

STRATEGIC PLAN | 2021-2023



MANY VOICES 20
ONE VISION 30



Thunder Bay Police
Services Board

www.thunderbaypsb.ca



**MANY VOICES²⁰
ONE VISION³⁰**



Thunder Bay Police Services Board

STRATEGIC PLAN | 2021-2023

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1.0 LAND ACKNOWLEDGEMENT

We acknowledge this land on which the Thunder Bay Police Service operates.

Thunder Bay is built on the traditional lands of the Anishinaabe people of Fort William First Nation, signatory to the Robinson Superior Treaty of 1850. Their ancestors lived on these lands for thousands of years, and we are grateful for their stewardship. We also acknowledge this place as a historic Métis settlement.

While a territorial acknowledgment is important, we recognize the harms and mistakes of the past, including systemic racism, and remain committed to moving forward in partnership with Indigenous communities in the spirit of truth, reconciliation and healing.

Thunder Bay Police Service is grateful to have the opportunity to work on these traditional lands.



Thunder Bay Police
Services Board

2.0 MESSAGE FROM THE CHAIR OF THE BOARD

For the past several months, the Thunder Bay Police Services Board has been listening.

We've been listening to our community members, and we've been listening to the Thunder Bay Police Service uniform and civilian officers who serve them. We have been listening through the lens of past reports and recommendations and the weight of this moment to get it right.

In imagining a new way forward for policing in Thunder Bay, we have considered what our history has taught us about the importance of community partnerships, of listening and engaging and working hard to understand each other, of acknowledging the wrongs of our past before looking to the future. And while we continue to listen and engage and work to understand, the time has come for a plan that moves us forward, together.



Many Voices, One Vision: 2030 paves the way for policing not only for the next two years, but for the decade to come. It sets a trajectory for long-term success, and signals our commitment to meaningful, informed, and collaborative change.

From the invaluable input of residents, police officers and various stakeholders, we have zeroed in on four strategic goals: A Healthy & Supported Workforce, Sustainable Community Policing, Restored Reputation & Relationships, and Building for Transformation.

Through these goals, we are recognizing that a safe and healthy police service is a critical building block toward a safe and healthy community. We are committing to proactive services that will meet the needs of our changing city. And we are building on partnerships that already exist, while appreciating that some relationships may require more time, and more trust — trust that we will work toward every day, with every action and every word.

I am grateful to the many, many voices that created this vision for policing in Thunder Bay, and to Chief Sylvie Hauth, Deputy Chief Ryan Hughes, the Senior Officers and the Police Association who have proven to be an invaluable partner for positive change. On behalf of the Board, we look forward to working with the Service to develop the operational plans necessary to see the goals of this inspired plan achieved, setting us on a path for success today, tomorrow, and in the years to come.

Sincerely,

Kristen Oliver
Chair, Thunder Bay Police Services Board



3.0 MESSAGE FROM THE CHIEF OF POLICE

As the civilian governing body, The Thunder Bay Police Services Board has provided our Police Service with clear direction through this Strategic Plan. This is more than a document. It is a vision of policing which reflects the aspirations and expectations of the community. It is also a renewed commitment to the safety and wellbeing of the citizens and visitors who are at the core of the City of Thunder Bay and the Municipality of Oliver Paipooke.

The civilian and sworn members of the TBPS have a long history of being able to respond to the demands and challenges which are the reality of policing. The Strategic Plan illustrates the need for a continued investment in our employees. As we move forward, in the direction set by our Police Services Board, we must ensure that there is an efficient, modern, and safe work environment where innovation can flourish.

The diverse voices from the community and within our Police Service want to see this organization continuing on a path which exemplifies high standards and solid values. The goals contained within the plan are attainable. We look forward to meeting the expectations of the people we serve with integrity and dedication.

Respectfully,

A handwritten signature in black ink, appearing to read 'S. Hauth'.

Chief Sylvie Hauth, MAC, CMM III Police Executive
Chief of Police, Thunder Bay Police Service





Big journeys begin with small steps.

4.0 INTRODUCTION

Many Voices, One Vision: 2030 is a strategic plan for Thunder Bay policing for the next three years. The plan has been developed in consultation with the community, and builds the pathway to realize a more progressive, diverse and trusted Thunder Bay Police Service by 2030.

There are times in the evolution of an organization when challenges and changing conditions demand an equally compelling response. The steps necessary to address the fundamental internal and external issues that Thunder Bay Police Service faces have to be made now. This plan acknowledges the need for transformation to modernize Thunder Bay policing and better manage resources for maximum impact.

The Police Services Act, Ontario regulation 3/99, requires Thunder Bay Police Service to develop a business plan every three years. This new strategic plan goes beyond the legislative responsibilities of the Police Services Act. It has been developed considering the challenges of local policing now and into the future, and translates many voices, needs and aspirations into actions. This plan:

- › responds to the safety and wellbeing needs of diverse people and communities;
- › enables civilian and sworn members of the Service to be effective, innovative and adaptive in their responses; and
- › prepares for emerging trends that will impact local policing for the longer-term.

Over the next three years, the work of the Thunder Bay Police Service Board and the Thunder Bay Police Service will be focused on the priorities set forward in the strategic plan. It will guide decision-making and help shape how resources are allocated to meet the safety and protection needs of the public and communities served. Together, new approaches, priority projects and partnerships, with key performance indicators, will be advanced. The detailed implementation of the plan will be for the Chief of Police to deliver through the Service's Operational Plans, for which the Board will hold the Service accountable.

*“ By working together, we can build ”
an effective, safe and efficient
service that people trust.*

5.0 THUNDER BAY POLICING MODEL

5.1 ABOUT THUNDER BAY POLICE SERVICES BOARD

Thunder Bay Police Services Board is a civilian body that is tasked with providing adequate and effective police services within Thunder Bay. It is accountable to the community, and to the Ontario Civilian Police Commission. The role of the Board is defined by Section 31 of the Police Services Act, which governs law enforcement and public safety in Ontario.

