



Thunder Bay
Police Service Board

Thunder Bay Police Service Board

Strategic Communications Plan

Purpose

This strategic communications plan will set out key communications priorities and opportunities for **2025**, and serve as a guide for the *Thunder Bay Police Service Board* (TBPSB).

- The plan outlines key dates, themes, events and initiatives for the TBPSB to anticipate and plan for to be proactive and communicate effectively in what can be a fast paced environment where day to day activities and issues management can leave other important projects on the sidelines.
- Everything outlined in the strategic plan will help the TBPSB promote transparency and accountability within the Thunder Bay Police Service, and build collaboration and trust with the community.
- This plan is not designed to be a detailed tactical plan - but rather to set priorities and plan at a high level so that implementation can be thoughtfully realized.

Goals

- Develop a structured timeline for proactive communication priorities and initiatives.
- Enable the TBPSB to proactively anticipate and strategically plan future communications.
- Enhance transparency, accountability, and community engagement through meaningful and effective communication.
- Foster collaboration and trust between the TBPSB and the community.
- Educate, inform, and inspire both community members and TBPSB stakeholders.
- Strengthen stakeholder relationships and engagement.
- Ensure full compliance with obligations under the Community Safety and Policing Act.

Communication Channels



Where we are - Progress Made

Quarterly Reports/Annual Report

- 2024 Quarterly Reports completed, highlighting board progress and focusing on transparency, accountability, and community engagement. Reports are new requirement.
- 2024 Annual Report will meet legislative requirements while providing necessary information to the communities. Due June 30, 2025
- Under the Community Safety and Policing Act (CSPA), police services and police service boards are required to file publicly available annual reports.
- Contributed to Service's 2023 Annual Report (released Q1 2025)

Communications Planning

- Communications Committee established, in 2024 with monthly meetings occurring to support communications priorities and initiatives.

Where we are - Progress Made

Ongoing Website and Tech Improvements

- Continue to update to the TBPSB website to improve usability, enhance transparency and accountability.
- Created website/tech tracker to organize and track projects and requests.
- In the process of migrating over to Google Services for email and information sharing

Build relationships with media and stakeholders

- Strengthened relationships with the local media. This has helped ensuring the Board's voice is heard and represented in coverage about the Service and the Board.
- Regular issues management, rapid response.
- Swift responses to media requests.
- Ensuring board-affiliated documents, press releases, etc. are provided to the media speedily and posted on Twitter and Facebook for media/public access.

Progress in Action

Q3 REPORT | THUNDER BAY POLICE SERVICE BOARD

About Quarterly Reports

Under the new *Community Safety and Policing Act (CSPA)*, police services and police service boards are required to file publicly available annual reports. The first annual report under the CSPA must be filed on or before June 30, 2025.

The Board will be providing additional quarterly reports to the public that will be used to create a final annual report.



This report covers the third quarter (July to September 2024) of the Board's work with sections covering what is legislatively required by the CSPA for annual reports, as well as updates the Board has made implementing the recommendations of the Sinclair Report, Expert Panel and inquiries.

Thunder Bay Police Service Board
Posted by Crissie Lee
6d · 🌐

This month's Thunder Bay Police Service Board meeting is underway. WATCH LIVE:

video.isilive.ca
LIVE WEBCAST - WEB DIFFUSION EN DIRECT

See insights and ads [Boost post](#)


👍 Like 💬 Comment 📧 Send ➦ Share

Q1 & Q2 REPORT | THUNDER BAY POLICE SERVICE BOARD

Reputation & Relationships

Our commitment is ongoing to rebuild trust among Indigenous and multicultural populations through culturally sensitive approaches to service. Recent initiatives include:



ROGERS tv 

Thunder Bay Police Service Board Meeting

Live recording of the Thunder Bay Police Service Board Meeting.

[Get in touch >](#)

Overview and Insights

Intentional Communication Strategies Work when the Board Shows Progress

- Q4/2024 Headlines re oversight of Board were countered with many positive headlines demonstrating Board progress, at times outweighing any perceived 'negative' press.

