



**AGENDA MATERIAL
FOR
THE THUNDER BAY
POLICE SERVICE BOARD
REGULAR MEETING**

Date: TUESDAY, APRIL 15, 2025

**Location: TBPSB BOARDROOM
1111 VICTORIA AVENUE, EAST
Thunder Bay, ON**

Time: 10:30 A.M.



**MEETING NO. 11-2025 OF THE
THUNDER BAY POLICE SERVICE BOARD**

TUESDAY, APRIL 15, 2025

**TBPSB BOARDROOM
1111 Victoria Avenue, East, Thunder Bay, ON**

10:30 A.M.

REGULAR BOARD MEETING

1. DISCLOSURES OF INTEREST

2. CONFIRMATION OF AGENDA AND CONSENT AGENDA (5 minutes)

RES 1 With respect to Meeting No. 11-2025 (Regular) of the Thunder Bay Police Service Board held on April 15, 2025, we recommend that the agenda and the consent agenda, as printed, including any additional information and new business, be confirmed.

3. CONSENT AGENDA (5 minutes)

3.1 Minutes of Meeting No. 09-2025 (Regular) of the Thunder Bay Police Service Board held on March 18, 2025 **Pages 7 - 15**

3.2 Reports of Committees

a) Governance Committee

Memorandum to the Thunder Bay Police Service Board from Denise Baxter, Chair – Governance Committee, relative to an update on the activities of the Governance Committee..... **Distributed Separately**

b) Communications Committee

Minutes of the Communications Committee Meeting held on February 21, 2025, for the Board’s information **Pages 16 - 19**

3.3 Meeting Evaluation Summary

Summary of evaluations for the March 18, 2025 meetings of the Board (Closed and Regular) for the Board’s information. **Pages 20 - 26**

3.4 Confirmation from Inspectorate of Policing, dated April 1, 2025, relative to receipt of Missing Persons Act Annual Report..... **Page 27**

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4. DEPUTATION (15 minutes)

Correspondence to Mayor Ken Boshcoff from Amandeep Puar, Loss Prevention Coordinator – Circle K, dated February 28, 2025, as well as email correspondence to John Hannam from Amandeep Puar, dated March 7, 2025, requesting to appear before the Police Service Board, for the Board’s information. **Pages 28 - 29**

Circle K – Business Impact Analysis, dated February 26, 2025 **Pages 30 - 39**

Amandeep Puar – Loss Prevention Coordinator, Circle K - Central Canada Division, to appear before the Police Service Board.

5. REPORTS OF COMMITTEES

a) Communications Committee (15 minutes)

Memorandum to the Thunder Bay Police Service Board from the Communications Committee, dated April 8, 2025, relative to TBPSB Website Recommendations. **Pages 40 - 41**

Memorandum to the Thunder Bay Police Service Board from the TBPSB Communications Committee, dated April 8, 2025, relative to participation in *The Shift*..... **Page 42**

Councillor K. Etreni to provide an overview of the above noted memoranda.

The following motion will be presented for the Board’s consideration:

RES 2	With respect to the Communications Strategy of the Thunder Bay Police Service Board, we recommend that the Board approve including use of the Thunder Bay Police Service’s newsletter to the community – <i>The Shift</i> – in the strategy, as an added channel for the Board’s outreach to the community.
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6. REPORTS OF THE THUNDER BAY POLICE SERVICE

a) Year-End Variance Report – Thunder Bay Police Service (10 minutes)

Report No. 23/25 (Police) relative to the status of the Operational Budget for the Thunder Bay Police Service for the Year Ended December 31, 2024..... **Pages 43 - 44**

Ms. D. Paris, Director – Financial Services & Facilities, Thunder Bay Police Service, to provide an overview relative to the above noted.

b) Quarterly Complaints Report (5 minutes)

Report No. 24/25 (Police) relative to the summary of complaints for Q1 of 2025 (January,

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February, March, 2025), for the Board’s information **Pages 45 - 47**

Chief of Police D. Fleury to provide an overview relative to the above noted.

- c) Discrimination Complaints Report (5 minutes)

Report No. 25/25 (Police), relative to the 2024 Annual Report on discrimination complaints, for the Board’s information. **Pages 48 - 49**

Chief of Police D. Fleury to provide an overview relative to the above noted.

- d) Secondary Activities Report (5 minutes)

Report No. 27/25 (Police) relative to the monthly secondary activities/employment of members of the Thunder Bay Police Service, including Paid Duty Assignments..... **Pages 50 - 53**

Chief of Police D. Fleury to provide an overview relative to the above noted.

- e) Annual Community Relations Report – Deferred to May 20, 2025

- f) Annual Public Complaints Report – Updated (5 minutes)

Memorandum to the Thunder Bay Police Service Board from the Professional Standards Unit, dated March 24, 2025, relative to the 2024 Fourth Quarter/ 2024 Annual Public Complaints Report, for the Board’s information..... **Pages 54 - 55**

Chief of Police D. Fleury to provide an overview relative to the above noted.

7. GENERAL MATTERS

- a) 2025 CAPG Annual Conference (10 minutes)

Notice of the Canadian Association of Police Governance (CAPG) 36th Annual Conference in Victoria, B.C., for the Board’s information. **Pages 56 - 58**

For more information, the conference website can be found at: <https://capg.ca/capgs-36th-annual-conference-victoria/>

Secretary J. Hannam to provide an overview relative to the above noted. Board members will be canvassed for interest in attending the Conference.

The following motion will be presented for the Board’s consideration:

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RES 3

With respect to the Canadian Association of Police Governance and their Notice of the 2025 Annual Conference being held in-person from August 14th to 18th, 2025 in Victoria, B.C., we authorize the following members of the Thunder Bay Police Service Board to attend:

- 1. _____
- 2. _____
- 3. _____
- 4. _____
- 5. _____

AND THAT all expenses incurred be paid from the Board’s budget.

- b) Variance Report for Board Budget (5 minutes)

Memorandum to the Thunder Bay Police Service Board from John S. Hannam, Secretary, relative to the year-to-date budget summary for 2025 **Distributed Separately**

Secretary J. Hannam to provide an overview relative to the above noted.

- c) Inspectorate of Policing – Release of Strategic Plan (5 minutes)

Memorandum to All Chiefs of Police and Chairs of Police Service Board from Ryan Teschner Inspector General of Policing of Ontario, dated April 1, 2025, relative to the release of the Inspectorate of Policing’s Strategic Plan, for the Board’s information **Pages 59 – 60**

2024 – 2027 The Road Ahead – A Strategic Plan for Ontario’s Inspectorate of Policing, for the Board’s and the Community’s information **Distributed Separately**

Secretary J. Hannam to provide an overview relative to the above noted. The Strategic Plan will be posted to the Board’s website under Resources > Inspector General.

- d) Report to Inspectorate of Policing (5 minutes)

Semi-annual Report to the Inspectorate of Policing, relative to the status of recommendations directed to the Thunder Bay Police Service Board **Distributed Separately**

Secretary J. Hannam to provide an overview relative to the above noted.

- e) Report on Recruitment of an Executive Director (15 minutes)

Report to the Board – New Executive Director Position **Pages 61 - 67**

Chair K. Machado to provide an overview relative to the above noted.

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8. NEW BUSINESS

9. CLOSED MEETING AGENDA ITEMS

In accordance with and subject to Section 44 of the *Community Safety and Policing Act, 2019*, the following matters will be discussed in a closed meeting of the Board prior to the public meeting scheduled for April 15, 2025:

1. Update from Legal Counsel
2. Update on Labour Relations
3. Security of the Property of the Board
4. Personal Matters about an Identifiable Individual
5. Third Party Privileged Information
6. Labour Relations or Employee Negotiations

10. CONFIRMING BY-LAW

(2 minutes)

RES 4

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Chair and Secretary to the Thunder Bay Police Service Board, sealed and numbered:

1. A By-law to confirm the proceedings of a Regular Meeting of The Thunder Bay Police Service Board, this 15th day of April, 2025.

Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Service Board at this meeting is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

BY-LAW NUMBER: PC11-2025

11. ADJOURNMENT

**THUNDER BAY POLICE SERVICE BOARD
MEETING 09-2025 (REGULAR)**

DATE: MARCH 18, 2025

TIME: 10:32 A.M.

PLACE: TBPSB BOARDROOM
1111 VICTORIA AVENUE – UNIT #102, THUNDER BAY

CHAIR: MS. K. MACHADO

PRESENT:

Mr. W. Bahlleda
Mayor K. Boshcoff
Ms. K. Machado

REGRETS:

Councillor K. Etreni

GUESTS:

Guy Gilili & Noah Huber, Zencity
Sarbjit Kaur, KAPOW Communications

OFFICIALS:

Mr. D. Fleury, Chief of Police
Mr. J. Pearson, Deputy Chief of Police
Ms. D. Paris, Director – Financial Services &
Facilities, Thunder Bay Police Service
Inspector G. Snyder, Thunder Bay Police
Service
Ms. L. Douglas, Assistant to the Secretary -
Thunder Bay Police Service Board

ATTENDING VIA ZOOM:

Mr. J. Hannam, Secretary to the Board
Inspector Ron LeClair, Inspectorate of Policing

1. DISCLOSURES OF INTEREST

There were no disclosures of interest declared at this time.

2. CONFIRMATION OF AGENDA AND CONSENT AGENDA

A memorandum, relative to an emergency purchase by the Thunder Bay Police Service, which was sent to Board members on March 17, 2025, was added under New Business.

MOVED BY: Member D. Baxter

SECONDED BY: Mayor K. Boshcoff

With respect to Meeting No. 09-2025 (Regular) of the Thunder Bay Police Service Board held on March 18, 2025, we recommend that the agenda and the consent agenda, as printed, including any additional information and new business, be confirmed.

CARRIED

3. CONSENT AGENDA

The following items were received, confirmed and/or adopted as part of the consent agenda:

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3.1 Minutes of Meeting No. 06-2025 (Regular) of the Thunder Bay Police Service Board held on February 18, 2025 were provided for the Board's information.

3.2 Reports of Committees

a) Governance Committee

Memorandum to the Thunder Bay Police Service Board from Denise Baxter, Chair – Governance Committee, dated March 11, 2025, relative to an update on the activities of the Governance Committee, was provided for the Board's information.

Policies for Adoption

i. Proposed Policy GOV-007 – Roles, Authorities, Resources, and Constraints of the Board.

b) Labour Relations Committee – No updates

c) Communications Committee

Minutes from January 23, 2025 meeting.

3.3 Meeting Evaluation Summary

Summary of evaluations for the February 18, 2025 meetings of the Board (Closed and Regular) was provided for the Board's information.

4. PRESENTATIONS

a) 2024 Survey Results - Public Safety in Thunder Bay

The 2024 Survey Results for Public Safety in Thunder Bay were distributed separately to the Board for their information. Following the Regular Meeting, the report was posted to the Board's website at www.thunderbaypolice.ca/Meetings/Agendas.

Guy Gilili and Noah Huber, Zencity representatives, presented an overview of the above noted report and responded to questions.

Mr. Huber noted that there was a substantial difference in responses from the younger and lower income respondents.

It was also noted that context for city scores were compared to American cities in Michigan, Illinois, and Washington.