The Thunder Bay Police Services Board is made up of five civilian members: two members of City Council, one community representative appointed by City Council, and two community representatives appointed by Ontario.

The responsibilities of the Board include, but are not limited to:

- › Determining objectives and priorities with respect to police services in Thunder Bay, following consultation with the Chief of Police
- › Establishing policies for the effective management of the Service
- › Recruiting and appointing the Chief of Police and any Deputy Chief of Police, and determining their remuneration and working conditions
- › Directing the Chief of Police and monitoring their performance.

5.2 ABOUT THUNDER BAY POLICE SERVICE

Since 1970, the Thunder Bay Police Service has been committed to working in partnership with the public to serve and protect the community. The main roles and responsibilities of the Thunder Bay Police Service are governed by legislation as per the Ontario Police Services Act. The regulations ensure the provision of the following core policing functions:

- › Crime Prevention
- › Law Enforcement
- › Victim's Assistance
- › Public Order Maintenance
- › Emergency Response Services
- › Administration and Infrastructure

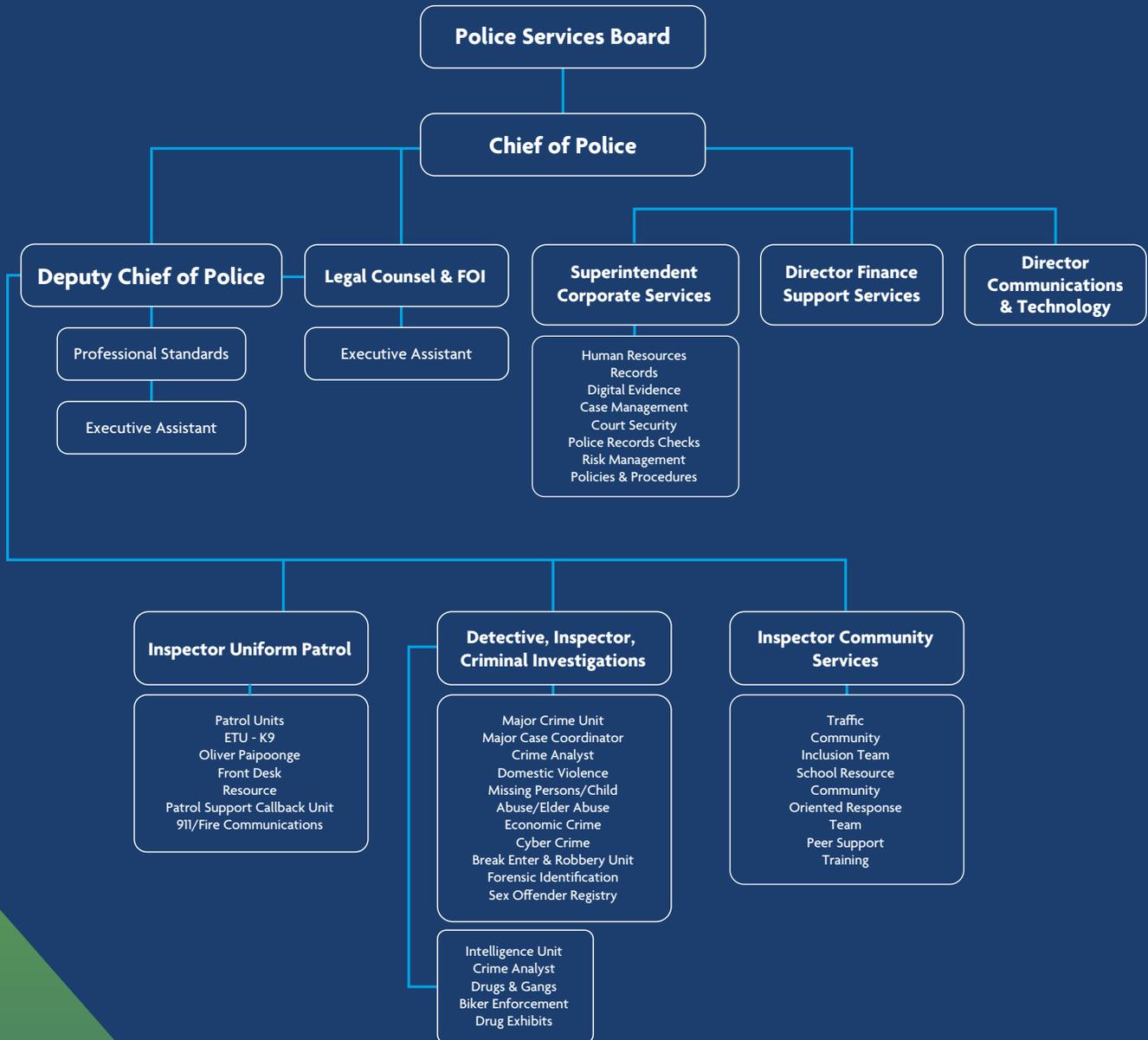
Thunder Bay Police Service is comprised of six branches: uniform patrol, criminal investigation, court services, traffic unit, support & financial services, and executive services.



Thunder Bay Police Services Board



5.3 ORGANIZATIONAL CHART 2021



5.4 JURISDICTION

Thunder Bay Police Services Board and Thunder Bay Police Service are mandated by legislation to serve the residents of the City of Thunder Bay.

