Operational Plan Highlights

Thunder Bay Police Service 2025–2028 | Progress Snapshot: April 1 – September 30, 2026

61 of 70
action plans at or better than target

1
meeting with Elders' Council

100%
complaints managed per process

154
officers requalified on pistol and rifle

$1.9M
street value of drugs seized by Investigative Services

Data Integration
software pilot completed

Implemented
Wellness Check-In Incentive program

2,604
training hours delivered in June

Plan Status at a Glance (70 action plans)



Green = at or better than target · Blue = not started per timeline (scheduled 2026–2028) · Grey = TBD. No plans reported as slightly or significantly behind target.

Community Presence: Downtown Contacts per Month (Project Support / CORE)



Reporting period April 1 – August 31, 2026. Project Support began April 20 with a minimum of 2 officers on 12-hour daily shifts across the Downtown North and South BIAs.

Reaching the Community: Social Media and Web (Apr 1 – Sep 30, 2026)

14.3M	11.7M	457,090
Facebook views · +2,300 followers · 87,800 interactions	Instagram views · +1,800 followers · 25,000 interactions	website page views · 183 media releases issued

Community Engagement: Event Feedback (Post-Event Survey Respondents)

Chat with the Chief, 55 Plus Centre (Sept 5, 35 attendees)
100% increased trust in TBPS

Tapestry Community Circle (Sept 11, approx. 24 attendees)
72% increased trust in TBPS

Youth & Community Highlights

Students and Youth

100 student contacts by Dennis Franklin Cromarty School Resource Officer in April. Youth Council recruitment for 2026/27 began in September. Bike Safety events held in August.

Social Navigator

April: 55 client contacts. June: approx. 97 contacts and 45 agency referrals. August: 61 contacts and 28 referrals.

Partnerships

Marine Patrol with RCMP. Special Constables program with TBRHSC launched Sept 28. School traffic safety initiative on Sept 24.

Our People and Organization

TBPS Pulse Survey

First of 11 surveys ran Sept 14 – Oct 9 with 26% participation. Second survey (employee wellness) launched Oct 14.

Facilities Improvements

New boilers installed. Parking lot upgrades include asphalt repairs and new lighting.

Internal Communications

Internal Town Hall held June 17. 87% agree the event helps them feel informed. 100% plan to attend in future.

Thunder Bay Police Service 2025-2028 Operational Plan
Progress Tracker: October 2026

This update includes activity from April 1 – September 30, 2026.

Status Reported as:

Not started per timeline
At or better than target
Slightly behind target
Significantly behind target

Operational Lead(s)	Action Plans	Status	Metrics, Examples of activity	Objectives(s)
Investigative Services	Prioritize Guns, Gangs and Drugs enforcement strategies	At or better than target	-37 warrants executed. -9 home takeover investigations. -65 arrests. -390 charges laid. -20 firearms seized. -$250,030.00 currency seized. -Total Street Value Drugs Seized = $1,898,370.00.	1.1
Investigative Services	Multi-Service Enforcement Teams Relationship Strategy	At or better than target	-70-90 Multi-Agency Intelligence meetings attended. -6 Multi-Agency Intelligence presentations delivered.	1.1
Corporate Services/IT	Strategic Data Analysis Management & Technology Plan (includes Data Analysis Software Implementation Plan - AI, UA Niche, Perigrine)	At or better than target	-Implementation is ongoing. -Pilot testing on Peregrine software completed. -Privacy impact assessment in progress and will be presented at a later date.	1.2
Investigative Services	Intelligence-led Targeted Enforcement Strategy	At or better than target	- Total Multi-Agency projects conducted – TBPS Led 1. - $497,500.00 in Government Grant Funds acquired by Intel Unit. - Follow-up retail theft project enforcement planned.	1.2