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Featured National News

Thunder Bay's police service to go under the microscope – again

By Leanne Sanders
Oct 11, 2024

Inspector General of Policing of Ontario has announced a review

Thunder Bay | IN DEPTH

First Nation families seek answers in Ont. review of how Thunder Bay police handle death, missing-person cases

Thunder Bay

Oversight body announces inspection of Thunder Bay Police and Thunder Bay Police Services Board

Inspectorate of Policing says probe stems from complaints

CBC News

Posted: October 11, 2024
Last Updated: October 11, 2024



Thunder Bay Police Board names first deputy chief of administration

The new position was one of the recommendations from an independent expert panel last year.

Thunder Bay Police Service Board Re-Appoints Deputy Chief Ryan Hughes

By>NNL Digital News Update - December 10, 2024

Police respond to latest probe: 'Our members are doing a good job'

Thunder Bay Police Service and its board say they are cooperating with the Inspectorate of Policing.

Thunder Bay Police Service Board re-elects Machado and Baxter

Karen Machado will again serve as chair and Denise Baxter as vice chair.

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News Local News

Thunder Bay Police Service Board Re-Appoints Deputy Chief Ryan Hughes

By>NNL Digital News Update - December 10, 2024



4857

New appointees to Thunder Bay police board looking forward to new challenge

Marcel Netemegesic Donio and Gary Ferguson named to board's governance committee in January.


Matt Prokopchuk
Feb 6, 2025 4:49 PM
Updated Feb 6, 2025 8:52 PM

Concerns Over Progress on Reform Continue to Dominate Headlines

- Continuous work towards reform will address ongoing concerns from various stakeholders and communities.

Thunder Bay | IN DEPTH

First Nation families seek answers in Ontario how Thunder Bay police handle death, in person cases

 Tell us your story >

TOPICS Healthcare Truth & Politics >

Featured National News

Thunder Bay's police service to go under the microscope – again

By Leanne Sanders Oct 11, 2024

Inspector General of Policing of Ontario has announced a review

Posted: October 15, 2024
Last Updated: October 15, 2024

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Ontario's Inspector General of Policing Initiates Inspection of Thunder Bay Police Service and Board

Inspectorate of Policing

NEWS PROVIDED BY Inspectorate of Policing → Oct 10, 2024, 14:00 ET

Thunder Bay

Oversight body announces inspection of Thunder Bay Police and Thunder Bay Police Services Board