Chief of Police D. Fleury noted that this survey was taken at a certain point in time. The survey results indicate that citizens want a greater police presence in the community. Similar comments and sentiments have been made at his town hall meetings. Chief Fleury advised that the survey results are being disseminated to staff through the Police Service's internal email or through one-on-one conversations. He noted that some of the crimes reported are committed by non-residents of the City.

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Discussion was held on the actual population of the service area, estimated to be between 140,000 and 150,000.

Secretary Hannam noted that the survey results will be shared with Firedog Communications, as the Board develops its new strategic plan.

Mr. Gilili and Mr. Huber were thanked for their presentation.

b) Strategic Communications Plan

The Thunder Bay Police Service Board Strategic Communications Plan was distributed separately with the Regular Meeting Agenda, for the Board's information.

Ms. Sarbjit Kaur, Principal - KAPOW Communications, presented the Strategic Communications Plan and responded to questions. She acknowledged the Board's Communications Committee, who assisted with the development of this plan.

An overview of the plan was provided with a PowerPoint presentation. It was noted that the Board is providing quarterly reports for the public. An annual report, a legislative requirement under the *Community Safety and Policing Act, 2019*, is due by June 30th of each year.

A year-end report will be presented to the Board by the Communications Committee in January, 2026.

Members of the Communications Committee and KAPOW Communications were thanked for their presentation.

MOVED BY: Member D. Baxter
SECONDED BY: Mayor K. Boshcoff

With respect to the Annual Strategic Communications Plan (2025) for the Thunder Bay Police Service Board, as presented on March 18, 2025, we recommend that the Plan be approved;

AND THAT the Board's Communications Committee and Board Administration work with KAPOW Communications on its execution.

CARRIED

5. REPORTS OF COMMITTEES

Governance Committee

i. Policies for Adoption

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Proposed Policy LEG-005 - Body Worn Cameras, with highlighted areas specifically for the Board's review and discussion, as well as proposed Policy LEG-006 – Sudden & Unexplained Deaths, were provided for the Board's information.

Member Baxter provided an overview of Body Worn Camera policy. A brief discussion was held about updates to technology and if matters dealing with technology should be included in this policy. It was determined that technology updates would be provided through the Chief when dealing with Police Service operations.

An overview of the Sudden and Unexplained Deaths policy was also provided. Chief of Police D. Fleury noted that this policy is consistent with what the Service is doing. The Police Service has gone above and beyond what is being recommended to the Service. Member Baxter noted that this policy does align with the procedures recommended in legislation. Chief Fleury noted that the Service decides on what information can be shared and what remains confidential in order to protect the integrity of the investigation.

MOVED BY: Member W. Bahlieda

SECONDED BY: Mayor K. Boshcoff

With respect to proposed Policy LEG-005 – Body Worn Cameras, and proposed Policy LEG-006 – Sudden & Unexplained Deaths, as presented at the March 18, 2024 Regular Session of the Board, we recommend that the Thunder Bay Police Service Board approves adoption of the above noted policies.

CARRIED

6. REPORTS OF THE THUNDER BAY POLICE SERVICE

a) Secondary Activities Report

Report No. 18/25 (Police) relative to the secondary activities/employment of members of the Thunder Bay Police Service, including Paid Duty Assignments, was provided for the Board's information.

Chief of Police D. Fleury provided an overview relative to the above noted and responded to questions.

b) Firearm Data Submission

Report No. 19/25 (Police) relative to a listing of firearms that came into the possession of the Thunder Bay Police Service in 2024, was provided for the Board's information.

Acting Inspector R. Gombola – Investigative Services, provided an overview relative to the above noted and responded to questions about the disposition of firearms. Deputy Chief of Police J.

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Pearson responded to question about prohibited firearms.

c) Sudden Death Investigation Report

Report No. 20/25 (Police), relative the 2024 Annual Report on Sudden Death Investigations, was provided for the Board's information.

Acting Inspector Gombola and Deputy Chief of Police Pearson provided an overview relative to the above noted responded to questions.

Comparisons to statistics for Ontario and Canada were not available at this meeting.

Deputy Chief Pearson advised that open classifications will be better defined/ categorized in future reports. Statistics on overdoses become available from the Coroner's Office.

Member Baxter requested better breakdowns of reasons for death in future reports. Deputy Chief Pearson advised that the Service can revisit the breakdown of data, as the Board feels this is an important report with important markers that need to be measured year over year. Categorizing the manner of death versus cause of death will also have to be re-examined.

d) Missing Persons Investigation Report

Report No. 21/25 (Police), relative to the 2024 Annual Report and Training Supports under the *Missing Persons Act*, was provided for the Board's information.

Acting Inspector Gombola provided an overview relative to the above noted and responded to questions. He noted that many of these incidences/reports are on the same person going missing multiple times.

Mayor K. Boshcoff asked what the timelines are for being considered missing. Acting Inspector Gombola advised that there are no timelines; they are considered missing when they are reported to the Police Service.

e) SIU Administrative Reports

Memorandum to the Thunder Bay Police Service Board from Inspector G. Snyder, dated March 4, 2025, relative to SIU Administrative Report SIU Case #20-OCI-384/24-OCI-411, and memorandum to the Thunder Bay Police Service Board from Inspector G. Snyder, dated March 5, 2025, relative to SIU Administrative Report SIU Case #24-OCI-236, were provided for the Board's information.

Inspector G. Snyder, Thunder Bay Police Service, provided an overview relative to the above noted and responded to questions.

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Discussion was held around the number of officers required at any one time at the hospital. Inspector Snyder advised that it varies; however, it is not uncommon to have several officers at the hospital at any given time. It was noted that the Police Service is considering some options; if there is a change in practice/operations, it will be reported to the Board. There are a lot of variables and complexities which need to be considered when costing out this matter.

7. GENERAL MATTERS

a) Notice of Motion – Staffing Model

At the January 28, 2025 Regular Meeting of the Board, a memorandum to the Thunder Bay Police Service Board from Denise Baxter, Board Vice Chair, dated January 21, 2025, relative to a Notice of Motion on the staffing model adopted on April 23, 2024, was provided for the Board's information.

Secretary Hannam advised that this motion required a mover, but was not for debate at that meeting. The motion is now being presented for debate.

Secretary Hannam noted that a 2/3 majority (or 4 votes) is required.

MOVED BY: Mayor K. Boshcoff
SECONDED BY: Member D. Baxter

With respect to the staffing model adopted by the Thunder Bay Police Service Board at its meeting April 23, 2024, we recommend that the Board amend that decision by identifying the Board Administrator position as a full time position, to be entitled 'Executive Director to the Board';

AND THAT a position description for the position be developed for the approval of the Board;

AND THAT a recruitment be undertaken to fill the position.

CARRIED

Member W. Bahlieda provided an overview of the work he and Councillor K. Etreni are doing on developing a position description for the new Executive Director position.

Discussion followed relative to the London Police Service Board and their recent hiring of an Executive Director. Inspector R. LeClair noted that London has a population of approximately 300,000, which has a bigger tax base for resources. Inspector LeClair also noted that perception of the London board has greatly improved since the hiring of their new Executive Director, and that there has been a noticeable improvement in progress made.

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b) Year-End Variance for Board Budget

Memorandum to the Thunder Bay Police Service Board from Secretary Hannam, dated March 10, 2025, relative to a budget summary for 2024 and a year-to-date budget summary for 2025, was provided for the Board's information.

Secretary Hannam provided a brief overview and noted that expenses were on budget at year-end.

c) Waterways Policing and Search & Rescue – Risk Analysis

Report on Waterways Policing and Search & Rescue – Risk Analysis, dated March 7, 2025, was provided for the Board's information.

Chair K. Machado advised that the data in this report will assist in developing a board policy on policing the waterways. The Board will need to make a decision: the current policing can remain status quo or the Board can decide if we want the Thunder Bay Police Service to police the waterways, according to the Act.

Deputy Chief Pearson reported that the majority of responses to calls for service for individuals who are in danger near waterways (not in the water) are the responsibility of the City's Fire Rescue. He provided an overview of their capabilities and abilities. All equipment is provided by the TB Fire Rescue. They are the primary agency dispatched for waterway rescue calls.

If the Thunder Bay Police Service was charged with policing the waterways, they would have to start from ground zero for equipment and training.

Discussion followed about jurisdictions and boundaries, particularly the international border.

Inspector LeClair noted that the Act clear; the expectation is compliance; however, the OPP could be delegated to police the waterways.

Secretary Hannam noted that the Police Service may wish to contact the OPP on how to proceed with policing the waterways, to gain an understanding of the procedures and timing the OPP follows with its marine patrols.

An analysis of this service needs to be developed, with consideration of potential consequences arising from the change in legislation, and then recommendations can be presented to the Board.

It was noted that conservation officers, the coast guard and other potential partners be considered.

MOVED BY: Member W. Bahlieda

SECONDED BY: Member D. Baxter

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With respect to the policing of waterways, the Thunder Bay Police Service Board directs the Chief of Police to undertake further research into this matter, with the focus on effective and adequate policing of the waterways;

AND THAT a response be received by the Board no later than the June, 2025 Board meeting.

CARRIED

8. NEW BUSINESS

Emergency Purchase

Memorandum to the Thunder Bay Police Service Board from Chief D. Fleury, dated March 17, 2025, relative to an emergency purchase of NG911 advanced analytics and data management, distributed separately by email on March 17, 2025, was presented for information purposes only.

Ms. D. Paris, Director – Financial Services & Facilities, Thunder Bay Police Service, noted that this purchase is 100% funded through grants, and due to the amount of the purchase, needs to be reported to the Board as per their procurement by-law.

9. CLOSED MEETING AGENDA ITEMS

In accordance with and subject to Section 44 of the *Community Safety and Policing Act, 2019*, the following matters will be discussed in a closed meeting of the Board prior to the public meeting scheduled for March 18, 2025:

1. Update from Legal Counsel
2. Update on Labour Relations
3. Update on Human Resources for Thunder Bay Police Service
4. Recruitment of an Executive Director – RFQ Proposals

10. CONFIRMING BY-LAW

MOVED BY: Mayor K. Boshcoff

SECONDED BY: Member D. Baxter

THAT the following By-law be introduced, read, dealt with individually, engrossed, signed by the Chair and Secretary to the Thunder Bay Police Service Board, sealed and numbered:

1. A By-law to confirm the proceedings of a Regular Meeting of The Thunder Bay Police Service Board, this 18th day of March, 2025.

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Explanation: Confirmation of the proceedings and each motion, resolution and other action passed or taken by the Thunder Bay Police Service Board at this meeting is required, adopted, ratified and confirmed as if all such proceedings had been expressly embodied in this By-law.

BY-LAW NUMBER: PC9-2025

CARRIED

11. ADJOURNMENT

The meeting adjourned at 1:35 p.m.