Deputies/Human Resources	Proactive vs Reactive Policing Staffing Plan	At or better than target		1.2
Operational Support/Community	Eye on the Street Growth Plan	At or better than target	-On-Going partnership with City of Thunder Bay.	1.2
Primary Response	Traffic Management Program	At or better than target	- Traffic Management in draft. Final report expected to be completed soon for presentation to the Board.	1.2
Operational Support	Public Responsiveness Strategy (enforcement)	At or better than target	* - Project Support commenced April 20 with a minimum of 2 officers on 12-hour daily shifts across Downtown North and South BIAs. - CORE / Project Support Community Contacts: April 354; May 1,131; June 1,274; July 2,399; August 1,650. - April: 55 building/property deployments (44 building patrols; 4 private property walk-throughs; 6 Sheriff assists; 1 DSSAB support); approximately 18 warrants executed during patrols. - May: 16 building patrols; 9 warrants executed. - Thunder Centre ETU patrol commenced in July: 382 community contacts in July; 481 in August. - August combined Project Support / Thunder Centre enforcement: 38 Provincial Offence Notices; 26 arrests; 36 substances seized. - Housing Safety Unit: April data not carried forward unless documented in monthly report; May 9 dispatched calls / 20 self-initiated activities / 6 enforcement actions; June 6 dispatched calls / 9 self-initiated activities / 3 enforcement actions; August 8 dispatched calls / 14 self-generated activities. * Reporting Period: April 1–August 31, 2026	1.2
Operational Support	Community Committee Engagement Strategy	At or better than target	- May: 3 committee meetings; 5 community presentations; 3 Indigenous engagement meetings; 5 youth engagements; 6 festivals/public events. - June: 1 committee meeting; 1 community presentation; 2 Indigenous engagement meetings; 3 youth engagements; 4 festivals/public events. - August: 1 committee meeting; 2 Indigenous engagement meetings; 2 youth engagements; 3 festivals/public events; no community presentations.	1.3

			- 6 surveys issued to community partners regarding Project Support, the Downtown Core Stabilization Initiative.	
Community	Diversion Plan	At or better than target	- Restorative Justice activity with partners in progress. - Plan is in development.	1.3
Operational Support and Primary Response/ Community	Quick Connect and Reconnect U Implementation Plan	At or better than target	*- April Social Navigator: 55 client contacts; 16 agency referrals; 35 follow-ups. - May Social Navigator: over 60 client contacts; 30 agency referrals; 10 closed files. - June Social Navigator: approximately 97 client contacts; 45 agency referrals; 10 closed files. - August Social Navigator: 61 client contacts; 28 agency referrals; 8 closed follow-ups. - Project Support referral results: April 46 referrals / 21 accepted; May 67 / 32 accepted; June 75 / 5 accepted; August 74 / 12 accepted. * Reporting Period: April 1–August 31, 2026	1.3, 1.5
Operational Support/Community	Student Safety Strategy	At or better than target	- April Dennis Franklin Cromarty School Resource Officer: 100 student contacts; 2 school presentations; 5 parent/staff meetings; 5 preventative interventions; 0 arrests. - Matawa School Resource Officer was not staffed in April; returned May 14. - June: School Resource programming concluded for the school year; 2 arrests at secondary schools; Matawa School Resource Officer carried the Eagle Staff at the Pow Wow and graduation ceremonies. - August: School Resource programming remained suspended for summer.	1.4, 2.4
Operational Support/Community	Youth Outreach Strategy	At or better than target	- May: 5 youth engagements. - June: 3 youth engagements. - August: 2 youth engagements (Bike Safety events). - September: recruitment of Youth Council members for 2026/27 school year.	1.4, 2.4
Corporate Communications	Community Engagement Strategy	At or better than target	- Chat with the Chief at 55 Plus Centre September 5. 35 attendees. Feedback from post-event survey respondents: 100% strongly agree or agree that they felt welcome; 100% agree or strongly agree that this event helped them better	1.4, 2.1, 2.3, 4.4