Inspectorate of Policing says probe stems from complaints

CBC News

Posted: October 11, 2024
Last Updated: October 11, 2024

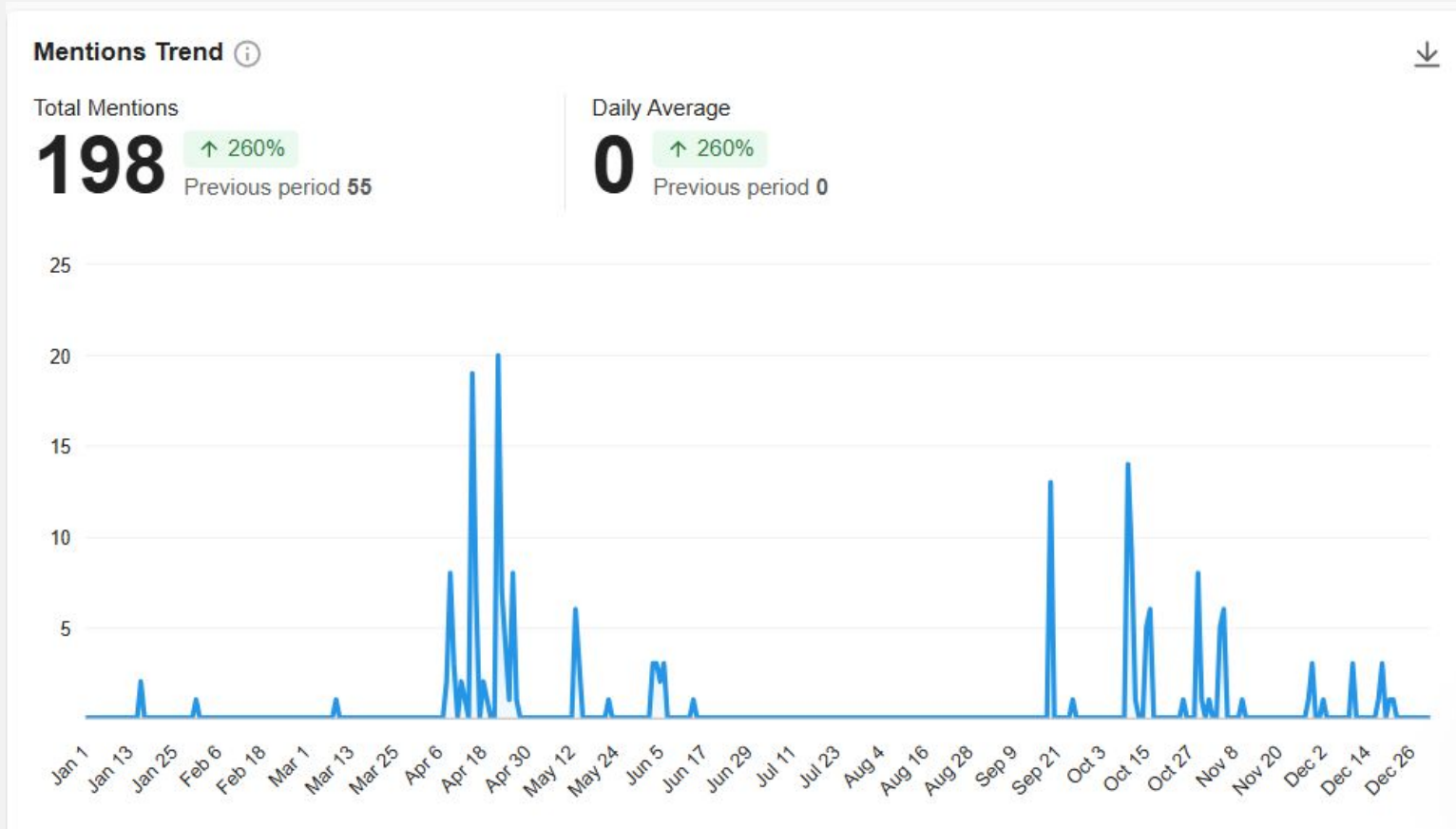
 SNnewswatch.com

Police services board responds to upcoming inspection

TBnewsWatch.com Staff Oct 11, 2024 4:45 PM

TBPSB in the News

- Trends in mentions on news websites and broadcast news stories. 198 in 2024 vs 55 in 2023.



Top Editorial Sources

Publications	Mentions
1 Thunder Bay Chronicle Journal (Pr...	16
2 CBC Thunder Bay	12
3 CBC.CA News	10
4 TBNewsWatch.com	7
5 Sky News	6
6 Canadian Press - Broadcast News ...	5
7 AP (Hosted)	5

< 1-7 of 30 Editorial Sources >

Social Media Scan

Conversation and content trends in the past 6 months:

- Thunder Bay Regional Health Centre TBPS Presence (January)
- Disbanding police services / reform (April)
- Indigenous relations (April)
- Inspectorate of Policing announces inspection (October)

Social media activity (retweets, comments) was influenced by posts from media outlets (Both regional media and other major media in Ontario).



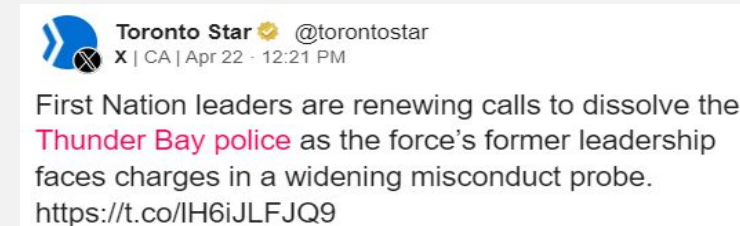
Michael Kempa @MichaelK... · 2024-04-23 ...
Should the **Thunder Bay Police** be disbanded? They likely have a year to get their act together, under the auspices of long-delayed provincial policing legislation. Much time has been wasted: Superior Morning with Mary-Jean Cormier - April 23, **2024** [#onpoli cbc.ca/listen/live-ra...](#)



Michael Kempa @michaelkempa1
X | CA | Apr 25 · 9:10 AM
Thunder Bay police have everything they need to now undertake total overhaul of service: New legislation, Chief, oversight Board -- and an empowered office of Inspector General to supervise change. Last chance!
[#onpoli https://t.co/IGuTuWnJNP](#)



Lynda A Tenter @universe_soj
X | CA | Jan 31 · 7:39 PM
[QT] They just announced a boatload of cash for Policing in Ontario. They don't care if we're healthy, just 'safe'. I wonder if **Thunder Bay** Regional Health Science Centre doesn't need to pay \$1.4M for Emergency Room Security to **Thunder Bay Police** Services to augment their budget now



Toronto Star @torontostar
X | CA | Apr 22 · 12:21 PM
First Nation leaders are renewing calls to dissolve the **Thunder Bay police** as the force's former leadership faces charges in a widening misconduct probe.
<https://t.co/IH6iJLFJQ9>



Alpha Leader, standing by 🇨🇦 · 2024-10-11 ...
This Board and Chief have been in power a year and a half, nothing has changed. No transparency, accountability, or progress. Morale remains low; HRTO complaints still not settled; continued abuse from management and HR.
My faith in these oversight bodies is critically low.