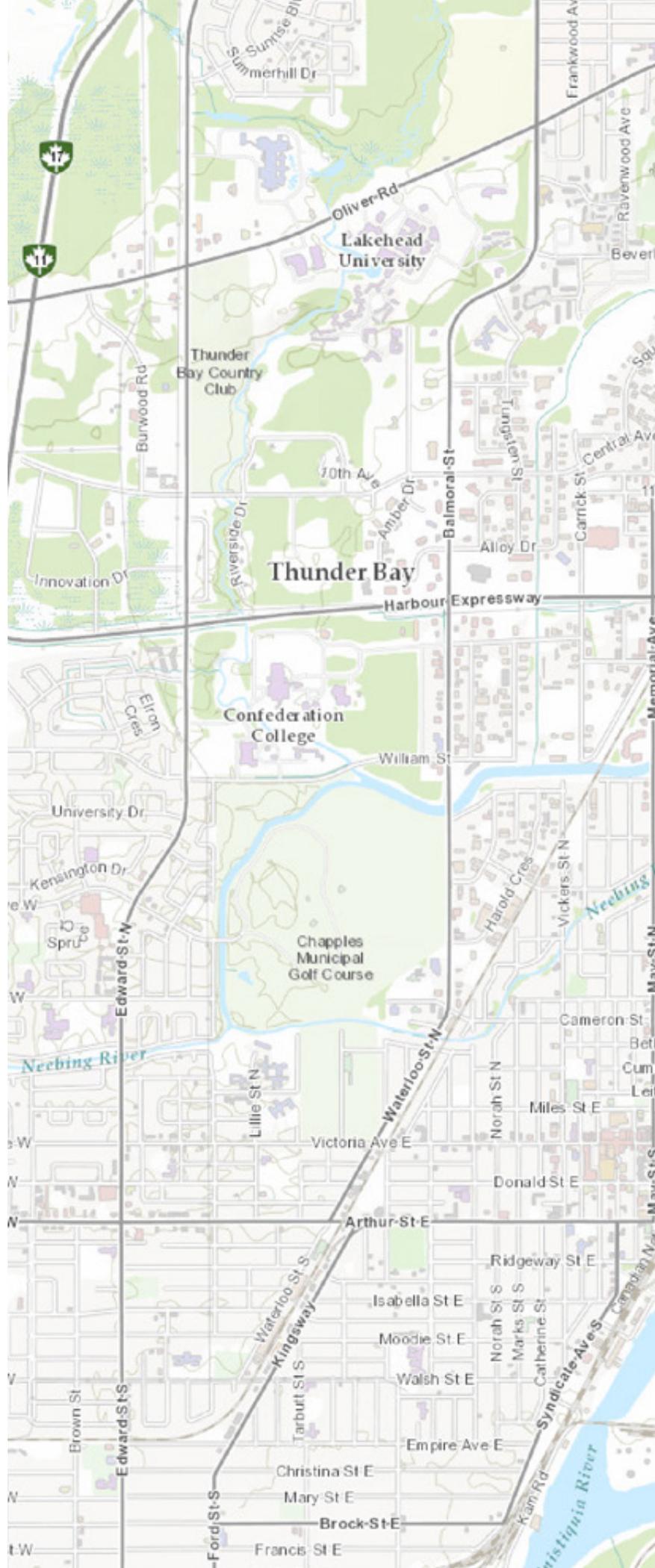
Thunder Bay Police Service also has a long-standing service agreement with the neighbouring municipality of Oliver Paipoonge, which has an estimated 6,000 residents.

Thunder Bay is the regional capital of Northwestern Ontario and a central hub for people, business and culture. With approximately 232,000 people living throughout the northwest region in rural and remote communities, the actual number of people residing or visiting Thunder Bay varies daily with diverse people coming into the city for work, business, education, healthcare, shopping, entertainment and more.

The City of Thunder Bay is also the region's major transportation hub including international connections through the Port of Thunder Bay and Thunder Bay International Airport. A tremendous amount of goods and people flow through Thunder Bay on a daily basis.

The City of Thunder Bay, which covers a surface area of 447.5 square kilometres, is home to an estimated 107,909 residents.

According to a 2020 study by Our Health Counts, the Indigenous adult population of Thunder Bay was calculated to be over 23,000; more than 3 times higher than the statistics reported in the 2016 census.



6.0 THE PLANNING PROCESS

The Strategic Plan 2021-2023 was developed through a comprehensive research, consultation and planning process that began in February 2021. The following major activities were involved in the development of this plan.



6.1 COMMUNITY ENGAGEMENT

A core element of the planning framework was a period of community engagement and insight that provided employees, as well as diverse residents and community partners with the opportunity to provide input. The process offered confidential forums for constructive dialogue and feedback through surveys, focus groups, workshops and individual interviews.

In total, 1,260 Thunder Bay and Oliver Paipooonge residents participated in an online survey and 112 stakeholders joined one of 33 consultation sessions. In addition, 145 employees provided input through a Service-wide survey and 34 Board, Management and Association representatives participated in internal workshops and interviews.

SURVEY PARTICIPANTS:

145 Employees **1,260** Residents

FOCUS GROUPS:

33 Community Sessions > **112** Individuals

02 Workshops > **34** Representatives

“ Our police officers are doing the best job they can with the resources they have. ”

Comment submitted by community survey respondent.



SAFETY

Respondents said they feel:

- 9.79% 'very safe'
- 62.07% 'somewhat safe'
- 26.47% 'unsafe'



TRUST

Current level of trust between TBPS and the general community:

- 32.61% : 'Good or Excellent'
- 41.3% : 'Fair'.

6.2 WHAT WE HEARD FROM THE COMMUNITY

A number of key issues, themes and priorities were identified through the community survey and consultation sessions. The following is a high-level summary of feedback from public participants.

