

# BUSINESS PLAN 2012 - 2014



THUNDER BAY POLICE SERVICE | *Your Police Service*











## CHIEF'S MESSAGE

LATE IN 2011, THE THUNDER BAY POLICE SERVICES Board developed 4 priorities for our police service. Part of that process included the creation of a simple statement which captured the reason why we exist. Quite simply put, we are dedicated to a safe community. This business plan reflects that purpose.

When I became Chief of Police in July of 2011, I knew our community faced many challenges including a high crime severity index and an ever increasing demand for the services provided by the men and women of the Thunder Bay Police Service. The members of our service share the same concerns about safety which have been voiced by the citizens. We all want to live in a fair and just community.

This business plan will guide us over the next three years as we do our best to meet the high standards the community has set. We have created a number of key objectives for each of the board's priorities. These objectives will be successful because of the dedication

of the members of the Thunder Bay Police Service. This is a living document which must be flexible to adjust to our changing community. We are going to leverage our partnerships with community partners such as the Crime Prevention Council to effectively engage the community in making the community safe.

Each year we will report on our progress and accomplishments regarding the service's strategic objectives. This will be included in our annual report which includes a statistical analysis of the past year.

On behalf of everyone at the Thunder Bay Police Service, it is both an honour and pleasure in serving you. We are proud to be your police service.

J.P. Levesque  
Chief of Police  
Thunder Bay Police Service



## CHAIR'S MESSAGE

**ON BEHALF OF THE THUNDER BAY** Police Services Board, I'd like to present the 2012 to 2014 business plan. This is more than a document. It is a commitment to the community as to the delivery of policing services for the next three years.

The Police Services Board has taken input from citizens, businesses, schools, city council and members of the Thunder Bay Police Service as to the issues facing the community and its police service. In general terms, the feedback that was received dealt with three main issues: Crime Prevention, Enforcement and Visibility of Police. We are keenly aware of the social issues facing our city coupled with the addiction and the spiralling despair it creates. We all have a stake in dealing with these core issues.

The board has set 4 priorities for the Thunder Bay Police Service. The Chief of Police will engage his staff in creating activities to support these priorities. A business plan guides the service in the delivery of critical services and programs which benefit the community in tangible ways. We're looking forward to the years ahead.

I would like to thank Chief Levesque and the members of the Thunder Bay Police Service for their dedication to service. This business plan is a shared promise to do the best we can for the citizens of our great community.

Joe Virdiramo  
Chair – Thunder Bay Police Services Board







# VALUES

## Mission:

THE THUNDER BAY POLICE SERVICE is dedicated to a safe community

## Values:

### Honesty

We are truthful and open in our interactions with members of our communities and with each other.

### Integrity

We are honourable, trustworthy and accountable to the members of our communities and each other.

### Fairness

We treat all members of our communities and each other in an impartial, equitable and sensitive manner.

### Reliability

We are conscientious, professional, responsible and dependable in our interactions with our communities and each other.

### Teamwork

We work together with our communities and within our organization to achieve mutual goals, making use of diverse knowledge, skills and abilities.

### Positive Attitude

We interact in a positive and constructive manner with our communities and with each other.

### Community Partnerships

We develop and maintain relationships with community groups and agencies to meet changing needs.

### Victim Sensitivity

We are committed to being supportive and helpful to victims of crime.



# BUSINESS PLANNING CYCLE

**THE DEVELOPMENT OF THIS BUSINESS** plan began in 2011 with a comprehensive look at issues and trends which have a direct relationship to public safety. Statistics relating to crime, calls for service and population trends are only one part of the environmental scan. The Thunder Bay Police Services Board took the input of the public, school administrators, businesses, city council and members of the service into consideration when it began the task of setting priorities for this plan.

The Police Services Board met with senior administration to discuss and set the following priorities. The T.B.P.S. senior administration then reached out to their staff members in developing operational objectives to meet these priorities.





# PRIORITIES

**THE THUNDER BAY POLICE SERVICES BOARD** considered the issues facing the community. The board has set the following priorities to guide the police service with the goal of reducing and preventing crime and disorder.

- Crime prevention and community safety through progressive and proactive policing
- Communication with and engagement of the community regarding public safety and policing issues.
- Engagement of the Aboriginal community to address safety and policing issues.
- Maintenance of a respected and effective work force.







# SERVING & PROTECTING OUR COMMUNITY

## Thunder Bay Police Service Core Functions:

THE ACTIVITIES OF POLICE SERVICES WITHIN the province are governed by legislation as per the Police Services Act. Policing continues to be one of the most heavily regulated professions.

In 1999, the Ontario Government introduced the Police Adequacy and Effectiveness Standards Regulation. This regulation targeted six core functions that must be addressed by every police service in the province:

- Crime prevention
- Law enforcement
- Victim's assistance
- Public order maintenance
- Emergency response services
- Administration and infrastructure

## Guiding Principals in Delivering Policing Services:

- Work transparently
- Work efficiently
- Communicate in an open manner

The 2012 to 2014 business plan takes into account the challenges facing our community. While those challenges are many, the men and women of the Thunder Bay Police Service are up to the task. This document builds upon our past successes and draws our strength as we move forward to serve and protect.