			understand the role and responses of TBPS; 100% agree that this event increased their trust in TBPS; 100% said the event was worth their time. - Tapestry Community Circle September 11. Approx. 24 attendees. Feedback from post-event survey respondents: 86% strongly agree or agree that they felt welcome; 72% agree or strongly agree that this event helped them better understand the role and responses of TBPS; 72% agree that this event increased their trust in TBPS; 86% said the event was worth their time. -Message from the Chief issued monthly.	
Corporate Communications	Community Satisfaction Survey Strategy	At or better than target	- On track for fall 2026 implementation.	1.4, 2.1, 2.2, 2.3, 2.5, 2.6
Corp Comms/Exec. Assistant	Indigenous Leadership Collaborative Engagement Plan	At or better than target	- Chief Fleury met with individual members June 10, 15, 18. - Indigenous Leadership Collaborative meeting held July 29. - Preparations are underway for a full-day planning session with Indigenous Leadership Collaborative.	1.5, 2.2
Primary Response, Investigative Services and Community	Partnership Strategy (collaboration with other Services on enforcement, campaigns, etc.)	At or better than target	- Primary Response: Partnerships are ongoing with other enforcement agencies through various projects and campaigns. - Recent examples include: Marine Patrol with RCMP; Special Constables program with TBRHSC launched Sept. 28; School traffic safety initiative with Lakehead Public and Thunder Bay Catholic District School Board school boards, crossing guards and Student Transportation on Sept. 24. - Operational Support: Monthly reports document continued inter-agency operational activity, including OPP/PGNG warrant assists and OPP PSS security details.	1.5, 2.1
Community	Community Safety and Well-Being (CSWB) Plan Development and Implementation Participation Plan	At or better than target	- Community Outreach members participate in CSWB committee. - Meetings with City of Thunder Bay CSWB planning lead to support engagement.	1.6
Operational Support & Primary Response	Officer Visibility Strategy	At or better than target	*- Project Support commenced April 20 with dedicated Downtown North/South deployment.	2.1

			- CORE / Project Support Community Contacts: April 354; May 1,131; June 1,274; July 2,399; August 1,650. - Thunder Centre ETU patrol: 382 community contacts in July and 481 in August. - August: on 5 of 14 Thunder Centre patrol shifts, ETU left the assigned patrol to assist Primary Response or respond to a Code 1/weapons call. * Reporting Period: April 1–August 31, 2026	
Operational Support/ Community	Cultural Program in High Schools	At or better than target	- April Dennis Franklin Cromarty School Resource Officer participated in Easter Feast and Elders' workshop days involving traditional teachings. - June: Matawa School Resource Officer carried the Eagle Staff at the Pow Wow and graduation ceremonies.	2.2
Operational Support/Community	Reconciliation Training Delivery	At or better than target	- Delivered annually for all new employees.	2.2, 2.6, 3.4
Community	Indigenous Elders Engagement Plan	At or better than target	- Elders' Council met with Chief Fleury Sept. 8. - Elders actively engaged and consulted.	2.2
Operational Support/Community	Community Evacuation Safety Management Strategy	At or better than target	- Ongoing and is based on yearly evacuations. - TBPS has a representative assigned for every evacuation.	2.2
Corp Comms	Anti-Racism Communications Plan	At or better than target (2027)	-Met with partners to explore collaborative approaches.	2.2
Operational Support/Community	Complaints Reporting Process	At or better than target	-Process in place and published. -Complaints managed and reported per process.	2.3, 2.6
Corp Comms	Strategic Communications Plan	At or better than target	- Plan in place; objectives and metrics developed. - 183 media releases issued during reporting period. - Social media continues to expand. Figures below are from April 1 – September 30, 2026: Facebook • 14.3M views • 364,600 visits	2.3, 2.5

			• +2,300 followers • 87,800 content interactions (includes likes, reactions, saves, comments, shares) Instagram • 11.7M views • 18,300 visits • +1,800 followers 25,000 content interactions (includes likes, reactions, saves, comments, shares) - The Shift newsletter issued monthly. - Website: 457,090 page views during reporting period.	
Senior Command Team/Corp Comms	Strategic Plan Progress Communications Strategy	At or better than target	- Strategic Plan Progress highlights provided at Board meetings in May, June, Sept, Oct. - Strategic Progress highlights incorporated in community communications initiatives.	2.3
Investigative Services	Family/Victim Liaising Framework	At or better than target	- Continue to follow framework developed to accommodate victim and/or family preferences, including frequency and method of contact and designated family contacts. - Continue to follow cultural elements offered and incorporated into victim/family liaison where appropriate, including smudging at crime or death scenes and involvement of Elders at viewings. -[Developed a liaison agreement with NAPS to provide additional family liaison support for victims and extended family members, community members and band management in northern NAN communities, strengthening communication and coordination with affected families and communities.	2.6
Operational Support/Community	City Homelessness Partnership Strategy	At or better than target	*- Project Support continued dedicated downtown-core activity from April 20 onward. - Social Navigator documented: April 55 client contacts / 16 agency referrals / 35 follow-ups; May over 60 contacts / 30 referrals / 10 closed files; June approximately 97 contacts / 45 referrals / 10 closed files; August 61 contacts / 28 referrals / 8 closed follow-ups.	2.6