The top issues concerning members of the public who responded to the survey are:

- › Presence of drugs
- › Gang activity
- › Homelessness
- › Theft/ robbery
- › Gun violence
- › Human trafficking
- › Hate crime
- › Violence against women

According to respondents, additional resources that could improve the Thunder Bay Police Service are:

- › Physical police presence in key neighbourhoods/downtowns
- › Human Resources e.g., staffing
- › Employee training
- › Expanded non-emergency services
- › Public communications and outreach
- › Services for victims of crime
- › Community education programs
- › New police facilities

According to respondents, the priorities to build stronger and more meaningful relationships with local citizens should be:

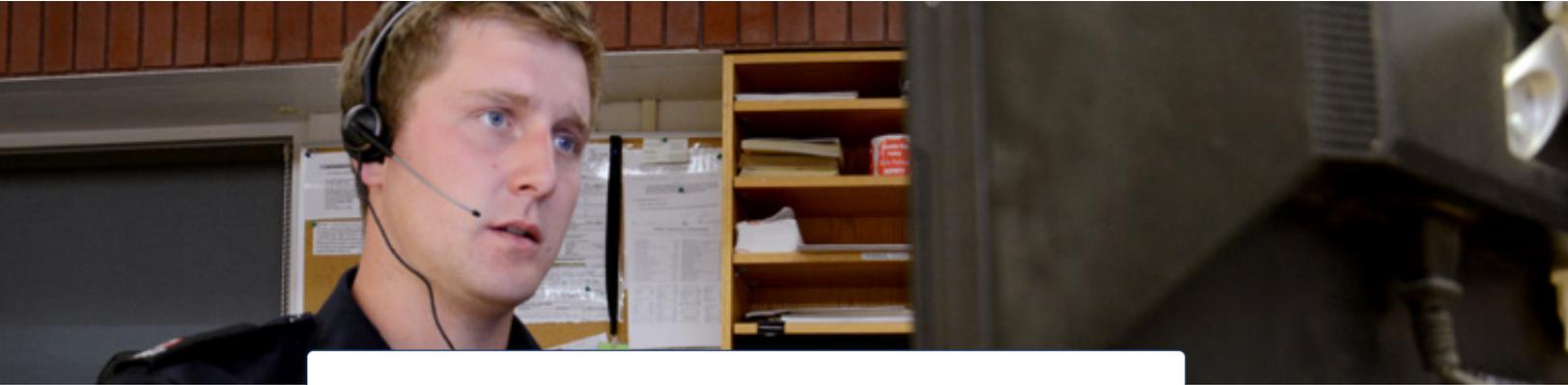
- › Additional police presence
- › Communications and transparency
- › Cultural awareness and sensitivity
- › Indigenous services
- › Public education and outreach
- › Community partnerships
- › Supports for victims
- › Improved handling of complaints

“ Implement all the recommendations from the OIPRD. Cultural awareness and sensitivity is not enough. ”

Comment submitted by community survey respondent.

“ We are in the right direction but with additional funding and a new facility we can achieve the proposed goals. ”

Comment submitted by employee survey respondent.



51.49% of employees who responded are **‘very satisfied’** or **‘somewhat satisfied’** in their employment with TBPS.

6.3 WHAT WE HEARD FROM EMPLOYEES

The top 5 concerning issues for employees are:

1. Gang activity
2. Presence of drugs/dealers
3. Gun violence
4. General safety
5. Human trafficking

The top 5 factors negatively influencing the level of employee satisfaction at work are:

1. Police facilities
2. Communication & support from management
3. Workplace culture
4. Workload
5. Resources & equipment

According to respondents, the key factors that would support improvements to overall service quality and performance are:

- › Additional staffing
- › New police facilities
- › Opportunities for professional development
- › Communications and transparency
- › New technology

6.4 SUMMARY OF STAKEHOLDER INPUT

Following an analysis of all of the research, inputs and consultations, the key topics that emerged are:

- › Public relations
- › Relationship building
- › Community policing
- › Infrastructure and capital
- › Workforce engagement and development

“ The service is underfunded and understaffed. The service recently increased the minimum manpower for the road which was the first step at improving officer / public safety as well as improving morale and burn out rate. ”

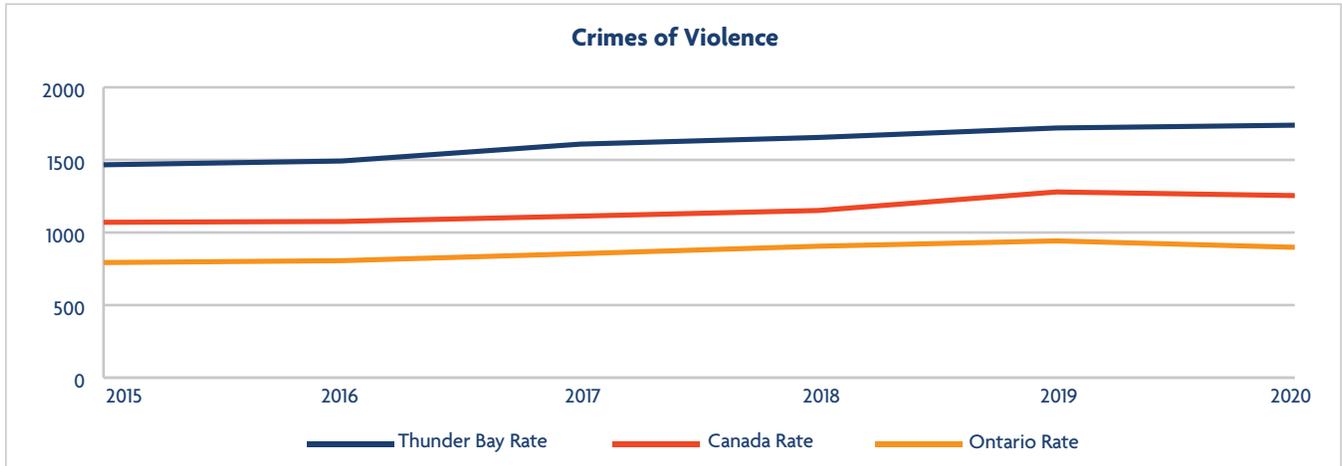
Comment submitted by employee survey respondent.