THE THUNDER BAY POLICE SERVICE BOARD
COMMUNICATIONS
COMMITTEE -MEETING MINUTES

DATE: FEBRUARY 21, 2025
TIME: 09:30 A.M.
PLACE: VIRTUAL VIA ZOOM
CHAIR: COUNCILLOR KASEY ETRENI

PRESENT:
Councillor K. Etreni
Mayor K. Boshcoff

OFFICIALS:
Mr. J. S. Hannam, Secretary

REGRETS:
None

GUESTS:
Tracie Smith, TBPS
Sarbjit Kaur, KAPOW
Cris Tenaglia, KAPOW

1. DISCLOSURES OF INTEREST

None

2. CONFIRMATION OF AGENDA

With respect to the meeting of Communications Committee being held on February 21, 2025, we recommend that the agenda as printed, including any additional information and new business, be confirmed.

3. CONFIRMATION OF MINUTES

The Minutes of the meetings of the Communications Committee held on January 23, 2025, to be confirmed.

THAT the Minutes of the meetings of the Communications Committee, held on January 23, 2025, be confirmed as amended.

4. BUSINESS ARISING

A. **Kapow's Workload Tracking Spreadsheet:** A link to the Kapow tracking spreadsheet, which includes updates for both website work and general communications action items, was shared with committee members. This tool allows members to monitor the status of requested work and scheduled tasks, such as quarterly and annual reports, in real time. SharePoint is currently in the testing phase with Board staff, and once it is fully functional, the plan is to upload the spreadsheet to SharePoint for broader access by all Board members. The action item from the January 23 meeting was to follow up on the SharePoint implementation date, with an expected launch in early March.

- B. **Website training for posting and procedure development:** J. Hannam and T. Morris took part in training with Kapow on posting documents to the website on February 7th and the T. Morris has since posted some items. Kapow is to put together a draft procedure for this task for future reference/training. Those who took the training will review prior to coming to the Board for approval.
- C. **Ideas for meeting “Highlights” distribution to be discussed:** email/Twitter/Facebook. C. Ideas for meeting *Highlights* distribution to be discussed: email/Twitter/Facebook. The primary goal of *The Shift* (the Service’s monthly e-newsletter) is to reach audiences who are the least trusting of institutions, ensuring they receive critical information. The targeted recipients include organizations working directly with these individuals. Additionally, *The Shift* is circulated internally within the Service. This would provide the Board with an opportunity to increase visibility among Service members and improve direct communication where appropriate.

Key Discussion Points:

- Tracie Smith, Director of Communications for TBPS, was invited to join our meeting to discuss details about *The Shift* and explore opportunities for collaboration. After thorough discussion, she expressed willingness to include Board content in *The Shift*, a monthly e-newsletter of the Service. It was the consensus of the Committee that a recommendation for participating in *The Shift* should go forward to the Board
- If integrated, *The Shift* is published on the first Monday of each month, and Board contributions (1–2 paragraph *Highlight*) must be submitted by the preceding Wednesday.
- Board Administration can produce this revised *Highlight* post-Board meeting.
- The Service will share its distribution list with the Board to aid in expanding outreach.
- The Service currently does not track email engagement, which could be a consideration for future assessment.

Strategic Plan Considerations:

- The Board’s staffing model is evolving.
- While *Highlights* will likely remain with KAPOW, *The Shift* contributions and Service’s internal communications could be handled by Board Administration.

- D. **Website Redevelopment:** Proposal from KAPOW was reviewed (distributed separately). S. Kaur provided a brief overview of the proposal and responded to questions. Advantage to a new website: increased security, searchability, visuals, no members side, 2–3-month process to complete. It was the consensus of the committee to hold the redevelopment aside for now while feedback on the current site is gathered (K. Etreni and J. Hannam to seek out some users/Board to provide feedback). Once feedback given, the Committee will engage to find out if the suggestions can be incorporated. A report to the Board will be provided with the TBPSB Website feedback. This approach would be less expensive and less time consuming. There is a potential for live streaming the Board meeting on the Website. Considering the pending development of a shared document site (SharePoint), the members only side of the site may no longer be required.

5. WEBSITE SECURITY INCIDENT

S. Kaur provided an update to the Committee regarding the recent website security breach. After reviewing the Kapow Incident Report (distributed separately), the Committee requested additional information before presenting the report to the Board. It was acknowledged by J. Hannam that KAPOW's response to the situation was prompt and effective. The "members-only" section of the site has been temporarily shut down, and there was no impact on the rest of the website. A recommendation was made to move all documents to SharePoint for enhanced security. The breach appeared to have gone unnoticed by others. A full report will be provided to the Board the March Board meeting.

6. SOCIAL MEDIA

Discussion on more proactive use of the Board's social media channels. March calendar of known activity (**distributed separately**).

The Committee reviewed the social media calendar and its purpose, adding the upcoming Indigenous Cultural Traditions Club's 35th annual powwow. This will be presented to the committee monthly, members asked to keep an eye out for activities and items to be added to it.

7. REVIEW OF THE 2025 COMMUNICATIONS STRATEGY

S. Kaur reviewed the draft 2025 Communications Strategy with the Committee, addressing questions and noting required edits. The strategy is designed to set priorities, establish a timeline, promote transparency and accountability, enhance engagement, and strengthen stakeholder relationships. The team discussed the use of various communication channels, including local and regional media, the website, and social media platforms. They also reviewed the social media analysis and identified key opportunities for the upcoming year.

The plan includes regular communication activities, such as crisis and issues management, media monitoring, and the development of key messages. Key performance indicators (KPIs) were also discussed and will be integrated into the plan. An updated version of the Strategic Plan slide deck will be circulated to the Committee by March 10.

Overall, the Committee expressed satisfaction with the strategy, and it was the consensus to present it to the Board at the March meeting for approval. It was also noted that the strategy for 2026 will be reviewed at the Committee's December meeting, ensuring that, as an annual strategy, it can be presented to the Board in January of each year. This updated plan will serve as the template for future communications strategies.

8. NEW BUSINESS

None.

TBPSB COMMUNICATIONS COMMITTEE

February 21 2025

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9. NEXT MEETING

March 21, 2025, 2:00 p.m.

10. ADJOURNMENT

Meeting adjourned at 11:05am

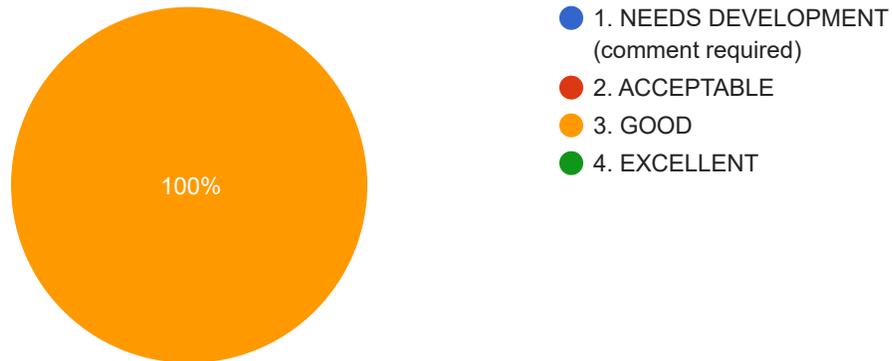
Thunder Bay Police Service Board Meeting Evaluation Form

2 responses

Preparation and Materials

1. Board meeting materials were circulated at least 7 days in advance, allowing for adequate preparation.

2 responses



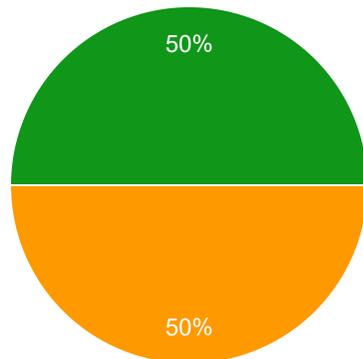
Comments:

1 response

incorrect file item included

2. Board members were well-prepared for the meeting and participated actively in discussions.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

Comments:

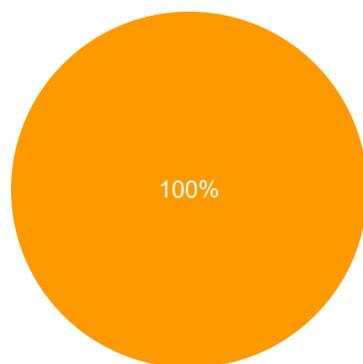
0 responses

No responses yet for this question.

Agenda and Structure

3. The meeting agenda was organized to allow sufficient time for discussion on governance issues.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

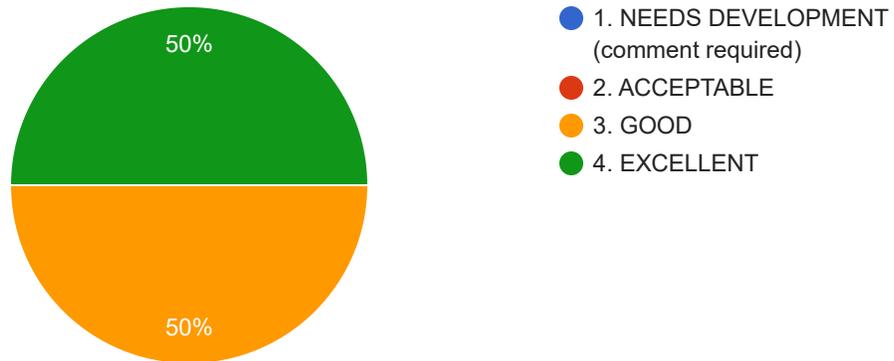
Comments:

1 response

6 hours of meetings without a break is very long

4. The agenda items were relevant to the Board's responsibilities under the Community Safety and Policing Act (2019).

2 responses



Comments:

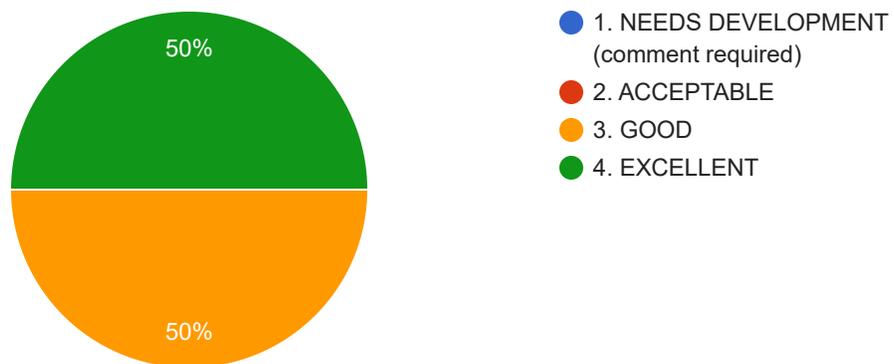
0 responses

No responses yet for this question.

Discussion and Participation

5. The meeting allowed for full discussion and the expression of different points of view.

2 responses



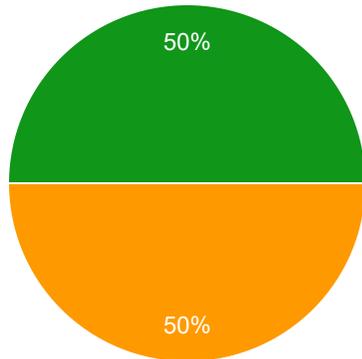
Comments:

0 responses

No responses yet for this question.