			* Reporting Period: April 1–August 31, 2026	
Human Resources/Peer Support	Mental Health Incentive Program	At or better than target	- In June 2025, a Wellness Check-In Incentive program was developed and implemented to support employee mental health and overall workplace wellness. - The program was established to proactively address mental health challenges and enhance job performance and create a healthier and more supportive work environment. - In 2025, approximately 129 members participated in the program.	3.1
Human Resources/ Return-to-Work Specialist	Return to Work and Reintegration Specialist Work Plan	At or better than target	- The role of the Return to Work Specialist was developed mid-2025 and filled July 2025. - Initial efforts focused on onboarding, role integration and identifying operational priorities and organizational need related to the return to work process. - RTW Specialist is actively following the organization's RTW and Accommodation procedure and applying a fair, consistent and supportive approach to the return to work process. - Formal Work Plan in development and informed by learnings. Target is 2nd quarter of 2026. - Initiating quarterly wellness check-ins with members who are off on leave (STD, LTD, WSIB).	3.1
Human Resources/ Corporate Communications	Employee Satisfaction Survey	At or better than target	Employee engagement survey plan was developed with the goal to understand the employee experience throughout the year and identify opportunities to improve our workplace. - The TBPS Pulse is a series of surveys. - 11 surveys covering a different workplace topic. - The first survey was launched in September (September 14 to October 9, 2026). - 26% participation with key themes identified. - Report has been shared with Chief and Deputies; summarized results to be shared with members, including actions taken to address key identified issues. - The second survey was launched on October 14 and closes November 9, 2006; the theme is employee wellness.	3.1, 3.3, 3.4, 3.5, 3.6, 3.8, 4.1, 4.6

Human Resources/Peer Support and Return-to-Work Specialist	End-to-End Wellness Program	At or better than target	- Continued with the Wellness Check In Incentive program. - Celebrated mental health awareness week with events planned each day. - Currently tracking Peer Support team contacts.	3.1
Corporate Services/IT	Information Technology Infrastructure Inventory, Lifecycle Support and Cybersecurity Strategy	At or better than target	-Active recruitment for IT management position. -Cyber security strategy ongoing. -2025 external security test passed. - Planning for potential off-site activity and relocations. - Capital budget planning with forecast through 2029. - Inventory review to assess future needs.	3.2
Chief/Deputies	TBPA Relationship and Engagement Strategy	At or better than target (ongoing)	- Monthly Labour Relations meetings between TBPA and TBPS Senior Management to address outstanding issues.	3.2
Human Resources	Staffing to Complement Strategy (Strategic Workforce Plan)	At or better than target	- Recruitment and Outreach strategy developed including metrics. - Launched a Voluntary Self-Identification Survey. Members were encouraged to participate and as new members start, the link is shared during orientation.	3.2, 4.6
Human Resources/HR Specialist	Human Resources Strategy (including Administrative staff review and HR data access plan)	At or better than target	- Conversations with City to access information necessary to assist HR and payroll with their daily functions.	3.2, 4.6
Human Resources/ Recruitment	Recruitment and Promotion Strategy	At or better than target	- Recruitment and Outreach strategy developed including metrics. - Metrics will be reported on at year end. - Metrics include time to hire for key operational roles, number of outreach events and activities, vacancy rate. - In September, attended career fairs at Confederation College, and a few high schools. - Northwestern Ontario recruitment road show is scheduled for the week of November 2nd. - Strategy to be adopted by TBPS Board, which outlines recruitment and outreach activities. - Implementation and role out of new TBPS Orientation – a standardized orientation for all new members of the service, where they are introduced to key members of	3.2