7.0 THE POLICING ENVIRONMENT

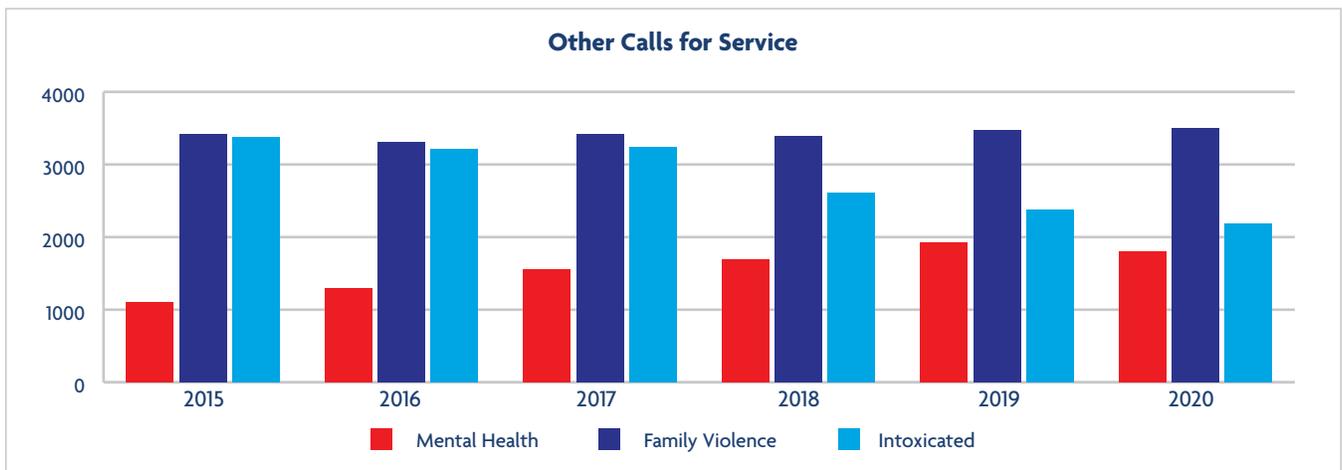
As part of the planning process, an environmental scan was also completed. The environmental scan considered the current state of policing in Thunder Bay, provided an analysis of the current environment, and offered forecasting related to sector trends.

The following is a snapshot of the environmental scan and the key factors that informed the strategic priorities and related action items of the final Strategic Plan.

7.1 THUNDER BAY CRIME



- › Drug offences rate per 100,000 has increased from 61.6 to 158.3, from 2019 to 2020.
- › The rate of impaired driving has increased from 117.9 in 2015 to 233.3 in 2020, over 55.2% higher than the average Ontario rate per 100,000.
- › Total Calls for Services increased from 43,153 in 2015 to 57,125 in 2020, an increase of 32.4%.
- › Dispatched calls increased from 37,054 in 2015 to 46,628 in 2019, an increase of 25.8%.



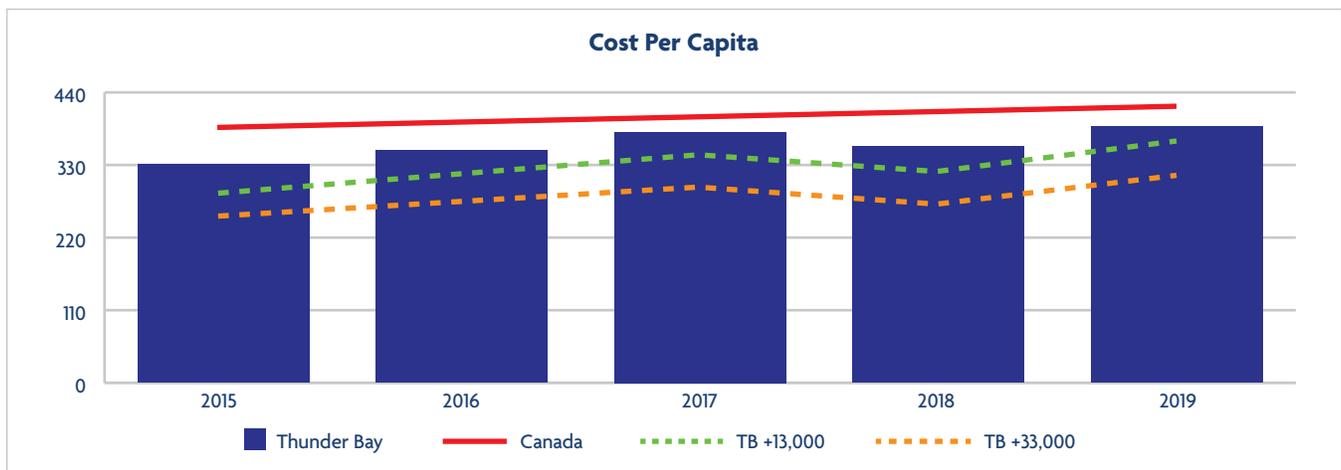
7.2 STATISTICS CANADA POPULATION VERSUS ACTUAL POPULATION

The estimated 2020 combined population of the City of Thunder Bay and the Municipality of Oliver Paipooonge was 118,800, including 9,800 Indigenous peoples who completed the census form.

Based on a study completed by Our Health Counts Thunder Bay (2020), only 15% of Indigenous adults living in Thunder Bay completed the census form. Our Health Counts Thunder Bay estimates the Indigenous population to be between 23,000 and 42,600, which is between two to four times higher than Statistics Canada. An increase of population size of between 10,000 and 30,000 people has a significant impact on services provided in and around the City.

7.3 FINANCIAL REVIEW

Similar to all police services, the Thunder Bay Police Service operating budget has increased steadily over the past eight years, to just over \$45 million in 2020. A comparison of Thunder Bay's operating cost per capita shows it is 5% lower than the average of all Canada police services.