6. All Board members had adequate opportunities to contribute to deliberations.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

Comments:

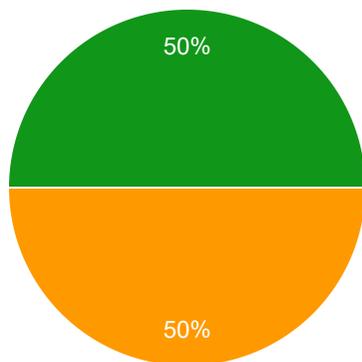
0 responses

No responses yet for this question.

Strategic and Generative Conversations

7. The Board engaged in strategic conversations regarding important issues and priorities.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

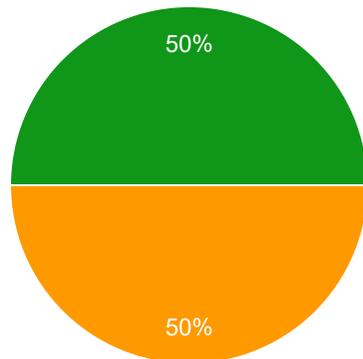
Comments:

0 responses

No responses yet for this question.

8. The Board engaged in generative conversations to critically examine and explore priority issues.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

Comments:

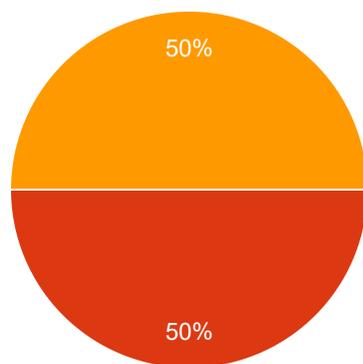
1 response

allowed for varying points of view

Meeting Efficiency and Focus

9. The meeting time was used efficiently.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

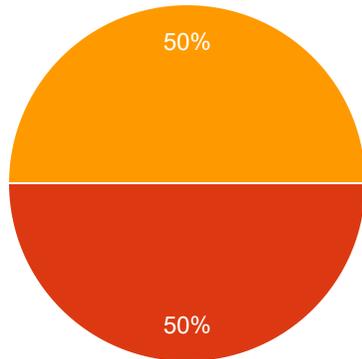
Comments:

0 responses

No responses yet for this question.

10. The Board deliberations remained focused on the matter under consideration.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

Comments:

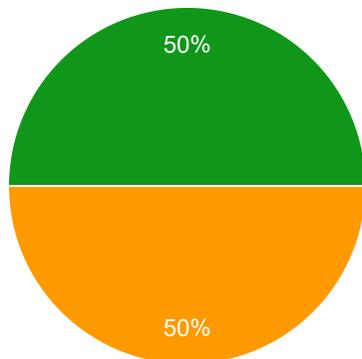
0 responses

No responses yet for this question.

Respect and Collaboration

11. The meeting was conducted in an atmosphere of mutual respect.

2 responses



- 1. NEEDS DEVELOPMENT (comment required)
- 2. ACCEPTABLE
- 3. GOOD
- 4. EXCELLENT

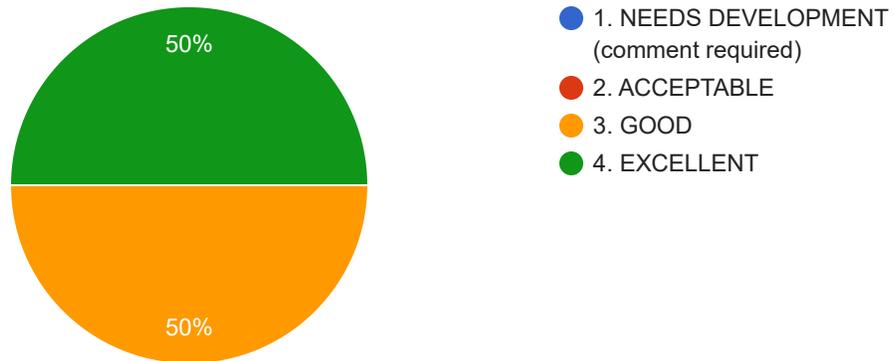
Comments:

0 responses

No responses yet for this question.

12. Collaboration among members was respected to achieve consensus.

2 responses



Comments:

0 responses

No responses yet for this question.

AdminAssistant <admin_asst@thunderbaypsb.ca>
to mpreporting, Karen, Nyomie, John, Tom

Mon, Mar 24, 10:26 AM

Good day to the Ministry of the Solicitor General.

Attached please find Report No. 21/25, relative to the *Missing Persons Act* - 2024 Annual Report and Training Supports, for the Thunder Bay Police Service. We confirm that the subject report was presented to the Thunder Bay Police Service Board on March 18, 2025.

The Thunder Bay Police Service Board confirms that the subject 2024 Annual Report and Training Support, under Section 8 of the *Missing Persons Act*, has been posted on our website for public viewing, and can be found at the following link:

<https://thunderbaypsb.ca/reports/>

Contact for the above noted report is:

Ms. Nyomie Ray, Executive Assistant to the Chief of Police
Email: nyomie.ray@thunderbaypolice.ca

Please confirm receipt of this email, acknowledging that the Ministry's annual reporting requirements in this regard have been satisfied.

With warm regards,

Linda Douglas
Administrative Assistant
Thunder Bay Police Service Board
Email: admin_asst@thunderbaypsb.ca

Gervais, Tom (SOLGEN)
to admin_asst@thunderbaypsb.ca

Apr 1, 2025, 3:40 PM

Hi Linda:

I can confirm that I received it and also sent it to the SolGen data management group who monitor the mpreporting inbox.

Tom

Tom Gervais
Police Services Advisor
Police Services Liaison Unit
(416) 432-5645
tom.gervais@ontario.ca



Circle K Convenience Stores Inc.
An Alimentation Couche-Tard Company
305 Milner Ave. Suite 400
Toronto, Ontario M1B 3V4

Friday, February 28, 2025

Re: Thunder Bay Police Service Board Request

Mayor Ken Boshcoff,

Following our meeting on February 26, 2025, we would like to formally address the Police Board of Thunder Bay regarding our concerns about the escalating crime rates in the Thunder Bay community.

As previously discussed, the rising incidents of theft, assault, and robbery within our stores are severely hindering our ability to maintain a safe and profitable business environment. Our company has made significant investments in various security measures, including the installation of pass-through windows, enhanced surveillance systems, tracking devices, and staff training to combat these challenges.

Despite these efforts, the effectiveness of these measures is limited, and we believe that a stronger law enforcement presence is necessary. Our employees have reported a sense of disconnect with the police, an issue we are actively working to resolve in order to enhance collaboration.

Our primary objective is to ensure the safety of both our staff and the community, fostering an environment where residents feel secure. Enclosed is our business impact report, which provides data highlighting the seriousness of the situation in Thunder Bay. We remain dedicated to delivering an exceptional convenience experience to the community and will continue to support law enforcement in our shared goal of fostering a safe environment.

Regards,

Amandeep Puar
Coordinator, Security & Loss Prevention
Circle K – Central Canada Division

305 Milner Ave
Suite 400, Toronto, Ontario M1B 3V4

From: Amandeep Puar <Amandeep.Puar@circlek.com>
Sent: March 7, 2025 3:22 PM
To: John Hannam <psbsecretary@hotmail.com>
Cc: Linda L Douglas - PSB Admin Assistant <admin_asst@thunderbaypsb.ca>; Greg Mitchell <Greg.Mitchell@circlek.com>; Sim Kaler <sim.kaler@circlek.com>
Subject: RE: Circle K Police Board Meeting Request

Good afternoon Mr. Hannam,

The reason we are requesting a meeting with the police services board is due to the prevalence of crime being perpetrated in our stores and the financial impact to the overall business. What we're requesting from the Police Services Board, is we want to explore avenues on how TBPS and Circle K can collaborate to address these issues in an efficient/safe manner. I have completed the form as well as per your request. If you may have any questions or concerns, I am happy to assist.

Kind Regards,

Amandeep Puar
Loss Prevention Coordinator
Circle K – Central Canada Division

e: Amandeep.Puar@CircleK.com
t: +1 (416) 291-4444 ext. 7299

Circle K – Central Canada Division
305 Milner Ave
Suite 400, Toronto, Ontario M1B 3V4

FEBRUARY 26, 2025



BUSINESS IMPACT ANALYSIS

LOSS PREVENTION DEPARTMENT
GREGG MITCHELL, SIM KALER & AMANDEEP PURAR
305 Milner Ave Suite 400, Toronto, ON M1B 3V4

Introductory:

This report examines the impact of crime on Circle K business units across Thunder Bay, focusing on both qualitative and quantitative data to understand how criminal activities affect the business operations, financial performance, and overall reputation of the company.

- i. Crime affects retail businesses in various ways, including theft, vandalism, and employee safety concerns. For Circle K, these issues have led to increased operational costs, loss of inventory, and a decline in customer trust.
- ii. Theft and Shrinkage: A significant portion of Circle K's losses is attributed to shoplifting, robberies and other crime against the store: Estimates in this report indicate that shrinkage can account for a considerable percentage of annual revenue.
- iii. Security Costs: To combat crime, Circle K invested in security measures, including surveillance systems and personnel, increasing operational expenses within the Thunder Bay Region.
- iv. Impact on Operations: Incidents of crime is disrupting daily operations, Stores within the Thunder Bay have adjusted to significantly with permanent closures or reduced hours, which has negatively affected sales and customer satisfaction.
- v. Employee Morale at Circle K: Frequent criminal activities has created an unsafe work environment, leading to lower employee morale and higher turnover rates, which affect service quality and operational efficiency.
- vi. Reputational Impact: High crime rates have deterred customers from visiting Circle K locations, impacting foot traffic and sales. Continuous crime incidents are tarnishing the brand's image, making it challenging for Circle K to attract new customers and retain existing ones within Thunder Bay.

Part 1: Risk Assessment

CITY OF THUNDER BAY



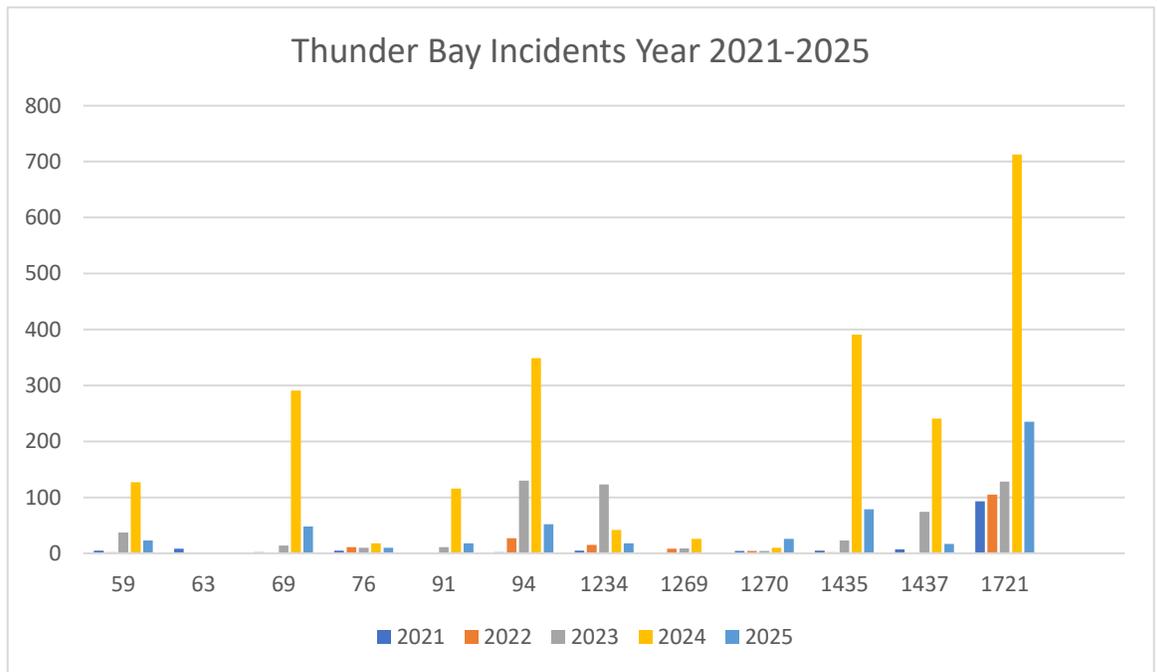
Circle K:

Thunder Bay has a total of 13 Circle K stores strategically located throughout the city. These stores serve as convenient retail and fuel hubs, offering a variety of products and services to meet the needs of local customers.

