



STRATEGIC PLAN | 2021-2023

OPERATIONAL PROGRESS REPORT

JANUARY - JUNE 2022

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**MANY VOICES 20**  
**ONE VISION 30**

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## VISION 2030

A progressive, trusted and ethical leader.

Thunder Bay is among the safest and best protected cities in Canada.

## MISSION STATEMENT

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.

# 1. INTRODUCTION

Since the launch of the Thunder Bay Police Service Strategic Plan 2021-2023, the Thunder Bay Police Service has committed significant resources and efforts to operationalize the outlined vision, mission and priorities. Highlights of relevant operational activities and achievements have been captured in this first Progress Report to the Thunder Bay Police Services Board and community.

The Progress Report demonstrates the Thunder Bay Police Service's commitment to transparency, rebuilding and maintaining trust, and acting as a community leader. While the Strategic Plan 2021-2023 is a shared community plan, the Thunder Bay Police Service acknowledges its core responsibilities in delivering on the identified goals and objectives for local policing.

This first report provides a summary of what has been achieved to date and highlights some of the ongoing operational initiatives by the Thunder Bay Police Service that will continue to drive the plan forward.

MANY VOICES 20  
ONE VISION 30

## 2. ABOUT THE STRATEGIC PLAN 2021-2023: MANY VOICES, ONE VISION 2030.

In October 2021, driven by the need for a future-focused and community-led strategic plan, the Thunder Bay Police Services Board officially unveiled its new Strategic Plan 2021-2023 entitled *Many Voices, One Vision: 2030*.

The Strategic Plan was developed with considerable input and engagement from Thunder Bay Police Service members and the community. Internal and external stakeholders from diverse sectors, communities and backgrounds participated in focus groups, surveys, interviews and workshops to help inform the new strategic plan.

**1260** RESIDENT SURVEYS

**145** THUNDER BAY POLICE SERVICE MEMBER SURVEYS

**33** COMMUNITY FOCUS GROUPS

**2** WORKSHOPS

Listening to Thunder Bay Police Service members and the community guided the development of 5 strategic priorities and 4 strategic goals that are outlined in the final plan.



The plan's 4 strategic goals led to the development of 12 objectives. The Thunder Bay Police Service has focused on activating these 12 objectives since the release of the plan.

## STRATEGIC GOALS & OBJECTIVES 2021-2023

### 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.

#### STRATEGIC OBJECTIVES:

- Attract, recruit and retain skilled people who reflect the diversity of our community.
- Foster a corporate culture of holistic health and wellness.
- Create new training models with unique approaches for people and communities in the North.

### 2 SUSTAINABLE COMMUNITY POLICING

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

#### STRATEGIC OBJECTIVES:

- Collaborate with community partners on strategies that address changing public safety needs, as well as the social challenges that impact police services.
- Provide police services that are accessible, welcoming and culturally-sensitive to diverse people and communities.
- Increase police presence in key neighbourhoods, downtowns and other at-risk areas.

### 3 RESTORED REPUTATION & RELATIONSHIPS

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

#### STRATEGIC OBJECTIVES:

- Rebuild trust among Indigenous and multicultural populations through culturally-sensitive approaches to service.
- Improve the public's sense of safety to live, work, learn, do business and visit Thunder Bay.
- Demonstrate the Thunder Bay Police Service's commitment to accountability and transparency.

### 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.

#### STRATEGIC OBJECTIVES:




- Design and build a new police facility that provides safe, healthy and welcoming spaces to deliver modern police services for the long-term.
- Pursue additional financial and other resources to better serve and protect all residents and visitors in Thunder Bay.
- Ensure that the Thunder Bay Police Service adapts and responds to policing's changing technology requirements.