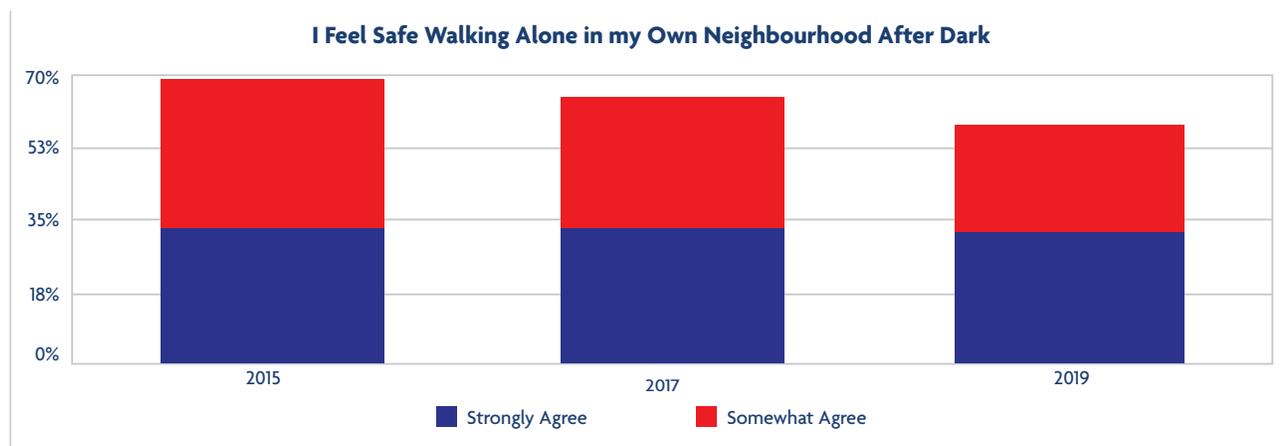
7.4 CONTINUOUS IMPROVEMENTS

In the face of new challenges and changing policing conditions, Thunder Bay Police Services has continued to initiate new plans for improvements in key areas, and also respond to recommendations from third party reviews and reports. Some of the key initiatives set forth in recent years include:

- › Implementation of 44 recommendations made in the 2018 OIPRD report.
- › Adoption of principles of reconciliation, and the recent release of the Community Inclusion Team strategic plan, intended to foster positive relationships among police, Indigenous people, and other racialized and under represented groups served. Four pillars of this plan include:
 - › **Engage** - Dedicate to enhanced community connections to foster relationships, provide support, and ultimately build trust with Indigenous people, other racialized and underrepresented groups.
 - › **Support** - Commit to enhanced interactions with vulnerable individuals, develop opportunities for cultural and diverse training and embrace Provincial Liaison Team framework.
 - › **Recruit** - Focus on strategies essential to increasing the interest of diverse community members to consider a career in policing and opportunities to successfully prepare for the hiring process.
 - › **Communicate** - Invest in showcasing the ongoing efforts to engage, support and recruit while being transparent with the commitment to improve service delivery.

- › Development of a traffic management plan to reduce the recent high levels of traffic violations and drinking and driving rates. Safety priorities include: enforcing impaired driving, aggressive and distracted driving violations; use of media and social media platforms to educate the public on road safety; and conduct intelligence-led enforcement, increasing police presence in high-risk areas.
- › Implementation of officers wearing body worn cameras, enhancing officer accountability, transparency, public trust and confidence; and collection of evidence for disclosure.
- › Continued talent recruitment outreach to First Nations, Northwestern Ontario and Manitoba communities.
- › Establishment and implementation of the Organizational Change Initiative, responding to calls of systemic discrimination

7.5 THUNDER BAY BI-ANNUAL CITIZEN SATISFACTION SURVEYS (IPSOS REID)



7.6 CURRENT STATE OF THUNDER BAY

Policing is becoming increasingly challenging due to the worsening conditions of the community. Thunder Bay Police Services are routinely called to deal with circumstances and incidents that are, in many cases, the symptom of deep-rooted social problems.

High rates of poverty, homelessness, mental health and addictions issues mean that Thunder Bay Police are often dealing with the most vulnerable members of the community.

- › The mental illness hospitalization rate per 100,000 in the city of Thunder Bay is 972 compared to 392 in Ontario. ¹
- › One in five adults, aged 19+, in the Thunder Bay District report binge drinking at least once a month, a rate that is 20% higher than the rest of the province²
- › Opioid death rate of 8.4 per 100,000 in Thunder Bay during pandemic, almost double the Ontario rate³
- › Overdose related EMS calls increased from 34 in March 2019 to over 60 in March 2020. ⁴

¹ <https://www.lspc.ca/wp-content/uploads/2018-Point-In-Time-Count-.pdf>

² <https://www.tbdhu.com/sites/default/files/files/resource/201610/Community%20Report%20on%20Alcohol.pdf>

³ <https://www.publichealthontario.ca/-/media/documents/o/2020/opioid-mortality-covid-surveillance-report.pdf?la=en>

⁴ <https://www.cbc.ca/news/canada/thunder-bay/thunder-bay-pandemic-opioids-overdoses-1.5621520>

7.7 TRENDS IN POLICING

“In short, the traditional model of frontline policing – what we might call the ‘police station and patrol model’ – is no longer suited to tackling new emerging crime types and the societal behaviours that data and technology are enabling”

- 2018 Policing in a Networked World, pwc.





8.0 VISION, MISSION AND VALUES

The Thunder Bay Police Service Strategic Plan 2021 – 2023 is guided by a shared vision, actioned through the mission and guided by core values.

VISION 2030

- › A progressive, trusted and ethical leader. Thunder Bay is among the safest and best protected cities in Canada.

MISSION

- › We empower our workforce and collaborate with community partners to design and deliver innovative police services.