Social Media Scan 2023/20024

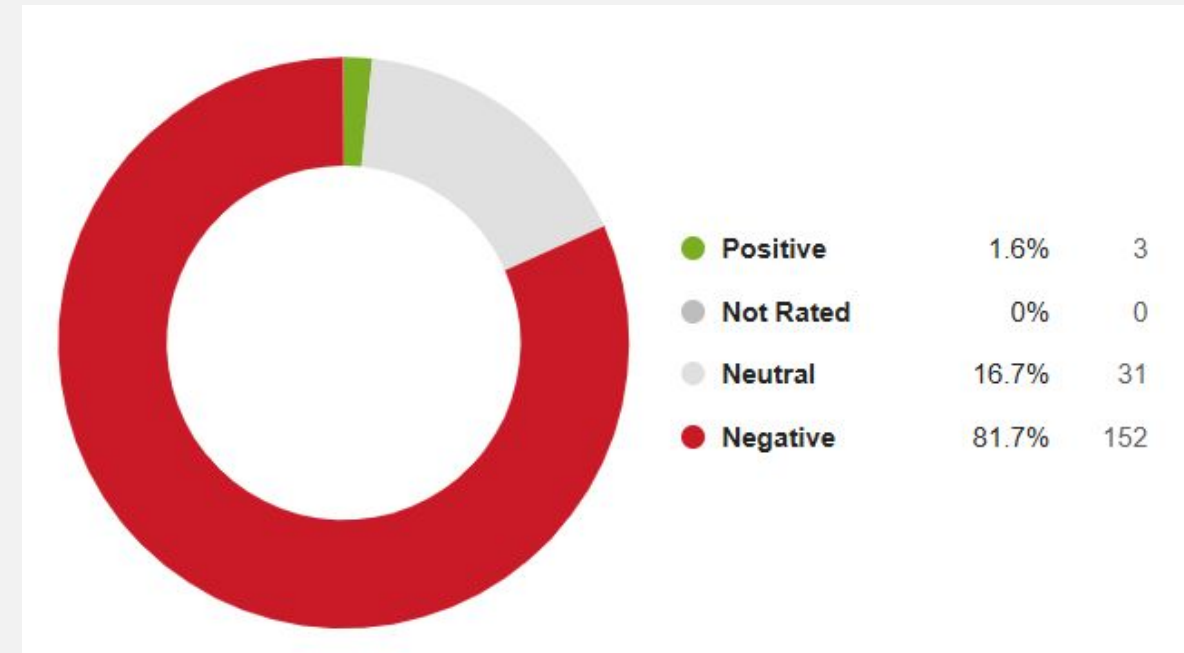
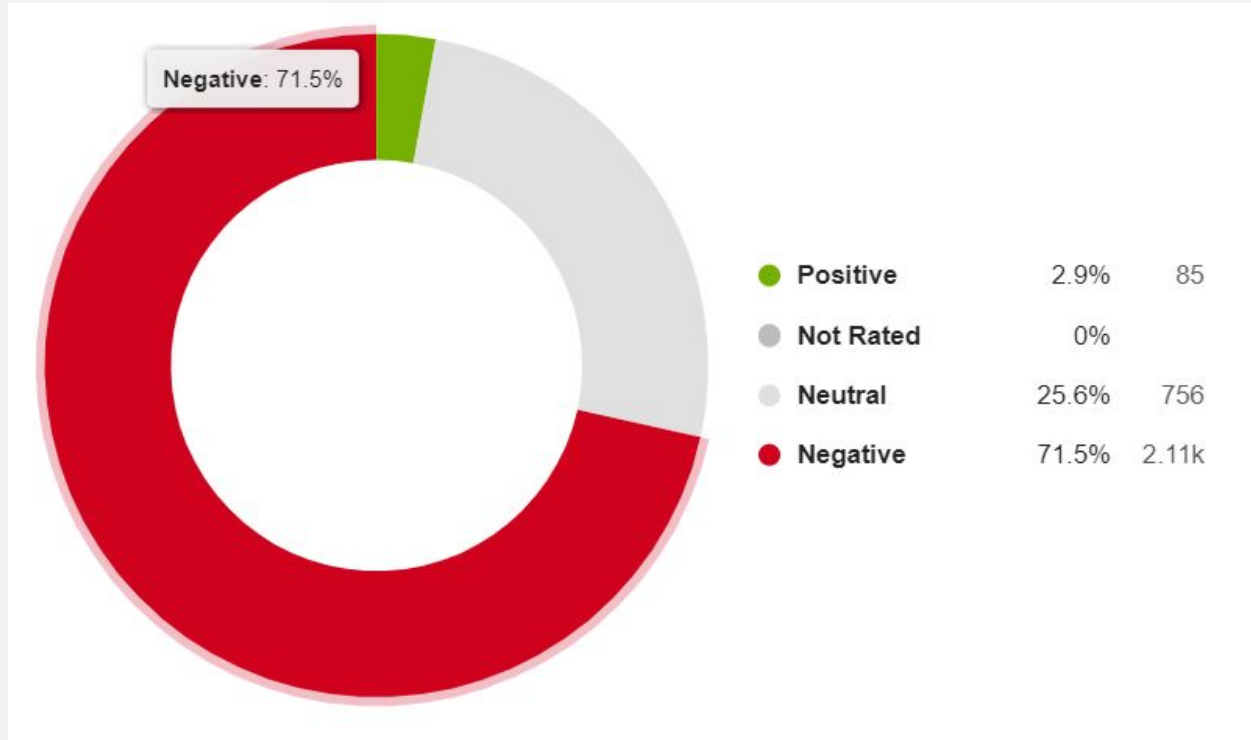
- Social content keywords