THUNDER BAY

POLICE

SERVICE





# ENVIRONMENTAL SCAN

THE THUNDER BAY POLICE SERVICE has a jurisdiction which includes the City of Thunder Bay and Municipality of Oliver Paipoonge. This is a coverage area of 678 square kilometers. As of 2010 the population of our jurisdiction was **116,940**.

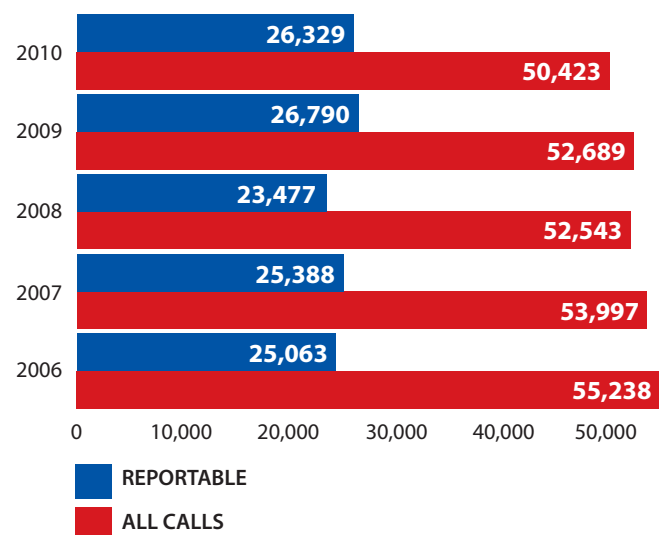
As acknowledged in the 2007 Urban Aboriginal Task Force Thunder Bay Report, an accurate population count for First Nation peoples living in Thunder Bay and Oliver Paipoonge is difficult. A conservative estimate of our Aboriginal population is said to be between 15 to 25 percent of the total population based on the research of the task force.

As a regional hub, Thunder Bay is a demand destination providing services and opportunities for residents of remote communities. The population of the city ebbs and flows increasing the demand for emergency services.

## Continuing Demand

OVER THE PAST FIVE YEARS, there has been a steady increase in reportable calls for service. Reportable incidents are ones which required further follow up and time from police personnel. This demand coupled with the higher than average crime rate continues to present challenges to the delivery of policing services to the city of Thunder Bay and the municipality of Oliver Paipoonge.

## CALLS FOR SERVICE





# ENVIRONMENTAL SCAN

## Getting the Job Done

THE SERVICE DEALS WITH MORE THAN just criminal matters. The T.B.P.S. also provides service in the following areas:

- Missing persons
- Traffic enforcement, investigation and education
- Elder abuse
- At risk youth
- School liaison
- Public safety warnings
- Provincial offences
- Complex intelligence based investigations
- Participation in community based initiatives
- Aboriginal liaison and outreach
- Joint force operations and investigations
- Criminal record checks for citizens
- Court security
- Crime mapping