THUNDER BAY POLICE SERVICE VALUES

- › **We value TRUST:** We work hard every day to rebuild and maintain trust in every relationship.
- › **We value INTEGRITY:** We act with honesty and fairness at all times and at all levels.
- › **We value LEADERSHIP:** We lead with vision and courage to positively change outcomes.
- › **We value INCLUSIVITY:** We welcome the diversity of all individuals; treating them fairly and respectfully, and providing equal access to services, opportunities and resources.
- › **We value COLLABORATIONS:** We achieve improved outcomes, greater innovation and flexibility in our response to change when we work with partners and diverse communities as a team.

9.0 THE STRATEGY 2021-2023

Our strategic priorities set out the core areas where we intend to focus our collective efforts over the next three years. Our strategic goals are what we intend to achieve to deliver on our stated priorities.



9.1 STRATEGIC PRIORITIES



9.2 STRATEGIC GOALS

1. **A Healthy & Supported Workforce**
We invest in our people by providing a safe and positive work environment, enabling them to better serve the community.
2. **Sustainable Community Policing**
We understand our changing community, and deliver proactive and responsive police services to meet local needs.

3. **Restored Reputation & Relationships**
We earn the trust and confidence of the people, communities and partners that we protect and serve.
4. **Build for Transformation**
We acknowledge our current capacity and capabilities in the face of growing demands, and implement new approaches to build improved police services for the future.



10.0 STRATEGIC OBJECTIVES & ACTIONS 2021-2023

10.1 A HEALTHY & SUPPORTED WORKFORCE

We invest in our people by providing a safe and positive work environment, enabling them to better serve the community.

OBJECTIVE 1

Attract, recruit and retain skilled people who reflect the diversity of our community.

ACTIONS:

- › Rebrand and market Thunder Bay Police Service careers through education campaigns that appeal to a more diverse pool of candidates.
- › Provide specialized training to decision-makers to address unconscious bias in recruitment and career advancement processes.
- › Develop and implement a workplace Equity, Diversity & Inclusion (EDI) strategy with safe space options for employees.
- › Establish a succession plan for the Thunder Bay Police Services' management team.

OBJECTIVE 2

Foster a corporate culture of holistic health and wellness.

ACTIONS:

- › Develop and implement a leading-edge Health, Safety & Wellness strategy for policing that focuses on physical, mental, emotional and cultural health.
- › Provide our workforce with the necessary people, training, space and equipment to safely and effectively perform their duties.
- › Work with our Association, members and civilians to immediately address their top concerns in the workplace.

OBJECTIVE 3

Create new training models with unique approaches for people and communities in the North.

ACTIONS:

- › Develop a new Thunder Bay Police Service Competency Model for all employees.
- › Continue to develop and deliver modern education, training and mentorship programs, along with corresponding employee evaluations, based on the competency model and current policing challenges.
- › Ensure equitable access to education, training and professional advancement opportunities for all employees.

WHAT SUCCESS WILL LOOK LIKE:

- ✓ Increased employment applications from a diverse pool of candidates.
- ✓ An increasingly diverse workforce at all levels of the organization.
- ✓ Quality and accessible Health, Safety & Wellness programs offered to employees and their families.
- ✓ High participation rates in Health, Safety & Wellness programs.
- ✓ Improved employee engagement, job satisfaction and retention.
- ✓ Reduced levels of absenteeism and Sick Leaves.
- ✓ Reduced grievances and arbitrations.
- ✓ Employee skills, competencies and training needs are identified.
- ✓ Training plans in place for every employee.
- ✓ Design and implementation of new training programs based on employee, community and modern policing needs.
- ✓ Increased number of training hours across varied disciplines.
- ✓ Improved expertise, capability and performance.
- ✓ New employee promotions and professional advancements across the organization.

10.0 STRATEGIC OBJECTIVES & ACTIONS 2021-2023

10.2 SUSTAINABLE COMMUNITY POLICING

We understand our changing community, and deliver proactive and responsive police services to meet local needs.

OBJECTIVE 1

Collaborate with community partners on strategies that address changing public safety needs, as well as the social challenges that impact police services.

ACTIONS:

- › Expand our work with community service agencies to proactively identify public safety and wellbeing priorities, and develop coordinated solutions.
- › Continue to work with mental health partners to develop a collective response to the mental health & addiction crisis.
- › Increase collaborations with school boards, and other partners, to modernize preventative program content and program delivery mechanisms for children and youth.
- › Establish permanent offices and increase regularity of School Resource Officers (SRO) in High Schools.

OBJECTIVE 2

Provide police services that are accessible, welcoming and culturally-sensitive to diverse people and communities.

ACTIONS:

- › Develop and implement an access and equity statement of commitment.
- › Identify potential barriers (physical, social, cultural, systemic, organizational) and implement accommodations to ensure equitable services for all people.
- › Improve employee crisis intervention skills to enhance victim assistance services.
- › Design safe spaces and welcome services for victims of crime.

OBJECTIVE 3

Increase police presence in key neighbourhoods, downtowns and other at-risk areas.

ACTIONS:

- › Allocate additional police resources to evidence-based high-risk areas of the city.
- › Increase physical police presence on the streets (i.e., foot and bike patrol, and community liaison/resource officers).
- › Co-develop a Safe and Inclusive Streets Strategy with Business Improvement Areas.

WHAT SUCCESS WILL LOOK LIKE:

- ✓ Increased focus on crime prevention.
- ✓ Additional education and awareness to help the public protect themselves from becoming victims.
- ✓ An operational plan that addresses the multicultural and accessibility service needs of the community.
- ✓ Increased sense of safety among the public, businesses and visitors.
- ✓ Reduced levels of crime in key neighbourhoods and high-risk areas of the city.
- ✓ Reduction in calls for service
- ✓ Increased and maintained effective strategic partnerships.
- ✓ Improved police interactions for victims of crime.
- ✓ Increased confidence among victims of crime to file a police report.
- ✓ More positive and frequent informal interactions between the public and police officers.
- ✓ Additional collaborations and support from partners to deal with public mental health issues.
- ✓ Supporting innovative community projects that enhance public safety and wellness.

