public complaints.▪ Number of public complaints received and resolved annually.▪ Number of feedback submissions received through formal channels (e.g., online forms, comment cards, town halls).▪ Number and type of improvements made based on feedback trends.▪ Percentage of complainants satisfied with the resolution process (survey follow-up).▪ Annual summary report on complaints and resolutions publicly released.
5 Leverage data, technology, and performance reporting to support evidence-based leadership and operational planning.	<ul style="list-style-type: none">▪ Number of internal dashboards or reports developed and used for decision-making.▪ Frequency of performance indicator reviews by leadership and the Board.▪ Percentage of strategic plan KPIs with current performance data available and reported.▪ Number of major operational or policy decisions per year explicitly informed by data analytics.
6 Align organizational structure and infrastructure planning with evolving service demands and strategic priorities.	<ul style="list-style-type: none">▪ Completion of annual reviews of organizational structure and role alignment.▪ Staff-to-demand ratio tracked and reported annually across priority operational units (e.g., patrol, investigations etc.)▪ Implementation of infrastructure planning, upgrades, or capital improvements, including plans for a new police facility.▪ Employee satisfaction with organizational clarity and role expectations (survey).▪ Timeliness and completion of resource and infrastructure planning milestones.▪ Percentage of operational units reporting fit-for-purpose facilities and resourcing.▪ Annual alignment assessment of resources vs. emerging service needs.

By investing in accountable leadership and responsive governance, the Thunder Bay Police Board and Service aim to establish a strong foundation for every aspect of policing—one that empowers its personnel, fosters public trust, and ensures the organization is well-prepared to meet the challenges of tomorrow.

IMPLEMENTATION, OVERSIGHT, AND ACCOUNTABILITY

The Thunder Bay Police Service Board and the Thunder Bay Police Service are committed to ensuring that this 2025–2028 Strategic Plan is more than just a document; it is a roadmap for meaningful action, community responsiveness, and measurable results.

In the months and years ahead, the Thunder Bay Police Board and Service will bring the priorities outlined in this plan to life through detailed annual work plans. These will translate strategic priorities, goals, and objectives into concrete actions, timelines, and measurable outcomes that guide governance, daily operations and resource decisions.

Progress will be monitored through a clear performance measurement framework, with regular updates to the Police Service Board and transparent reporting to the public. This includes:

Publishing
highlights and
results through
the Annual
Report;

Providing real-time
updates through
performance
dashboards;

Identifying and
addressing
challenges as
they arise.



A mid-term strategic review in 2026 will assess progress, revisit priorities, and ensure the plan remains aligned with emerging needs and community expectations.

Ongoing public engagement will continue to be a cornerstone of accountability. Feedback from community members, partners, and Service members will inform adjustments to ensure that the plan continues to reflect lived realities and shared priorities.

This plan represents more than strategic intent; it is a commitment to action, integrity, and continuous improvement. By implementing it with compassion, transparency, and responsiveness, the Thunder Bay Police Board and Service aim to strengthen public trust, support the people who deliver policing every day, and build safer, more connected communities for all.

This plan represents more than a set of goals; it is a commitment to the people of Thunder Bay and the members of the Thunder Bay Police Service. It reflects where we are, where we need to go, and how we will get there—together. We thank everyone who contributed to its development and look forward to continued collaboration, accountability, and progress.





Thunder Bay
Police Service Board