police to start bay woman first nation leaders
first nations leaders former chief family death
response investigation deaths breaking daughter charges woman dead families
obstruction of justice
breach of trust trust police justice call
public officer charge of breach
first nations families world incident misconduct probe leadership
domestic disturbance call children

queen's park first nations georjann morriseau
first nation murray sinclair
police to start onwa corey belskey ontario
darcy fleury first nations families vanessa
board karen machado thunder bay police service sinclair
thunder bay police service board daughter justice
investigation report leadership
tribunals ontario authority jenna ostberg
malcolm mercer fort william first nation mackenzie moonias

Social Media Scan 2023/2024

Sentiment



Opportunities

Regular & Ongoing Support

Regular communications activities currently include reactive and proactive communications:

- Crisis & Issues Management
- Media Monitoring
- Key messages
- Statements
- Press Releases
- Stakeholder Relations
- Op-eds
- Press conferences
- Media availabilities
- Board meeting notes
- Social media
- Website

Annual Report

We have now started producing Quarterly Reports that will capture Board activities and updates that support transparency and a renewal of the overall communication strategy.

Quarterly reports are used to create the Annual Report, now a Board responsibility under the new *Community Safety and Policing Act (CSPA), 2019*. Annual reports must now be filed on or before June 30, 2025.

Quarterly reports will 3/4 pages with sections covering what is legislatively required in the annual report:

1. Police service updates;
2. Labour Relations and Governance Committee updates;
3. Recommendation progress tracker; and
4. Other news.

Quarterly reports will be proactively sent to media and posted on TBPSB website.

January

Priority

- Release Q4 2024 Quarterly Report

Other Opportunities

- Governance Committee Appointees

Communications Activities

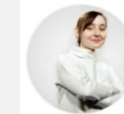
- Distribution list - Media
- Website & Socials

Media Interviews and Coverage

- Digital/YouTube/Web/Broadcast stories featuring Board progress, re-election of Chair and Vice-Chair, new Governance Committee appointments, etc.

Thunder Bay Police Service Board re-elects Machado and Baxter

Karen Machado will again serve as chair and Denise Baxter as vice chair.



