



# **Thunder Bay Police Service Board**

## **Strategic Communications Plan**

### **2025**

# 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



THUNDER BAY

Home



**Thunder Bay**  
Police Service Board



You Tube

**TB**newswatch.com

**SN**newswatch.com



NATIONAL  
**NEWS**



**Thunder Bay**  
Police Service Board

# 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 >



The background is a solid blue color with several abstract, wavy white lines that create a sense of movement and depth. These lines are composed of many thin, parallel strokes that curve and flow across the frame. The title 'Overview and Insights' is centered in a bold, white, sans-serif font. Below the title, a thin white horizontal line spans the width of the text.

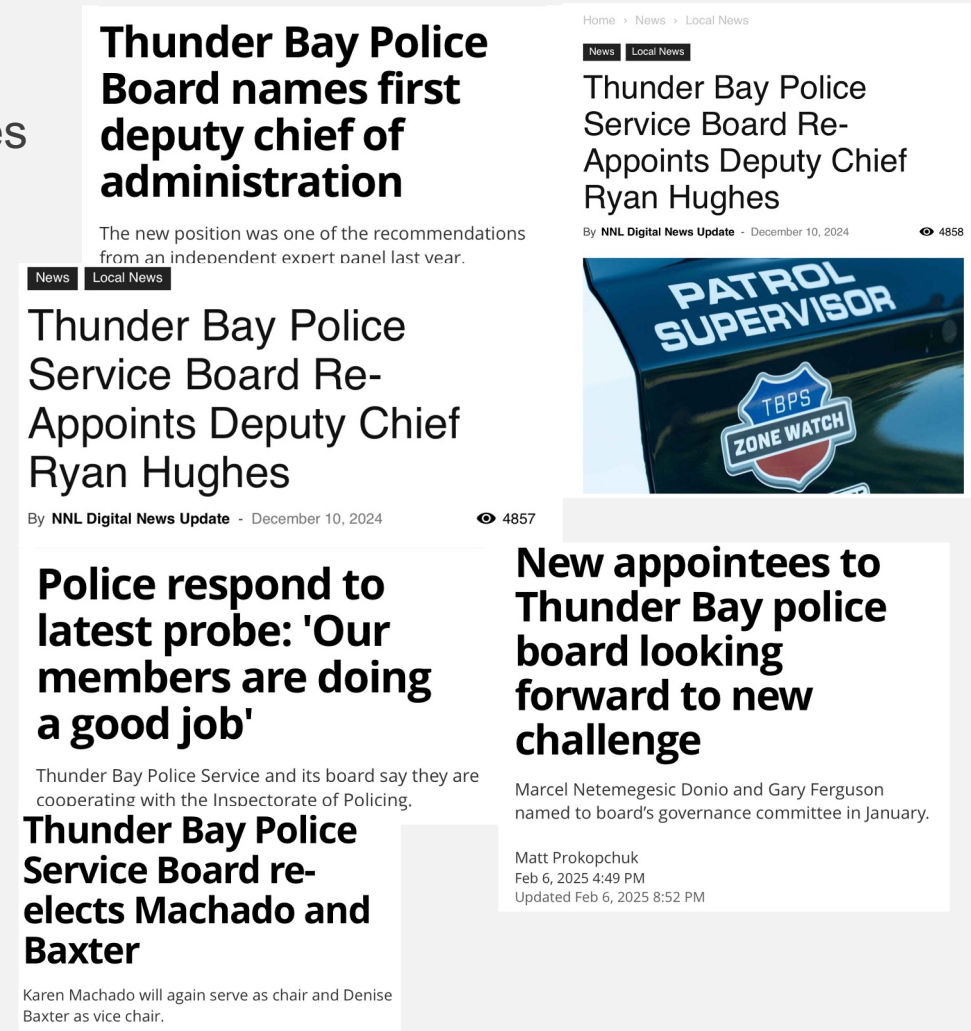
# Overview and Insights

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# 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.



# 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**



Sarah Law - CBC News

Posted: October 15, 2024

Last Updated: October 15, 2024



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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*