Store Business Unit Number #	Business Unit Address	Business Unit Type
59	550 Beverly Street	Stand-Alone
69	394 Oliver Road	Stand-Alone
76	509 North Edward Street	Stand-Alone
91	3 Balsam Street	Stand-Alone
94	1500 James St. S, Unit A	Stand-Alone
1234	600 Arthur Street, West	Stand-Alone
1268	1186 Dawson Rd., RR #12	Fuel- Site
1269	475 Hodder Ave.	Fuel- Site
1270	640 Waterloo St.	Fuel- Site
1435	185 North Cumberland Street	Stand-Alone

1436	346 South May Street	Stand-Alone
1437	915 Red River Road	Fuel- Site
1721	1315 Arthur' Street, East	Fuel- Site

Business Unit Data of Total Incident:



Y-Line: Represents the total number of HSE data collective of but not limited to various crimes against store such as Robberies, Shoplifting other reputable concerns.

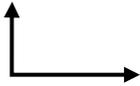
X – Line: Represents the store # and color coordination associated to year value of incidents.

Circle K Business Unit Analysis:

Total Loss and Damages 2021-2025

Store #	Sum of Total Loss & Damages
61	589.8
1268	1,778.57
63	\$2210.00
68	\$3,700.61
76	\$3,745.57
1270	\$3,861.71
1269	\$5,776.89
1436	\$8,496.60
1234	\$14,298.01
91	\$17,093.26
59	\$18,970.56
1437	\$21,092.44
69	\$30,939.7
94	\$38,431.67
1435	\$47,064.31
1721	\$82,119.78
Grand Total	\$300,169.48

Top 5 Shrinkage
Stores



Analysis of Business Unit 1721:

Store Unit	# Incidents	Sum Of Total Loss
#1721		
Robbery	10	\$2,132
2021	6	\$497
2022	1	\$805
2024	3	\$830
Qtr3	1	\$400
Qtr4	2	\$430
Thefts	1262	\$79,737.78
2021	87	\$5,866.42
2022	103	\$2,885.95
2023	127	\$3,081.49
2024	710	\$46,053.04
Qtr1	48	\$1,336.03
Qtr2	53	\$1,751
Qtr3	165	\$9,950
Qtr4	444	\$33,016.01
2025	235	\$21,850.88
Qtr1	235	\$21,850.88
Grand Total	1272	\$81,869.78

*Business Unit 1721 is experiencing the most shrinkage, start of 2025 has seen an increase of \$21,850.00 in the first quarter. Projections suggest this figure will be **quadrable** by the fourth quarter.*

Security Operation & Measures Cost:

Operations Cost:

Third party security personnel have been implemented within 1721, 1436 and 1268 since 2021. Monthly associated cost between 2024- 2025 **\$12,594.14** for all business units. Total sum for year cost **\$151,129.68**.

Estimate average of cost to security is close to the range approximate **\$604,518.72** since 2021.

1721 Security Invoice:



RLP Security Services Ltd.

1265 Arthur Street East
 Suite #706
 Thunder Bay, Ontario P7E 6E7
 Canada
 nrabaa@rlpss.ca
 www.rlpss.ca

INVOICE

Invoice No.: 3418
 Date: 31-01-2025
 Ship Date:
 Page: 1
 Re: Order No.

Sold to:

Circle K #1721
 Mac's Convenience Stores Inc.
 1315 Arthur Street East
 Thunder Bay, Ontario P7E 5N3
 Canada

Ship to:

Circle K #1721
 Mac's Convenience Stores Inc.
 1315 Arthur Street East
 Thunder Bay, Ontario P7E 5N3
 Canada

Business No.: 738708130

Quantity	Description	Tax	Unit Price	Amount
For 01-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	59.13	118.26
4	***STAT*** Circle K Uniform Guard worked: 20:00 - 00:00	H	59.13	236.52
For 02-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 03-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 04-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 05-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 06-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 07-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 08-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 09-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 10-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 11-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 12-01-2025				
Terms: Net 30. Due 02-03-2025. Comment:			Continue...	



RLP Security Services Ltd.

1265 Arthur Street East
 Suite #706
 Thunder Bay, Ontario P7E 6E7
 Canada
 nrabaa@rlpss.ca
 www.rlpss.ca

INVOICE

Invoice No.: 3418
 Date: 31-01-2025
 Ship Date:
 Page: 2
 Re: Order No.

Sold to:

Circle K #1721
 Mac's Convenience Stores Inc.
 1315 Arthur Street East
 Thunder Bay, Ontario P7E 5N3
 Canada

Ship to:

Circle K #1721
 Mac's Convenience Stores Inc.
 1315 Arthur Street East
 Thunder Bay, Ontario P7E 5N3
 Canada

Business No.: 738708130

Quantity	Description	Tax	Unit Price	Amount
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 13-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 14-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 15-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 16-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 17-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 18-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 19-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 20-01-2025				
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
For 21-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 22-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
For 23-01-2025				
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
Terms: Net 30. Due 02-03-2025. Comment:			Continue...	



RPL Security Services Ltd.

1265 Arthur Street East
 Suite #706
 Thunder Bay, Ontario P7E 6E7
 Canada
 nrabaa@rlpss.ca
 www.rlpss.ca

INVOICE

Invoice No.: 3418
 Date: 31-01-2025
 Ship Date:
 Page: 3
 Re: Order No.

Sold to:

Circle K #1721
 Mac's Convenience Stores Inc.
 1315 Arthur Street East
 Thunder Bay, Ontario P7E 5N3
 Canada

Ship to:

Circle K #1721
 Mac's Convenience Stores Inc.
 1315 Arthur Street East
 Thunder Bay, Ontario P7E 5N3
 Canada

Business No.: 738708130

Quantity	Description	Tax	Unit Price	Amount
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
	For 24-01-2025			
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
	For 25-01-2025			
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
	For 26-01-2025			
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
	For 27-01-2025			
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
	For 28-01-2025			
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
	For 29-01-2025			
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
	For 30-01-2025			
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
	For 31-01-2025			
2	Circle K Uniform Guard worked: 00:00 - 02:00	H	23.65	47.30
4	Circle K Uniform Guard worked: 20:00 - 00:00	H	23.65	94.60
	Subtotal:			4,611.78
	H - HST 13% GST/HST			599.62
RPL Security Services Ltd. GST/HST: #738708130				
Shipped By: Tracking Number:			Total Amount	5,211.40
Terms: Net 30. Due 02-03-2025.			Amount Paid	0.00
Comment:			Amount Owning	5,211.40
Sold By:				

[Pay Now](#)

Security Measures Cost:

Circle K is investing into new security measures to stores 1721, 1268, 1437, 1269 and 1270 into fitting a pass through window in which store will be closed and only accessible for business through the pass through window for business during allocated times for operations.

PASS THROUGH WINDOW COST PER STORE	
<u>#01721</u>	
<ul style="list-style-type: none"> • PRICE BREAKDOWN: • Labour: \$9,907 • Material: \$7,081 • Disposal: \$296 	Total: \$17,284.00
<u>01437</u>	
<ul style="list-style-type: none"> • Labour: \$9,907 • Material: \$7,397 • Disposal: \$296 	Total: \$17,600.00
<u>01268</u>	
<ul style="list-style-type: none"> • Labour: \$9,907 • Material: \$7,778 • Disposal: \$296 	Total: \$17,981.00
<u>1269:</u>	
<ul style="list-style-type: none"> • Labour: \$9,907 • Material: \$7,081 • Disposal: \$296 	Total: \$17,284.00
<u>1270:</u>	
<ul style="list-style-type: none"> • Labour: \$9,907 • Material: \$7,081 • Disposal: \$296 	Total: \$17,284.00
Grand Investment Total: \$87,433.00	

To: Thunder Bay Police Service Board

From: Communications Committee

Date: April 8, 2025

TBPSB Website Recommendations

After getting feedback from the Board and members of our community, the Communications Committee recommends the following improvements to the Board's website to enhance usability and accessibility:

Page Layouts

To improve usability, reduce excessive scrolling, and create a more user-friendly experience, we recommend streamlining page layouts. Main page image is too large and looks outdated.

Dashboard Titles & Navigation Improvements

Currently, the dashboard includes titles such as "About," "Resources," "Meetings," and "Media." To improve organization and navigation, we propose the following updates:

- **Home** – A welcoming page with quick access to all sections.
- **Meet the Board** – Includes the Board's mission, vision, values, and Strategic Plan.
- **Policies** – A dedicated section for Board policies.
- **Reports** – A simplified, easy-to-navigate list of reports and key documents.
- **Board & Committees** – Separate pages for Board member bios and Committee details, outlining each Committee's responsibilities.
 - *Contacting the Board:* The landing page should clearly indicate a generic email address (e.g., AdminAssistant@thunderbaypsb.ca/ExecutiveDirector@thunderbaypsb.ca) for Board communication rather than a staff member's personal email.
- **Meeting Agendas & Minutes** – A unified page featuring both Board agendas and minutes, with Committee minutes included as attachments in Board meetings. Additionally, a calendar/schedule of all pre-booked Board and Committee meetings could be included.
- **News** – A hub for press releases, media coverage, and news updates.
- **Contact Us / Public Engagement** – A section with clear instructions on how the public can contact the Board, including links for "Speak to the Board" or "Ask the Board a Question."

Live Stream Board Meetings on Website – We recommend including live streaming of Board meetings directly on the website. This will provide greater transparency, allow the public to engage in real time, and increase accessibility for those unable to attend in person.

Search bar on Website –To further improve the user experience, we suggest adding a search bar to allow visitors to easily locate specific content, documents, or reports. This would make it simpler for users to navigate the site and find the information they need quickly.