			the organization, introduced to standard systems and participate in mandatory training such as WHMIS, Worker Health & Safety, Accessibility for Ontarians with Disabilities. They are also provided with an Orientation Guide welcoming new members to the service. The guide includes the mission, vision and values, org structure at a glance, common terms & abbreviations, rank structure, facility information, FAQ, etc.	
Finance and Human Resources	UKG Software Implementation Plan	At or better than target	- Testing began in August and is in progress. - Active software testing by users throughout the service.	3.2
Chief/Deputies	Organizational Change Strategy & Scorecard	Not started per timeline (2028)		3.2, 4.1
Human Resources and Training	Leadership Development Program (to include career mapping)	At or better than target	No update for this reporting period.	3.3, 3.6, 3.7
Deputy – Operations/SOA and TBPA	Promotional Process Review	At or better than target (ongoing)	- Ongoing collaborative effort between service and association, updated process expected for 2027.	3.3, 3.7
Operational Support/Training	Training Program Delivery	At or better than target	*- April: 7 sessions; 696 total training hours; 41 officers trained; 15 recruits; 800 recruit training hours. - May: 12 sessions; 880 total training hours; 83 officers trained; 2 experienced officers / 80 recruit training hours; 2 members completed Use of Force Trainer Course. - June: 2,604 total training hours; pistol and rifle requalification for 154 officers; 14 recruits / 1,008 Pre-OPC and Post-OPC training hours. - July: 2,038 total training hours; 7 recruits / 664 recruit training hours; minor legislated training gaps being rescheduled. - August: 11 sessions; 256 total training hours; Special Constable use-of-force, Taser re-certification, rifle and breach training; 22 Primary Response members trained on breach-door ram use. * Reporting Period: April 1–August 31, 2026	3.3

Operational Support	Indigenous Special Constable Program	Not started per timeline (2027)	-Funding opportunities continue to be explored.	3.4
Human Resources	Internal Inclusion Plan	Not started per timeline (2026)	-Plan to be developed in 2026.	3.4
Deputy – Operations/Co-Chairs	Internal Women's Support Network	At or better than target	- No update for this reporting period. Meetings to resume in fall 2026.	3.4
Chief/Deputies/ Executive Assistant	Internal Meetings Strategy	At or better than target	- No update for this reporting period. Planning quarterly meetings for 2027.	3.5, 4.1
Corporate Communications and Senior Command Team	Internal Communications and Engagement Strategy	At or better than target	- Internal Town was held on June 17. - All members provided opportunity to submit questions in advance. - Summary provided to all members. - Post-event feedback: 75% strongly agree or agree that the event was a good use of their time (25% neutral); 87% strongly agree or agree that the event helps them feel informed about the Service's priorities and decisions (13% neutral); 87% learned something new; 100% plan to attend future events. - 8 internal updates to members from the Chief issued. - New members' forum added to Intranet in April.	3.5, 4.1
Chief/Senior Command Team (with Leadership Advocate)	Leadership Engagement Strategy	At or better than target	- TBPS member received training through Talentsmart and can now deliver Emotional Intelligence for Law Enforcement training. - Identifying future internal leaders and offering training.	3.5, 4.1
Deputy – Administration	Transparent and Fair Discipline Process	At or better than target	- Discipline Panel process uses consistent practice and considers local precedents in reaching decisions and assessing penalties if applicable.	3.6
Human Resources	Development Plan Definition and Framework	Not started per timeline (2026)	-Plan to be developed in 2026.	3.7