CISION

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

Français



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



Thunder Bay  
Police Service Board

# TBPSB in the News

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

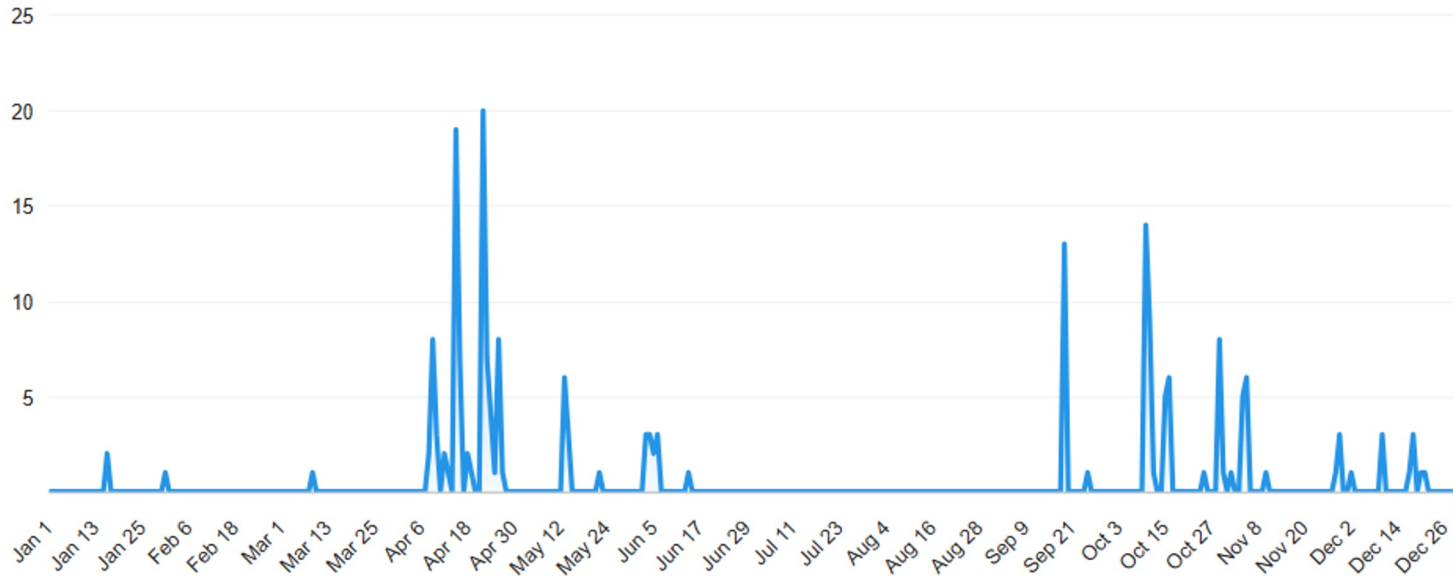
## Mentions Trend ⓘ

Total Mentions








**198** ↑ 260%  
Previous period 55

Daily Average

**0** ↑ 260%  
Previous period 0



## 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

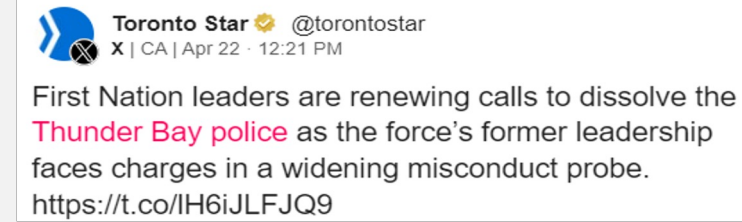
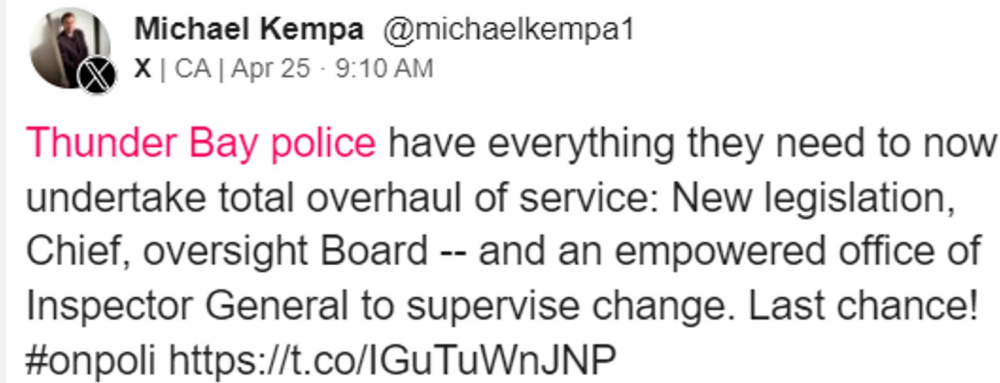
< 1-7 of 30 Editorial Sources >