Other More Detailed Website Link Concerns:

- The links for Transparency, Accountability and Community Engagement on the main page all go to the same page. This is prime real estate that could be better used for news, reports, etc.
- The “Resources” info at the bottom of the main page doesn’t need to be there.
- Suggest a main page link to the TBPS website.
- Meetings: Agenda and minutes (layout order): Separate tabs for the next meeting (first), then most recent, then upcoming
- Quarterly Reports could be linked here too
- Under “Upholding the values...” – three links to Transparency, accountability and community engagement. These have main page presence and are a bit of a waste. Use these for priorities – apply, news, reports/updates. OR add links to the. i.e. Transparency – add sub-links to reports, etc.
- Resources: All links from bios page are to government emergency response/preparedness. A bit weird. Need to be removed. Emergency Preparedness is not a function of the Board. Also, there are many more resources out there than the on the page.
- Links from actual Resources page are different (there are more) – dead links for Victims Services x 2
- Progress Reports: “Working Group A, B, C” – not at all intuitive. Source – says “Inquest”. What inquest? Status is not there for most items. Ongoing? Started? Not started?
- Need a link to the Source report
- At bottom of Transparency and Accountability Page – Financial Information, but nothing there.
- Says “Find our most up-to-date quarterly reports below” but that is at the end/bottom of the page.
- Board Sponsorship: Could add a list of initiatives sponsored by the Board
- Media: 2 links – news & events; press releases (change to “Media” releases (not “press”))
- Maybe combine these? What’s the difference?

Security Update - Due to a recent security breach, we recommend transitioning from the "members-only" section of the site to the Google Docs for enhanced security. This transition will provide better protection for sensitive information. The Google Doc site has been set up, training for Board members is being planned on the use of the site.

Next Steps

Currently, we have not yet met with the website developer to determine the costs or feasibility of these proposed changes. We have had high level conversations with them in regard to many of these changes and have confirmed many, if not all, can be corrected without developing a new website. Once a quote on the various improvement to the site, including the scope of work to be undertaken, is in hand the Committee will present a recommendation to the Board for its approval.

TO	Thuner Bay Police Service Board
FROM	TBPSB Communications Committee
DATE	April 8, 2025
SUBJECT	Participation in <i>The Shift</i>

As the Board will know our communications strategy includes the uses, as its primary channels of communication social media accounts, our website, quarterly reports to the community, and monthly meeting highlights releases to provide the general public and media outlets with news and activities of the Board. This work is critical in the Board’s efforts to improving on its relationship with the community, and reflects the emphasis in the Community Safety & Policing Act on community outreach.

The Thunder Bay Police Service, last fall, began a monthly communication piece called ***The Shift*** that reports on the news and activities of the Service. ***The Shift*** is circulated to some 400 organizations and individuals across the community and region. The Service has extended an opportunity to the Board to also include some short items on Board news in ***The Shift*** , and through the Communications Committee we have included items in both the March and April editions, on a trial basis. The Committee sees this as positive addition to our communications strategy by broadening our outreach to the community, and recommends to the Board that we continue to do so. It is noted that there is some small cost in staff time associated with preparing the submission each month.

In support of this added communications work the Committee presents the following motion for the Board’s consideration:

“With respect to the Communications Strategy of the Thunder Bay Police Service Board, we recommend that the Board approve including use of the Thunder Bay Police Service’s newsletter to the community – *The Shift* – in the strategy, as an added channel for the Board’s outreach to the community.”



Date of Report: March 14, 2025

Date of Meeting: April 15, 2025

Report No: 23/25

Chair and Members

Thunder Bay Police Service Board

SUBJECT

2024 Operational Budget: Year End Financial Results as at December 31, 2024

REPORT SUMMARY

To update the Thunder Bay Police Service Board on the status of the Operational Budget of the Thunder Bay Police Service for the Year Ended December 31, 2024.

BACKGROUND

The Thunder Bay Police Service is required to report to the Thunder Bay Police Service Board on the status of the Operational Budget for the Year Ended December 31, 2024.

As at December 31, 2024 the actual Net Operating Expenses total \$56.9 million compared to a Restated Net Operating Budget of \$57.2 million resulting in an favourable variance of \$300,000. The restatement to the 2024 Approved Operating Budget includes the City's allocation of costs associated with providing services to the TBPS such as facility maintenance, payroll, accounts payable, benefit management and use of fuel farms, as well as the direction from City Administration to change the disclosure of estimated wage contingencies. The new practice requires departments to reflect these estimates within departmental budgets rather than a City Corporate account.

The key components of the year end variance are discussed below.

COMMENTS

Personnel Services overall are \$1.7 million unfavourable resulting from:

- Unfavourable variances of \$1.7 million in overtime costs and \$0.5 million in WSIB expenditures relating to health care, physician and administration fees. There is also a unfavorable variance of \$0.2 million in paid duty wages related to the continuation of these services in the Emergency Department at the Thunder Bay Regional Health Sciences Centre. This variance however is recovered through User Fees which resulted in a net revenue to the Service of \$0.1 million. These unfavourable variances are offset by a favourable variance in wages and benefits of \$0.7 million resulting from vacancy savings throughout the year.

Materials are \$0.6 million favourable primarily resulting from:

- Savings in computer related equipment and software expenses (\$0.3 million) in relation to lower than expected fees for participation in the Ontario Police Technology Information Cooperative, savings resulting from modernization of internal phone systems to a Teams environment, as well and savings in annual support of the computer aided dispatch system which is a result of the implementation of upgraded technology.
- Savings of \$0.3 million in fuel and vehicle maintenance expenses. The majority of these savings (\$203,000) are a direct result of a change in operational processes beginning in May where many repair services are being completed in house rather than outsourced. These activities include regular preventative inspections including oil changes, brakes, suspensions, minor body repairs/paint, and minor engine and drive train repairs. The balance of the savings are relating to fuel and motor vehicle collision repair costs.

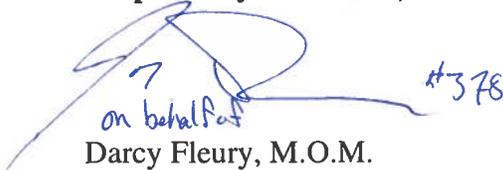
Provincial Grant revenues are higher than expected by \$0.7 million as a result of unbudgeted Proceeds of Crime Grants for Project Housecleaning, targeted at disrupting violence and drug activities in social housing complexes, and a Bail Compliance and Warrant Apprehension Grant which is intended to provide funding to police services to reduce the number of accused persons who are out on bail from committing further criminal acts. Both of these projects were application based and the Service received provincial approvals outside the budget cycle. The Intelligence Unit was also successful at receiving additional project related funding for initiatives relating to combatting drugs and gang activity, and the Court Security and Prisoner Transportation grant was approved at an amount higher than budgeted.

User Fees are favourable by \$0.7 million primarily due to higher than anticipated paid duty revenues, the recovery of wages through the agreements entered into with Matawa First Nations, the Northern Nishnawbe Education Council and the Ontario Provincial Police Provincial Repeat Offender Parole Enforcement Unit. Also contributing to the variance is higher than expected criminal record check revenue.

RECOMMENDATIONS

For information purposes.

Respectfully submitted,



on behalf of #378

Darcy Fleury, M.O.M.
Chief of Police

Prepared by: Dawn Paris, Director - Finance & Facilities



Thunder Bay Police Service

DARCY FLEURY, CHIEF OF POLICE

1200 Balmoral Street, Thunder Bay, ON P7B 5Z5

Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: April 1, 2025

Date of Meeting: April 15, 2025

Report No: 24/25

Chair and Members

Thunder Bay Police Service Board

SUBJECT

The *Community Safety and Policing Act, 2019*, was proclaimed on April 1, 2024, and upon proclamation, the Office of the Independent Police Review Director (OIPRD) was renamed the Law Enforcement Complaints Agency (LECA). The LECA is operating with similar principles as the OIPRD did, continuing to receive, screen, and investigate public complaints concerning police officer conduct. LECA no longer has jurisdiction over policing policy and service. The Inspectorate of Policing will review matters involving the adequacy and effectiveness of police services.

The *Community Safety and Policing Act* establishes a partnership between the Thunder Bay Police Service, the Thunder Bay Police Service Board, the Inspectorate of Policing, and the Complaints Director to investigate and resolve public complaints.

Thunder Bay Police Service Professional Standards investigates public complaints assigned by LECA, under Part X of the *Community Safety and Policing Act*, with respect to police officer conduct. All steps in the public complaints process are subject to review by the LECA.

At the conclusion of a public complaint investigation regarding police officer conduct, the Chief of Police will adjudicate the complaint. A substantiated police officer conduct complaint may be dealt with by informal resolution or a *Community Safety and Policing Act* Hearing. An unsubstantiated police officer conduct complaint requires that no further action be commenced.

Complaints regarding service or police officer conduct that occurred before April 1, 2024, will follow the provisions of the previously enforced *Police Services Act* and its Regulations.

REPORT SUMMARY

Summary of First Quarter Complaints 2025	
Local Response	7
Withdrawn by Complainant Prior to Screening by LECA	0
Not Accepted – LECA	13
Accepted – LECA investigate	0
Accepted – TBPS Investigate	3
Accepted – OPP Investigate	0
Total First Quarter Conduct Complaints	23

2025 Complaints Disposed of in the First Quarter of 2025	
Early Resolution	0
Withdrawn	0
Unsubstantiated	0
Section 72 (Terminated/Suspended Investigations)	0
Substantiated	0
Informal Resolution	0
PSA Hearing	0
Total	0

2025 Public Complaint Categories – First Quarter	
Not Accepted (Screened Out by LECA)	
Not in the Public Interest	6
Charges before the Courts	1
Frivolous/Vexatious	6
Over 6 months old	0
Accepted Complaints (Screened in by LECA)	
<u>*Of note, each individual Accepted complaint may have more than one (1) category*</u>	
Unlawful Arrest	0
Undermines Public Trust	3
Unnecessary Force	1
Insulting Language	0
Neglect of Duty	3

2024 Complaints Disposed of in the First Quarter of 2025	
Early Resolution	1
Withdrawn	1
Unsubstantiated	1
Section 72 (Terminated Investigations)	0
Substantiated	0
Informal Resolution	0
PSA Hearing	0
Total	3

2024 Outstanding Complaints	
Conduct Complaints	5
Total	5

2023 Outstanding Complaints	
Conduct Complaints	1
Total	1

2022 Outstanding Complaints	
Section 72 (Suspended Investigations)	1
Total	1

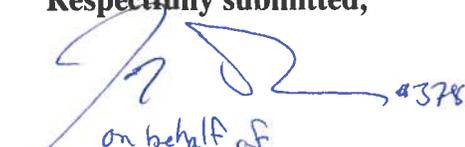
COMMENTS

N/A

RECOMMENDATIONS

For Information Only

Respectfully submitted,


on behalf of
 Darcy Fleury
 Chief of Police

Prepared by: Inspector Gordon Snyder – Corporate Services



Thunder Bay Police Service

DARCY FLEURY, CHIEF OF POLICE

1200 Balmoral Street, Thunder Bay, ON P7B 5Z5

Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: April 4, 2025

Date of Meeting: April 15, 2025

Report No: 25/25

**Chair and Members
Thunder Bay Police Service Board**

SUBJECT

Discrimination Complaints January 2024 – December 2024 Annual Review

BACKGROUND

The TBPS is required to report to the Board on public complaints made about the conduct of individual officers involving allegations of discrimination. The report shall be disaggregated by the nature of the alleged discrimination (prohibited grounds) and shall also include the outcome of the investigations.