### 3. PROGRESS AT A GLANCE




#### GOAL 1: A HEALTHY & SUPPORTED WORKFORCE

OBJECTIVES	STATUS
1 Attract, recruit and retain skilled people who reflect the diversity of our Community.	 IN PROGRESS
2 Foster a corporate culture of holistic health and wellness.	 IN PROGRESS
3 Create new training models with unique approaches for people and communities in the North.	 COMPLETE/ONGOING




#### GOAL 2: SUSTAINABLE COMMUNITY POLICING

OBJECTIVES	STATUS
1 Collaborate with community partners on strategies that address changing public safety needs, as well as the social challenges that impact police services.	 IN PROGRESS
2 Provide police services that are accessible, welcoming and culturally-sensitive to diverse people and communities.	 IN PROGRESS
3 Increase police presence in key neighbourhoods, downtowns and other at-risk areas.	 IN PROGRESS

#### GOAL 3: RESTORED REPUTATION & RELATIONSHIPS

OBJECTIVES	STATUS
1 Rebuild trust among Indigenous and multicultural populations through culturally-sensitive approaches to service.	 IN PROGRESS
2 Improve the public's sense of safety to live, work, learn, do business and visit Thunder Bay.	 IN PROGRESS
3 Demonstrate Thunder Bay Police Services' commitment to accountability and transparency.	 IN PROGRESS

#### GOAL 4: BUILD FOR TRANSFORMATION

OBJECTIVES	STATUS
1 Design and build a new police facility that provides safe, healthy and welcoming spaces to deliver modern police services for the long- term.	 IN PROGRESS
2 Pursue additional financial and other resources to better serve and protect all residents and visitors in Thunder Bay.	 IN PROGRESS
3 Ensure that Thunder Bay Police Service adapts and responds to policing's changing technology requirements.	 IN PROGRESS

## 4. OPERATIONAL PRIORITIES & COMMITMENTS 2022-2023

The Thunder Bay Police Service has determined that the following short-term priorities and long-term commitments be factored into operational plans for 2022-2023.

### A) SHORT-TERM PRIORITIES

1. Investments in new policing technology
2. Advancing the design and planning for a new police facility
3. Increasing police presence in the community
4. Enhancing the culture of health and wellness for sworn and civilian employees
5. Accessing new financial resources to address police funding shortfalls and gaps

### B) ONGOING COMMITMENTS

1. Improving the sense of public safety in Thunder Bay
2. Attracting and recruiting skilled and diverse people to the Thunder Bay Police Service
3. Building trust with Indigenous and multicultural communities
4. Collaborating with community partners on social and other issues that impact local policing.