HR/ Executive Assistant/Corporate Communications	Employee Recognition Program Implementation	At or better than target	- Hosting Exemplary and Dedicated Service Awards dinner in October 2026. - Retirement recognition program established and award process being followed for all retirees. - Internal committee met to review and advise on internal awards nominations. - Results to be shared.	3.8
Human Resources/HR Specialist	Annual Performance Management Program	At or better than target	- 421 appraisals for the 2025 period were completed = 100% completion rate. - 360˚ Evaluation launched again for 2026 with enhancements based on employee feedback. - for 2026, members can provide feedback on up to 3 supervisors they have had a direct working relationship with. Members have until November 1, 2026 to provide their feedback. To date, 20 members have participated and provided feedback.	3.7, 4.1
Corporate Services/Risk Management	Ethics Review and Training	Not started per timeline (2028)		4.1
Deputy – Administration and Deputy – Operations/Human Resources	Internal Movement Plan	At or better than target	- Continuous adjustment to ensure the right members are getting into positions for succession.	4.2
Human Resources/Return-to-Work Specialist	WSIB Process	At or better than target	- Updated the WSIB Reporting procedure to reflect current process. - Follow RTW & Accommodation procedure in a fair and consistent manner.	4.2
Human Resources	Key Position Succession Plans	Not started per timeline (2026)		4.2
Deputy – Administration/ Corporate Services	Engagement with Oversight Bodies Strategy	At or better than target	- Monthly meetings with Inspectorate of Policing (IoP) for ongoing Inspection (weekly during active inspection period). - IoP province wide inspection information request (significant volume) provided on schedule. - Special Investigations Unit (SIU) liaison process continues to be productive. - Professional Standards Branch interaction with Law Enforcement Complaints Agency (LECA) professional and effective.	4.3

Corporate Communications	Board Communications Strategy	At or better than target	- Operational Plan updates provided at monthly meetings. - Board included in media release distribution. - Board included on community news distribution. - Collaboration on events and speaking notes.	4.3
Professional Standards	Public Complaints Tracking and Reporting System	At or better than target	- 100% compliance with process. - Reporting to the Board per schedule. - All PSB staff received IA Pro software training in 2026.	4.4
Corporate Services	Discipline Process Panel	At or better than target	- Continuing as required, actively meeting.	4.5
Corporate Services/IT	Data Dashboard Implementation Plan	Not started per timeline (2027)		4.5
Deputies/All Inspectors and Directors	Data Analysis Integration Plan	At or better than target	- Data regularly informs operational decisions. - Example: Expansion of Project Support into additional retail areas.	4.5
Human Resources	Exit Interview Data Implementation Plan	At or better than target	- Exit interviews offered to 100% of members leaving the service. - In 2024, we had an offer rate of 30% (13 out of 44 members were offered exit interviews) and a 62% participation rate (8 out of the 13 offered participated). Key themes were leadership, career development, manpower. - in 2025, there is an offer rate of 45% (20 out of 44 members were offered exit interviews) and a 80% participation rate (16 out 20 member participated); key themes were career development, lack of opportunity, compensation & benefits.	4.5
Finance, Fleet & Facilities	Budget Optimization Strategy	At or better than target	- Budget updates issued to all departments quarterly. - Regular meetings with leads to identify trends and manage variances. - Information incorporated into variance reports to the Board. - Variance reports provided to the Board quarterly.	4.5
Deputy – Operations/Senior Command Team	Operational Review Implementation Plan	Not started per timeline (2028)		4.5

Finance, Fleet & Facilities	Facilities Improvement/Replacement Plan	At or better than target	- New boilers installed Aug/Sept 2026. - Flushed heating/cooling fluid from HVAC system. - Enhanced lighting in parking lot as of July 2026. - Updates to report-writing room. - Met with City regarding parking lot upgrades, fencing.	4.6
Corporate Services	CSPA Requirements Implementation Plan	At or better than target	- Procedures adjusted and in progress. - Ballistic plate deployment and procedure for Primary Response complete.	4.6
Records	DEMS Workflow Process Mapping Review	At or better than target	- Members of ETU have all been assigned helmet mounted cameras. Once fully operational, this will allow for evidence upload to DEMS. - In August, auto-transcription for supported AXON products was turned on for the service providing an AI powered speech to text tool built into the AXON evidence providing the ability to review audio and video faster. - AXON Capture and AXON View Applications are consolidating their functionalities into a single unified mobile application called AXON App. The consolidation supports advanced features while maintaining strict compliance security standards. - Continued planning for transition to AXON Records in 2028.	4.6
Risk Management	Strategic Assessment & Risk Management Plan	TBD		4.6