Discrimination Complaints Annual Review

January – December 2024

2024 Public Complaint Discrimination Categories	
Race	11
Sex/Gender	2
Disability	4
Total	17

****In 2024 there was a total of 64 Public Complaints****

Summary of Public Discrimination Complaints	
Local Response	2
Total Accepted (TBPS Investigate)	10
Total Not Accepted	5
Total	17

Disposition For **Accepted (10)** Complaints	
Ongoing into 2025	3
Total Substantiated	0
Total Unsubstantiated	3
Informal Resolution	1
Withdrawn	1
Section 72 (Terminated by LECA)	2
Total	10

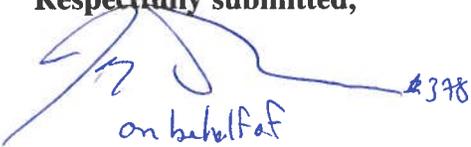
COMMENTS

N/A

RECOMMENDATIONS

For Information Only

Respectfully submitted,

A handwritten signature in blue ink, appearing to be 'Darcy Fleury', with a horizontal line extending to the right ending in the number '378'. Below the signature, the words 'on behalf' are written in a cursive script.

Darcy Fleury, M.O.M.
Chief of Police

Prepared by: Inspector Gordon Snyder – Corporate Services



Thunder Bay Police Service

DARCY FLEURY, CHIEF OF POLICE
1200 Balmoral Street, Thunder Bay, ON P7B 5Z5
Tel: (807) 684-1304 • Fax: (807) 623-9242

Date of Report: April 8, 2025

Date of Meeting: April 15, 2025

Report No: 27/25

Chair and Members

Thunder Bay Police Service Board

SUBJECT

Secondary Activities report (including Paid Duty Assignments)

REPORT SUMMARY

To report to the Thunder Bay Police Service Board on the secondary activities/employment of members of the Thunder Bay Police Service, including paid Duty Assignments.

BACKGROUND

Under the *Community Safety and Policing Act (CSPA) 2019 section 89*, the Chief of Police is required to report to the Police Services Board on all decisions made with respect to secondary activity requests from members of the Thunder Bay Police Service, and as per the Board's Information Sharing Policy, Paid Duty Assignments are also to be incorporated into this reporting. This reporting will occur on a monthly basis.

The Secondary Employment and Activities policy of the Thunder Bay Police Service (TBPS) ensures that all members of the service who choose to participate in secondary activities, paid or unpaid, do so in accordance with the *Community Safety and Policing Act (CSPA)*. Compliance with the CSPA helps ensure that employment activities do not impact in any way the quality of policing services delivered by the Thunder Bay Police Service.

The CSPA requires members of the TBPS who may be considering and/or are engaged in secondary activities, to determine whether or not the activities being considered and/or engaged in, fall within the four conditions outlined in Section 89 of the CSPA, and therefore require pre-approval by the Chief of Police.

Section 89 (1) of the CSPA states that any member of a police service shall not engage in any activity that:

- a) interferes with or influences adversely the performance of his or her duties as a member of the police service, or is likely to do so;

- b) places them in a position of conflict of interest, or is likely to do so;
- c) would otherwise constitute full-time employment for another person. As per section 210(8) CSPA, this clause does not apply to a member during a period of suspension without pay;
- d) in which they have an advantage derived from employment as a member of the police service.

Secondary employment activities that may result in a contravention of section 89(1) of the CSPA include but are not limited to:

- a. bill collector or bailiff;
- b. security guard or other security work;
- c. work in an establishment where gambling is permitted;
- d. insurance adjuster or investigator;
- e. motor vehicle collision investigator or assessor;
- f. towing of vehicles;
- g. private investigator, including skip tracer;
- h. work in any jail, detention centre, secure facility, etc;
- i. escort or an employee of an escort agency or body rub parlour;
- j. providing sexual entertainment or services;
- k. selling of pornographic books or magazines, sexual devices, or videos;
- l. bodyguard, armoured car driver, or guard;
- m. process server;
- n. paralegal work;
- o. any activity that requires the member to be armed, except as a member of the Canadian Armed Forces;
- p. any activity that requires union membership;
- q. other government agencies, except the Canadian Armed Forces;
- r. work in an establishment where liquor is served;
- s. work in a liquor or beer store;
- t. activity in an organization or enterprise controlled by, serving, or patronized by known criminals;
- u. represents a supplier of goods or services to TBPS;
- v. any activity that may compromise police operations (overt or covert) of any police agency;
- w. any participation involving management, control, or influence over the operations of a business offering the services of any of the above;
- x. any other activity designated by the Chief.

The Thunder Bay Police Service Part 2 Chapter 1 5a Secondary Employment and Activities policy is available to members on our internal intranet for reference.

The following is an excerpt from the policy that provides information relative to paid duty and secondary employment requests, review and approval.

Exception - Paid Duty - TBPS members are permitted to work contracted paid duties provided that the paid duty is requested to, assessed by, and assigned by the TBPS. Paid duty procedures are found in P6cl 51 Paid Duty.

SECONDARY ACTIVITY REQUEST - A member who proposes to undertake a secondary activity that contravenes prohibitions listed in these procedures, or who becomes aware that an activity that they have undertaken, may do so, shall disclose the full particulars of the situation to the Chief of Police. Before engaging in a secondary activity or immediately upon realizing their engagement in what would constitute a secondary activity,

Member shall:

- a) forward a signed written request to the Chief of Police through the Executive Assistant to the Chief of Police, including details of the secondary activity and an explanation of how it would not contravene prohibited activity;
- b) not engage in any secondary activity until approval has been granted by the Chief of Police;
- c) if approval is subject to any conditions or restrictions, ensure that such conditions or restrictions are strictly followed;
- d) forward any material change(s) to the original request within 60 days of the material change(s) to the Chief of Police through the Executive Assistant to the Chief of Police;
- e) unless there are material changes to the request, not be required to make more than one request for ongoing secondary activity;
- f) if discontinuing a previously approved secondary activity, provide written notice to the Executive Assistant to the Chief of Police.

Processing Requests

Upon receipt of a member's written request the Chief of Police shall review each request and provide a written response indicating that the request is either:

- a) approved without restrictions;
- b) approved with restrictions; or
- c) denied.

Should a request be approved with restrictions or denied, an explanation shall accompany the reason(s) for the decision.

Executive Assistant to the Chief of Police shall:

- a) maintain a current secondary activity database, noting any members who have requested secondary activity, and whether the request was approved or denied;
- b) forward the signed response approving or denying the request to the member and a copy to Human Resources;

- c) provide a monthly report on non-paid duty secondary activity requests to the Chief of Police for the purposes of reporting under P2c69 TBPS Administrative Reporting.

Human Resources shall:

- a) upon receiving approved or denied secondary activity requests, submit the letter to the employee's personnel file.

COMMENTS

This report covers secondary employment for the month of March 2025 and paid duty assignments for the same month. Reports to the Board will continue to provide summary for the month(s) previous.

Secondary Employment

Position Requested	Approved/Denied	If denied, reason for denial
Self-employed business owner	Approved	

Paid Duty

Below are the paid duty requests approved.

CONTRACT	Number of Jobs (Officers)	Filled	Unfilled	Duties Requested
TBRHSC*	62	60	2	Security
Q-Linq Escorts	2	2		Oversized load escort

*TBRHSC- Thunder Bay Regional Health Sciences Centre

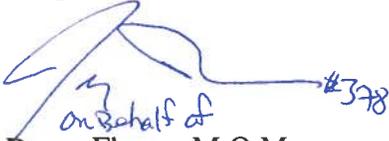
Request from the Ontario Ministry of Transportation to approve extra duty officers for Highway 11/17 & 61 construction road closures when OPP not available. Over the course of 2025 and 2026 construction season this would represent approx. 55 jobs refused by Deputy Chief Hughes.

This report satisfies the statutory requirements for disclosure of secondary activities to the Police Services Board.

RECOMMENDATIONS

For information purposes.

Respectfully submitted,


on behalf of
 Darcy Fleury, M.O.M.
 Chief of Police



MEMORANDUM

Office of the Chief of Police

Tel: (807) 684-1304

Fax: (807) 623-9242

DATE: March 24, 2025
TO: Thunder Bay Police Service Board
FROM: Professional Standards Unit
SUBJECT: 2024 Fourth Quarter/ 2024 Annual Public Complaints Report(s)

On February 18, 2025, the 2024 Fourth Quarter Public Complaints Report and the Annual Public Complaints Report 2024, were presented to the Board. In conducting a routine quality assurance audit, we discovered a discrepancy between how numbers were categorized for public complaint statistics. To keep the Board informed and ensure transparency, we are providing you with the updated numbers from the reports.

Going forward, Professional Standards has implemented a new tracking mechanism that uses checks and balances to ensure proper categorization and accountability.

Below reflects the amendments made:

Report: Fourth Quarter 2024 Complaints Report

Summary of Fourth Quarter Complaints 2024

Category	Presented Number	New Number	Reason for Change
Early Resolution	1	0	Now stated as Accepted – TBPS Investigate.
Accepted – TBPS Investigate	7	8	Includes addition of Early Resolution as indicated above.

2024 Outstanding Complaints

Category	Presented Number	New Number	Reason for Change
Accepted - Other Agency Investigate	0	1	This complaint was stated as Accepted – OPP Investigate in the First Quarter of 2024 but was not carried forward as outstanding.
Total	8	9	This now accounts for the above noted complaint.

Report: Public Complaints 2024 Annual Report

Summary 2024 Public Complaints

Category	Presented Number	New Number	Reason for Change
Early Resolution	3	0	Now stated in the Accepted – TBPS Investigate.
Accepted – TBPS Investigate	19	22	Includes addition of Early Resolution complaints as indicated above.

Summary of 2024 Complaints Disposed of by Quarter in 2024

Category	Presented Number	New Number	Reason for Change
Third Quarter	0	3	These numbers were originally accounted for under Early Resolution. They were changed to Accepted – TBPS Investigate as indicated above and then Terminated (Section 72).
Total Disposed 2024 Complaints by Quarter	11	14	Accounts for 3 added as disposed in Third Quarter.

2024 Outstanding Complaints

Category	Presented Number	New Number	Reason for Change
Accepted - Other Agency Investigate	0	1	This complaint was stated as Accepted – OPP Investigate in the First Quarter of 2024 but was not carried over as outstanding.
Total	8	9	This now accounts for the above noted complaint.

Remaining Outstanding Complaints

Category	Presented Number	New Number	Reason for Change
2024	8	9	This now accounts for the Accepted - Other Agency Investigate complaint.

Canadian Association of Police Governance <communications@capg.ca>
Reply-To: Canadian Association of Police Governance <communications@capg.ca>
To: admin_asst@thunderbaypsb.ca

Thu, Feb 20, 2025 at 12:55 PM



CAPG 36TH ANNUAL CONFERENCE
Canadian Police Governance
Navigating Challenging Times
AUGUST 14-16, 2025 · VICTORIA BC

CAPG'S 36th Annual Conference:

**Thursday, August 14th, 2025 to Saturday, August 16th, 2025 in Victoria,
BC**

Detailed schedule will be available in the coming weeks!