## 5. PROGRESS REPORT HIGHLIGHTS

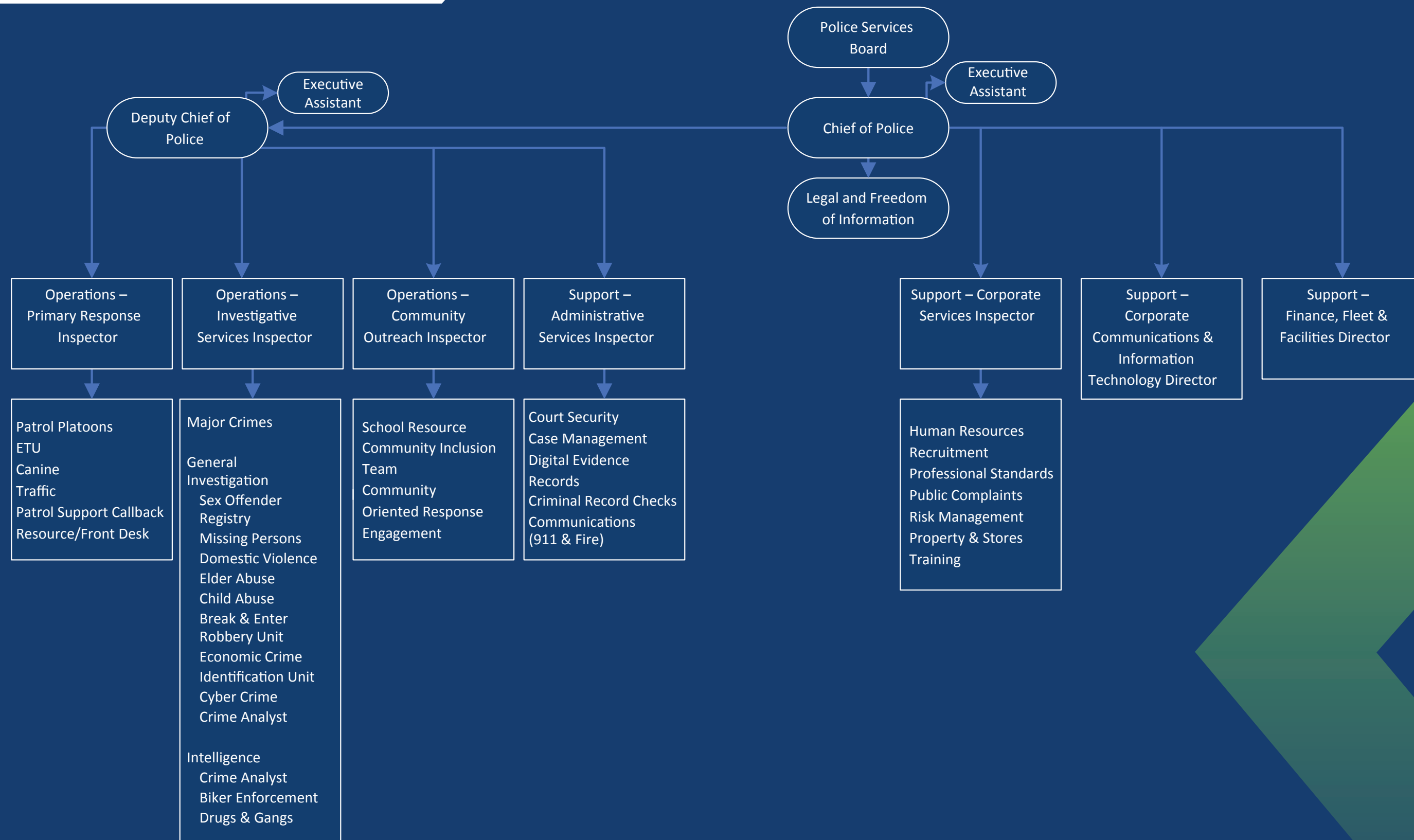
### A) ORGANIZATIONAL RESTRUCTURING

In early 2022, the Thunder Bay Police Service introduced a new organizational structure to better respond to the needs of the community. The restructuring reorganized the composition of the Senior Command Team from one Superintendent and 3 Inspectors to 5 Inspectors. These changes are designed to:

- Improve community outreach, inclusion and engagement services
- Increase capacity of Investigative Services Unit including Major Crimes and Intelligence
- Build capacity in Human Resources and Professional Standards
- Increase internal oversight and strengthen leadership capacity by streamlining Branches into either Operational or Support based.
- Improve management processes and accountability across all Units and at all levels
- Support succession planning needs

The following Organizational Chart is now in effect:

ORGANIZATIONAL CHART



## B) PEOPLE PERFORMANCE MANAGEMENT MODEL

A new Performance Management model has been launched across all Units and at all levels of the Thunder Bay Police Service. The Performance Management model is focused on holding people accountable, ensuring consistency of standards and processes, and promoting professional development.

Thunder Bay Police Service has implemented:

- Updates to hiring and recruitment processes
- Standardized and improved disciplinary processes at all levels of the organization
- Updated HR policies and procedures
- New training programs to improve internal skills and competencies among sworn and civilian officers
- Improved Supervisor training programs including soft skills, anti-bullying & anti-harassment, and resiliency training
- Weekly employee training bulletins
- Employee Mentorship Program (with internal and external mentors)
- Introduction of body-worn camera viewing for performance management audits of officers
- Employee led projects for improvement such as the Police Innovation and Information Exchange project
- Launch of Gawendum Gaakina Awaya Reconciliation Training which includes specific Treaties and Métis training

## C) EMPLOYEE HEALTH AND WELLNESS INITIATIVES

Thunder Bay Police Service has taken action in 2021-2022 to address employee health and wellness issues. Key initiatives include:

- Expanded Employee Assistance Program (EAP) including the launch of a mobile app and introduction of an incident debriefing available for all personnel involved in a traumatic incident
- Enhanced health and wellness testing, including employee monitoring and reporting processes
- Hiring of a dedicated Return-to-Work specialist
- Introduction of new training programs that extend beyond mandatory core training and certifications to include resiliency, wellness, diversity and other soft skills programs. This includes Reconciliation Training which provides members with historical knowledge and learning through traditional teachings and cultural sharing circles
- Expansion of a Peer Support program within the Corporate Services/Human Resources Unit
- Joint collaborative committees involving Thunder Bay Police Service management and the Thunder Bay Police Association to ensure adequate and effective equipment and training are in place
- Support and promote employee health and wellness based on individual needs and provincial programs



## D) INVESTMENTS IN NEW TECHNOLOGIES

Investments in technology continue to be made across the Thunder Bay Police Service to support crime prevention, response times and solve rates. The efforts focus on identifying and incorporating new technologies into operations to enhance police service delivery in keeping with emerging crime trends.

Recent initiatives include:

- Migration to electronic accident reporting for Primary Response Unit is currently in progress
- Introduction of BriefCam pilot project - a video analytics tool that greatly speeds up the search of extremely large surveillance video files. This tool will assist investigators who are dealing with an increasing volume of digital video evidence
- Transition to Next Generation 911 (NG 911), offering text to 911 emergency services. This project also includes ongoing planning and coordination for the rollout of video and image services by 2023
- Partnership with the City of Thunder Bay with the launch of the new Eye on the Street program using the latest technology which expands public space surveillance designed to enhance community safety and emergency response in critical situations
- Digitization of data and report processing within the Administrative Services Unit. This includes information across court security, prisoner management, records, disclosure of evidence to prosecuting agencies, and criminal record checks
- Transition to the latest version of City Protect public crime mapping tool which engages the residential and business community in crime prevention
- Ongoing migration and integration of the Records Management System to the OPTIC collaborative in order to support information sharing with other police agencies including the O.P.P., Nishnawbe Aski Police, Anishinabek Police and Treaty Three Police



- Deployment of Automatic License Plate Recognition system to improve traffic and public safety by rapidly and automatically checking vehicle registrations for potential violations as well as missing persons
- Update of the Thunder Bay Police Service corporate website backend system to enable further web-based innovations
- Deployment of body-worn video and in-car cameras to enhance the collection of evidence and increase accountability for police/public interactions
- Implementation of a Digital Evidence Management system to process and document all forms of digital evidence including 3rd party surveillance video files, Thunder Bay Police Service body-worn, and in-car camera video recordings. The system supports investigations and integrates into the provincial criminal justice system
- Renewal and expansion of the deployment of conducted energy weapons (less lethal use of force option for frontline officers) which now includes video connectivity to the Digital Evidence Management system
- Increased number of unmanned aerial vehicles to aid in outdoor scene examinations

## E) COMMUNITY ENGAGEMENT

Rebuilding relationships and trust with the public is a core priority for the Thunder Bay Police Service and one that will take time to fully realize. Increasing the police presence in the community has been identified as an immediate need to support restored confidence, reputation and relationships. Some of the current initiatives underway on this front in 2021-2022 include:

- Creation of a dedicated Community Outreach Inspector
- Recruitment and hiring of a Community Outreach Social Services Coordinator is currently in progress
- Expansion of Community Inclusion Team to include two School Resource Officers, two Liaison Officers and a civilian Coordinator
- Continued delivery of School Resource Officer (SRO) programs in Thunder Bay High Schools
- Participation on the Thunder Bay Community Safety & Well-Being Committee and incorporation of recommendations into the Thunder Bay Police Service operational plans as applicable
- Formal and informal collaborative partnerships involving the Community Oriented Response Team and the Community Inclusion Team with social service agencies and outreach workers to provide appropriate services to individuals or groups
- Member of the Thunder Bay Situation Table representing a diverse group of agencies and partnerships to discuss and plan support options for people in need
- Volunteer participation by Thunder Bay Police Service employees in community events that promote relationship building and charity fundraising i.e., Polar Bear Plunge in April 2022
- Continued partnership to coordinate The Tree of Hope project, a campaign that promotes awareness about Missing and Murdered Indigenous Women and Girls