# 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)





# Social Media Scan 2023/2024

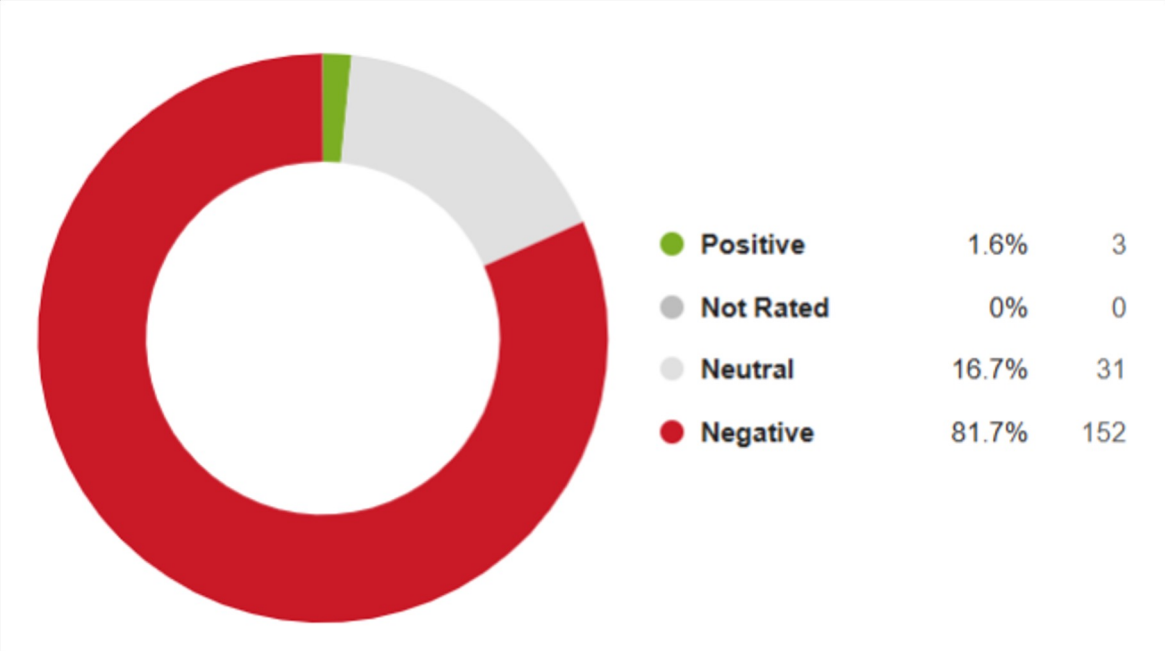
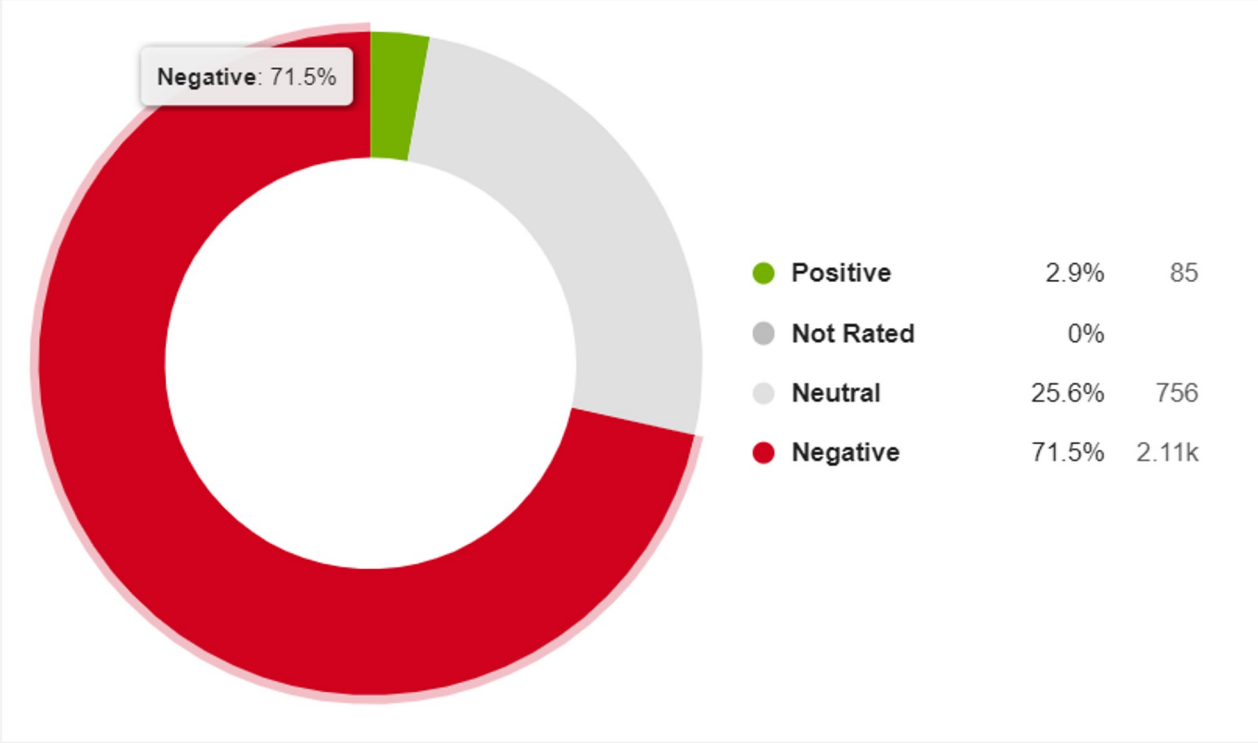
- Social content keywords

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 leadership  
world incident misconduct probe 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 jenna ostberg  
authority malcolm mercer fort william first nation mackenzie moonias

# Social Media Scan 2023/2024

## Sentiment





# Opportunities

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# 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

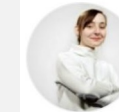
- Distribution list - Media
- Website & Socials

## 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 NORTHWEST

☰

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

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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

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# 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

- TBD

## 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!**

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**Questions?**