[Nicky Shaw](#)

Jan 29, 2025 12:00 PM




The Thunder Bay Police Services Board re-elects Karen Machado, right, as the board's chair and Denise Baxter as the board's vice president at a regular meeting on Tuesday. | Nicky Shaw

January

The Chronicle Journal
THE NEWSPAPER OF THE NORTHERN

Much work coming for police board: chair

By Doug Diaczuk The Chronicle-Journal Jan 29, 2025



Karen Machado, right, and Denise Baxter, left, will be returning to the roles of chair and vice-chair, respectively, of the Thunder Bay Police Service Board.

Doug Diaczuk, CJ staff

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TBnewswatch.com


HOME > LOCAL NEWS

Thunder Bay Police board appoints 2 new governance committee members

Retired Justice of the Peace and Salvation Army Journey to Life Centre head were tapped

Matt Prokopchuk
Jan 31, 2025 8:00 AM
Updated Jan 31, 2025 9:40 AM

✉ X in SMS



February

Priority

- Begin work 2025 Q1 report
- Website review
- Strategic Communications plan

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive media opportunities

Supporting Communications Activities

- Work with Board, Comms committee to gather info.
- Work with comms committee - website review
- Work with Comms Committee - Finalize plan

Potential Communications Activities

- Ongoing website improvements
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.

March

Priority

- Begin work on Annual Report

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Activities

- Work with Board, Comms Committee to gather information.

Potential Communications Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.
- Send content and reshare newsletter of socials

April

Priority

- Release 2025 Q1 report
- Board Strategic Plan Release

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Activities

- Post to website & socials
- Send to media/distribution list
- PR + develop comms plan

Potential Communications Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.
- Send content and reshare newsletter of socials

May

Priority

- Begin Work on Q2 Quarterly Report

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Activities

- Work with Board, Comms Committee to gather information.

Potential Communications Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.
- Send content and reshare newsletter of socials

June

Priority

- Release Annual Report *Due June 30

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Activities

- PR + website, socials, stakeholder distribution.

Potential Communications Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.
- Send content and reshare newsletter of socials

July

Priority

- Release Q2 Quarterly Report

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Activities

- Distribution list - media
- Website & Socials

Potential Communications Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.
- Send content and reshare newsletter of socials

August

Priority

- Begin work on Q3 report

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Activities

- Work with Board, Comms Committee to gather information.

Potential Communications Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.
- Send content and reshare newsletter of socials

September

Priority

- TBD

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Activities

Potential Communications Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues.
- Send content and reshare newsletter of socials

October

Priorities

- Release Q3 Quarterly Report

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communication Activities

- Distribution list - media
- Website & Socials

Potential Communication Activities

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues
- Send content and reshare newsletter of socials

November

Priority

- Begin work on Q4 report
- Begin work on 2026 Strategic Communications Plan

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communication Tactics

- Work with Board, Comms Committee to gather information.
- Work with comms committee

Potential Communication Tactics

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues
- Send content and reshare newsletter of socials

December

Priority

- Finalize, present strat comms plan
- 2025 KPI/progress report

Other Opportunities

- Ongoing website improvements
- Social Media
- Reactive Media
- Inclusion in Police Service newsletter

Supporting Communications Tactics

- Work with Comms committee and Board

Potential Communication Tactics

- Work with Comms Committee
- As per monthly social media calendar + ad hoc
- Respond to media requests, emerging issues
- Send content and reshare newsletter of socials

How We Measure Success

A year end report will be produced in collaboration with the communications committee in January 2026 to track:

1. **Media Coverage & Sentiment Analysis** – Evaluate the tone, frequency, and reach of media coverage to understand public perception of the Board. Proactive Media Engagement – Measure the number of press releases, media briefings, and interviews initiated by the Board to ensure transparency and outreach. Evaluate crisis communications effectiveness. Assess the public perception of communications during crisis situations
2. **Social Media** - track for growth, reach, sentiment and other insights.
3. **Website** - Track completion of tasks and priorities. Review analytics such as website traffic, number of public inquiries, page visits and other insights to assess the effectiveness of online communication and responsiveness. Track engagement with Board meetings to gauge public interest and accessibility via the Livestream.
4. **Stakeholder feedback** - From Communications committee, staff, board and other stakeholders.

Next Steps

1. Communications Committee to review, provide feedback and info.
2. Plan to be finalised and presented to Board - March
3. On approval of this plan begin implementation.

Note: Emerging opportunities and new priorities may be added as needed and any changes can be accommodate.

This plan is a flexible and adaptable road map to ensure proactive and priority communications are executed with intention and thoughtful consideration.



Thank You!

Questions?