- Continued partnership with the Thunder Bay Police Youth Corps cadet program for individuals aged 13-18 years
- Increased communications by the Thunder Bay Police Service to improve information sharing and transparency including more frequent news releases, social media and website content
- The production and launch of the “OUR CALL” video series featuring footage from body-worn cameras to provide the public with a behind the scenes look at the work of front-line police officers
- Development of a Gang Prevention Video Series with partners sharing lived experiences including collaboration with a nationally recognized youth mentor who delivered writing workshops and spoken word poetry to engage youth
- The launch of the Breaking Barriers web page to provide public access to reports, updates and projects that the Thunder Bay Police Service is undertaking to tackle systemic racism and create organizational change
- Implementation of operational projects to conduct directed foot patrol in areas of high criminal activity
- Quick Connect Pilot Program in collaboration with a community partner to refer at risk individuals to social services
- Participating and supporting marginalized groups and persons to publicly support their respective communities including flag raising ceremonies at police headquarters
- Participation in cultural events, teachings and ceremonies guided by Indigenous Elders including traditional harvesting and Pow Wows as well as celebratory and acknowledgement activities for National Indigenous Peoples Day

## F) A NEW POLICE FACILITY

Advancing the work for a new police facility remains a top priority for the Thunder Bay Police Service. Activities in 2021-2022 include:

- Participation by Thunder Bay Police Service representatives on the new police building committee
- Development of a business case for policing capital and operational budgets
- Budget presentations to Thunder Bay City Council seeking budget approvals for a new building
- Participation in the development of Project Charter to guide the design development, and related construction documents and activities associated with the proposed new Thunder Bay Police facility
- Creation of a Request for Proposal (RFP) document for the procurement of multi-discipline Project Management services
- Continued collaborations with City of Thunder Bay Administration to advance the new building project

## G) MODERNIZING POLICE SERVICES

Improving public safety requires proactive policing methods that meet modern-day demands. With the changing face of local crime and emerging policing trends, Thunder Bay Police Service is adapting its operations to rise to the new challenges. Some of the key initiatives include:

- Expansion and reorganization of the Investigative Services Unit including Major Crimes, General Investigations and Intelligence
- Recruitment and hiring of a Specialized Civilian Examiner for cyber crime to provide greater support with the significant increase in crimes involving computers and smart phones
- Hosting investigative conferences such as the “Trauma and Violence-Informed Training for Law Enforcement” which brought together leading experts and members of law enforcement
- Implementation of a suite of digital evidence applications managed by an overall digital evidence management system allowing for streamlined information processing, redacting, and sharing between police, citizens, and stakeholder groups
- Streamlining disclosure processes to the Crown Attorney through the digital evidence management system and by participating in provincial partnerships involving the electronic dissemination of court information and legal documents
- Partnerships and collaboration with community service providers and intimate partner violence/human trafficking investigators to eliminate barriers to services and ensure survivor well-being
- Collaboration with Indigenous community partners to deliver cultural supports and services to victims of crime





- New recruitment initiatives including recruitment tour of northern Ontario First Nations, to attract and recruit a more diverse pool of police candidates
- Implementation of Gender Neutral Criminal Records Checks
- School presentations on Bullying & Cyber Safety to students Grades 5-8
- Presentations to parents and guardians on Cyberspace Safety for Kids including digital parenting, Internet filtering and Apps to avoid topics
- High School presentations on navigating the Real World with topics on alcohol & drugs, human trafficking, social media, and suicide prevention

## 6. ONGOING CHALLENGES & NEEDS

To realize the priorities and goals of the 2021-2023 Strategic Plan, Thunder Bay Police Service has identified several challenges to be addressed by the Board, Service and community together. These include but are not limited to:

- Collaborative solutions to address funding shortfalls
- Building public support for the Thunder Bay Police Service and its employees
- Advocacy for additional policing resources to address gaps in service
- Improved collaboration with the Thunder Bay Police Association
- Additional health and wellness resources for employees
- Sustain and support proactive engagement and communication both internally and externally
- Upgrades to policing equipment, tools and resources
- A safe and modern police building
- A succession plan for Senior Command team



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