[CAPG Conference Website](#)

[36th Annual CAPG Conference - Members Only Early Bird Ticket](#)

[36th Annual CAPG Conference - Non-Members Ticket](#)

<https://mail.google.com/mail/u/0/?ik=a6fcaa37bc&view=pt&search=all&permthid=thread-f:1824605007545946168&siml=msg-f:182459999646754229...> 1/6

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Group Name: Canadian Association of Police Governance Group Code:
AUG25CAPG



Marriott Hotel Link

REFUND POLICY:

Refunds of 50% will be issued if cancellation is made before June 30, 2025.
Refunds of 25% will be issued if cancellation is made before July 31, 2025. No
refunds after August 1, 2025, but substitution of delegate is allowed.
2025 CAPG In-Person Conference Registration Form – E-mail
to communications@capg.ca



Inspector General of Policing Memorandum

TO: All Chiefs of Police and
Commissioner Thomas Carrique
Chairs, Police Service Boards

FROM: Ryan Teschner, Inspector General of Policing of Ontario

DATE: April 1, 2025

SUBJECT: Inspector General Memo #4: Release of the Inspectorate of Policing's
Strategic Plan

In recognition of the one-year anniversary of Ontario's *Community Safety and Policing Act* coming into force and the commencement of my mandate as the Inspector General of Policing, I am pleased to share **The Road Ahead: A Strategic Plan for Ontario's Inspectorate of Policing 2024-2027**. Our Strategic Plan serves as a roadmap outlining the Inspectorate of Policing's (IoP) vision for the next three years. It will guide us in moving forward on our priorities and the work that brings those priorities to life, fulfilling our legislated mandate of serving the public's interest.

Our Strategic Plan focuses on **three key objectives**, all centred around how we will enhance performance and boost public confidence in Ontario's policing sector. In the Strategic Plan, we define each objective, detail its importance, our commitments, and outline our approach to deliver on these commitments.

Over the next three years:

1. We will improve Ontario's policing performance and set a global benchmark
2. We will serve the public interest
3. We will propel greater insights and foresights to address risks

I would like to extend my appreciation to you, Ontario's policing sector, for your invaluable perspectives, which have informed the development of this Plan. In my engagements with you, I have said that it is important for you to see value in the IoP's work; and, so, your insights must necessarily inform what we tackle and how we tackle it. I hope chiefs of police, police service board chairs and members take some time to review our Strategic Plan and see your voices reflected in this document.

We anticipate sharing updates on our progress and the measures of our success in achieving our objectives in future Inspector General Annual Reports.

This Strategic Plan was the product of the efforts and suggestions of many from right across our organization. Prior to finalizing it, we reviewed the Plan with the entire IoP staff so they could see their work reflected in our next three years. I want to thank the team for their hard work and significant contributions in bringing our Strategic Plan from vision to reality.

Thank you for your continued trust and confidence in the Inspectorate of Policing. We look forward to what the next three years – and beyond – will bring.

Sincerely,



Ryan Teschner
Inspector General of Policing of Ontario

c: Mario Di Tommaso, O.O.M.
Deputy Solicitor General, Community Safety

Report to the Board - New Executive Director Position

Prepared by:
Kasey Etreni

Date: March 24, 2025

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3. Job Description	5
4. Salary	8

Executive Summary

Here's a revised version of the job description and wages, updating it for an **Executive Director** role instead of an **Administrative Director**. The changes reflect an increased level of leadership, strategic oversight, decision-making authority, and accountability.

Key Updates

Key Updates from Administrative Director to Executive Director:

1. **Increased Strategic Leadership:**
 - Expanded responsibility for policy development, financial oversight, and risk management.
 - More authority in setting strategic direction and leading governance initiatives.
2. **Higher-Level Stakeholder Engagement:**
 - Clearer role as the primary liaison with government officials, police leadership, and oversight bodies.
 - Increased responsibility for media relations and public engagement strategies.
3. **Budget and Financial Oversight:**
 - Full accountability for budget development, financial sustainability, and fiscal management.
4. **Supervisory and Team Management Responsibilities:**
 - Formalized leadership of staff and contractors supporting the Board's operations.
5. **Stronger Emphasis on Risk Management & Compliance:**
 - Responsible for identifying and addressing legal, regulatory, and operational risks.
6. **Greater Autonomy and Decision-Making Power:**
 - Shift from an administrative support role to an executive governance role.

Job Description – Executive Director

Union: Non-union

Position Status: Regular Full time

Summary of Functions

The Executive Director serves as the senior leader of the Thunder Bay Police Service Board, providing high-level leadership, strategic direction, and operational oversight to ensure the Board fulfills its governance, policymaking, and oversight responsibilities effectively. Reporting directly to the Board, the Executive Director plays a key role in policy development, stakeholder engagement, and ensuring alignment with legislative and governance frameworks.

This position is responsible for overseeing all administrative, financial, and operational functions of the Board, managing staff and contracted professionals, and acting as the primary liaison between the Board and key stakeholders, including municipal, provincial, and federal officials, as well as the Thunder Bay Police Service. The Executive Director ensures Board decisions are effectively implemented, manages Board communications, and leads strategic initiatives to enhance public safety governance and police oversight.

The Executive Director will collaborate closely with the Chief of Police and senior leadership of the Thunder Bay Police Service to ensure alignment with the Board's policies and strategic goals and provide advice on policing matters. The ED will also coordinate with the external communication service provider for crisis communications and media relations to ensure consistent messaging.

Education and Experience

- Post-graduate degree in public administration, law, governance, business administration, or a related field.
- 5–7 years of executive leadership experience in governance, board administration, or the public sector.
- Proven expertise in strategic planning, stakeholder engagement, policy development, financial oversight, and risk management.

Skills, Abilities, and Work Demands

- Strategic leadership with the ability to develop and implement long-term organizational goals and navigate complex governance and policy issues.
- Strong understanding of governance, police oversight, and public accountability frameworks.
- Ability to acquire in-depth knowledge of legislation governing policing.
- Proven ability to engage with municipal, provincial, and federal government agencies, maintaining effective relationships with stakeholders.
- Superior written and verbal communication skills for high-level reports, policy development, media engagement, and interaction with government officials, stakeholders, and the public.
- Strong interpersonal skills to enable tactful, diplomatic, and professional interaction with members of the Thunder Bay Police Service, government officials, and the public.
- Exceptional problem-solving, decision-making, and financial management skills, including budgeting and forecasting.
- Strong organizational, record-keeping, and logistical coordination skills to manage Board activities, compliance obligations, and meetings.
- Ability to exercise confidentiality, discretion, and diplomacy when handling sensitive information.
- Proficiency in board governance software, digital records management, and virtual meeting platforms.
- Strong understanding of IT security, cybersecurity risks, and digital record-keeping best practices.
- Required to obtain and maintain a satisfactory police records check and background check (CPIC, OPTIC, Niche RMS Search, OPP and RCMP requests, Social Media search) suitable for working in a police environment.

Duties and Responsibilities

Governance Leadership & Strategic Oversight

- Serve as the primary advisor to the Board, ensuring alignment with its mandate, legislative responsibilities, and strategic priorities.
- Develop, implement, and continuously evaluate Board policies, procedures, and strategic plans.
- Provide high-level analysis and recommendations on governance, legislative compliance, and emerging policy issues affecting police oversight.
- Develop performance metrics to assess Board effectiveness, governance improvements, and strategic impact.
- Identify and mitigate governance, operational, and reputational risks through proactive risk management initiatives.
- Ensure compliance with legislative and regulatory requirements, including the Community Safety and Policing Act and the Municipal Freedom of Information and Protection of Privacy Act.
- Support the Board in collective bargaining and oversight of employment agreements and grievance resolution with the Thunder Bay Police Service.
- Advise the Board on policy development, legislative changes, and emerging governance issues that impact police oversight and public safety. Ensure the Board's policies and decisions are aligned with current legal frameworks and best practices in policing governance.
- Collaborate with the Board to establish and meet annual performance objectives, ensuring alignment with strategic priorities.
- Provide regular reports on progress toward performance objectives, highlighting achievements, challenges, and recommended adjustments.

Board & Committee Administration

- Oversee agenda preparation in consultation with Board/Committee Chairs, meeting coordination, and official records management for all Board and committee meetings.
- In consultation with the Board Chair, establish meeting priorities and ensure timely distribution of materials in compliance with procedural by-laws.
- Ensure accurate documentation of Board/Committee decisions and actions by recording and managing meeting minutes, maintaining compliance with legislative requirements.
- Maintain and manage all Board/Committee records, both digital and physical, adhering to information governance best practices.
- Provide governance training and onboarding for new Board/Committee members to ensure a strong understanding of responsibilities and legislative obligations.

Stakeholder Engagement & Public Accountability

- Act as the primary liaison between the Board and key stakeholders, including the Chief of Police, municipal and provincial officials, legal advisors, and the public.
- Develop and implement Board communication strategies, including media relations, public engagement, and stakeholder outreach.
- Respond to media inquiries in consultation with the Board Chair, ensuring accurate representation of the Board's position while upholding transparency and public trust.
- Maintain the Board's online presence by ensuring timely updates to meeting agendas, reports, and public records to enhance accessibility and accountability.
- Develop and maintain relationships with key municipal, provincial, and federal stakeholders, ensuring that the Board's priorities and concerns are represented in public safety and policing policy discussions.

Financial & Operational Oversight

- Manage the Board's financial operations, ensuring fiscal responsibility, budget adherence, and long-term sustainability.
- Prepare financial forecasts and oversee Board expenditures in consultation with the Board Chair.
- Supervise staff and contractors, ensuring operational efficiency and high-performance standards.
- Assist in the development, tracking, and reporting of progress on the Board's strategic initiatives, including annual performance reviews and updates.

Crisis & Risk Management

- Provide governance oversight and strategic counsel during high-profile incidents or critical police matters.
 - Develop protocols for crisis response, ensuring the Board's role in oversight is clear and effectively executed.
 - Maintain awareness of legal and reputational risks, advising the Board on mitigation strategies.
 - Coordinate with the Board's external communication service provider to ensure consistent messaging during crisis situations and high-profile incidents.
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Legislative Compliance & Reporting

- Monitor Board obligations and ensure the timely submission of mandatory reports as required by legislation or Board policy.
 - Research and prepare reports on topics directed by the Chair or Board motions, providing expert insight and analysis.
 - Represent the Board at external meetings, conferences, and public events, advocating for best practices in police governance and oversight.
 - Lead the preparation of strategic plans and annual reports in compliance with legislative mandates.
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Hours of Work

Typically, Monday to Friday, 37.5 hours per week, with evening and weekend hours as required for Board meetings, stakeholder engagements, and urgent governance matters.

Inclusivity and Diversity

The Thunder Bay Police Service Board is committed to fostering an inclusive, diverse, and respectful work environment and encourages applicants from all backgrounds to apply.

Accountability

Reports to: Thunder Bay Police Service Board

Proposed Compensation Package:

- **Employment Type:** Full-time
- **Paid Vacation:** Broadly aligned vacation allocation with the City's Managerial and Non-Union scale.
- **Enrollment into Administrative Support Non-Union Employees of the City of Thunder Bay benefits** (Greenshield benefits only).
- **Salary:** To be negotiated.