10.0 STRATEGIC OBJECTIVES & ACTIONS 2021-2023

10.3 REPUTATION & RELATIONSHIPS

We earn the trust and confidence of the people, communities and partners that we protect and serve.

OBJECTIVE 1

Rebuild trust among Indigenous and multicultural populations through culturally-sensitive approaches to service.

ACTIONS:

- › Implement the newly released Community Inclusion Team Strategic Plan, fostering positive relationships between police, Indigenous people, other racialized and underrepresented groups served.
- › Continue to implement the recommendations of the OIPRD Broken Trust report and the Murray Sinclair report, and report progress back to the community annually.
- › Increase grassroots and neighbourhood engagement activities that improve relationships with at-risk populations.

OBJECTIVE 2

Improve the public's sense of safety to live, work, learn, do business and visit Thunder Bay.

ACTIONS:

- › Create and implement a Public Relations strategy to restore Thunder Bay's policing reputation locally, provincially and nationally.

OBJECTIVE 3

Demonstrate Thunder Bay Police Services' commitment to accountability and transparency.

ACTIONS:

- › Communicate regularly and openly with diverse stakeholders through traditional and digital media channels.
- › Continue to regularly review policies, procedures and programs to maintain relevancy with new policing trends and needs.
- › Create, review, and renew community committees and situational tables annually to ensure relevancy and progress.
- › Solicit ongoing public feedback through a variety of traditional and digital mechanisms to maximize community engagement.

WHAT SUCCESS WILL LOOK LIKE:

- ✓ Communications that enhance public knowledge and safety.
- ✓ Informed and engaged internal and external stakeholders.
- ✓ Improved public trust.
- ✓ Increased confidence in Thunder Bay Police Services.
- ✓ Increased sense of safety among the public, businesses and visitors.
- ✓ Increased positive informal interactions with police officers.
- ✓ Reduced crime.
- ✓ Improved and effective relationships with Indigenous peoples, racialized and underrepresented groups and other community organizations.
- ✓ Improved media and public sentiment.

10.0 STRATEGIC OBJECTIVES & ACTIONS 2021-2023

10.4 BUILD FOR TRANSFORMATION

We acknowledge our current capacity and capabilities in the face of growing demands, and implement new approaches to build improved police services for the future.

OBJECTIVE 1

Design and build a new police facility that provides safe, healthy and welcoming spaces to deliver modern police services for the long-term.

ACTIONS:

- › Engage internal and external stakeholders during the visioning, needs assessment and design phases of the new police facility.
- › Develop a new Police Facility Plan and budget proposal for approval and development.

OBJECTIVE 2

Pursue additional financial and other resources to better serve and protect all residents and visitors in Thunder Bay.

ACTIONS:

- › Conduct a population analysis and impact on crime report to demonstrate the case for additional funding and resources to meet Thunder Bay's policing realities.
- › Advocate for solutions to address population-based resource gaps.
- › Review operations in order to maximize capital and operational efficiencies.
- › Continue to work with community organizations on the implementation of Thunder Bay's Community Safety and Wellbeing Plan.
- › Develop a new workforce or human resources plan to address the gaps between the existing operating model and the model needed to achieve the Police Service's future vision for policing.

OBJECTIVE 3

Ensure that Thunder Bay Police Services adapts and responds to policing's changing technology requirements.

ACTIONS:

- › Develop an Information & Communication Technologies (ICT) Plan.
- › Identify new emerging technology trends/disruptors that impact Thunder Bay's police service delivery.
- › Invest in leading-edge ICT to prevent, respond to and solve crime.

WHAT SUCCESS WILL LOOK LIKE:

- ✓ A shared and supported vision for the future of policing in Thunder Bay.
- ✓ An approved plan with timelines to build a new police facility.
- ✓ New and successful strategic partnerships.
- ✓ New technologies are available and enable employees to perform their jobs more effectively.
- ✓ A better resourced police service to meet crime & safety demands.
- ✓ Reduction in the number of calls for service.
- ✓ Reduced levels of crime.
- ✓ Employee engagement, job satisfaction and retention.
- ✓ Improved employee performance.
- ✓ Modern workplace standards.
- ✓ Leading health & safety standards.
- ✓ Sustainable policing model.
- ✓ Cost stabilization.

11.0 NEXT STEPS

Thunder Bay Police Services Board recognizes that the community will be keen to see positive results from this strategic plan to ensure that their voices were heard and actioned. The Chief of Police will be responsible for activating the strategic plan through the annual departmental operational plans, and with the senior management team, the Service will create detailed approaches to accomplishing the key strategic objectives. While all of these initiatives can be started and many can and will be completed, there are a number of initiatives that will take more than the three years of this plan to achieve.

The Board is committed to being open and transparent in reporting on the status of the priorities and objectives agreed to in this Strategic Plan. Key performance indicators will be developed to help the community understand how the results of the changes are being monitored and measured over the next three years.

This strategic plan has created a vision for 2030 - one that will encourage us to work collaboratively, demonstrating courage, integrity and leadership to effect positive change. The successful execution of this plan relies heavily on an engaged workforce, collaborative partnerships, local leadership and innovation. By working together, we can create real change for the future of policing, and an effective, safe and efficient service that people trust.

Thank You

Over six months of consultations, surveys and workshops resulted in over 1,500 people being involved in the development of this strategic plan. It is with sincere gratitude that Thunder Bay Police Services Board thanks each participant for their time, honesty and creative thinking to help develop Vision 2030.

Thunder Bay Police Services Board and Thunder Bay Police Services look forward to continuing to work closely with partners and the community to make Thunder Bay one of the safest cities in Canada!



Thunder Bay Police
Services Board



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STRATEGIC PLAN | 2021-2023

"Effective policing relies on the people having the confidence of the communities they serve."

- Hazel Blears