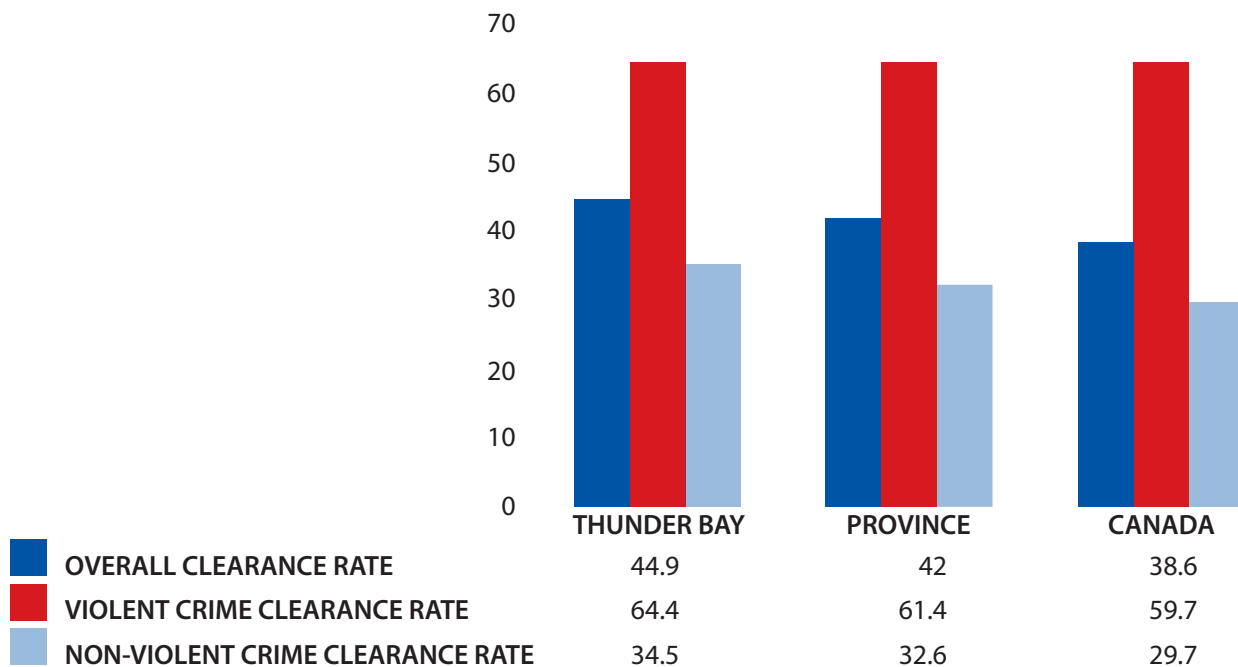
# ENVIRONMENTAL SCAN

## Clearance Rates:

OF THE 26,329 REPORTABLE INCIDENTS in 2010, the Thunder Bay Police Service investigated over 10,000 Criminal Code offences. The members of our service continue to provide a high level of service. In fact, the T.B.P.S. enjoys a high success rate in the area of criminal investigations.

Clearance rates indicate that an investigation has concluded. The Thunder Bay Police Service's clearance rates are higher than the provincial and national averages.

## 2010 WEIGHTED CLEARANCE RATES





# ENVIRONMENTAL SCAN

## Crime Rates

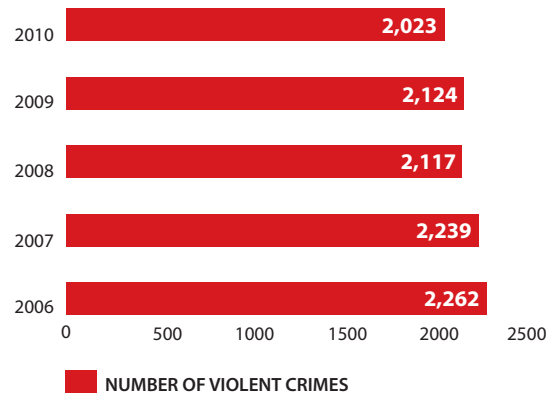
**THUNDER BAY CONTINUES TO RANK HIGH** in violent crime in Statistics Canada’s annual Crime Severity index. This index is weighted to reflect more serious crimes such as homicides and robberies. In general terms, the number of criminal code offences within our jurisdiction has stayed relatively flat over the past 5 years.

The effects of addiction are devastating to both the individual and community. Drug and alcohol use is chronic. Some members of remote communities arrive in Thunder Bay with poor coping skills and few opportunities. Many become victims of crime. Youth are often at risk as they enter an urban environment for the first time. The results can be tragic. The T.B.P.S. continues to reach out to youth who will be coming to Thunder Bay to seek educational opportunities.

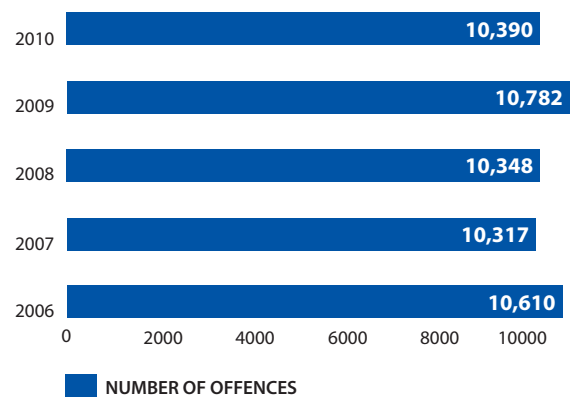
Of particular concern to police are the extremes in the types of violent crime. The vast majority of homicides in this city have involved persons known to each other. Crimes of opportunity such as robberies for the most part involve strangers. The community and police struggle with the question as to how many of these crimes are preventable. The reality is that the underlying causes are deep rooted in social issues

beyond the sole control of law enforcement. The Thunder Bay Police Service has maintained partnerships with local stakeholders to address these issues.

### CRIMES OF VIOLENCE 2006-2010



### ALL CRIMINAL CODE OFFENCES 2006-2010







# ENVIRONMENTAL SCAN

## Perspective

### Public Intoxication: Fuel for Disorder

THE THUNDER BAY POLICE SERVICES HAS one of the highest custody rates for public intoxication in the province. A barometer for the impact of substance use and the resulting negative behaviours can be found in following 2010 comparison of two cities; Thunder Bay and Toronto.

#### Populations:

- Toronto Police Service Jurisdiction: 2,480,000
- Thunder Bay Police Service Jurisdiction: 116,940

#### Total Liquor License Act Charges:

- Toronto: 19,633
- Thunder Bay: 6,607

If Toronto had the same rate of Liquor License Act Charges as Thunder Bay, the Toronto Police Service would have made over 140,000 charges!

The interconnection between substance use and crime ranges from public disorder, robberies, assaults, domestic violence, property crimes and the loss of life through homicides. Organized crime groups are engaged in a multi million dollar illicit drug trade which profits from the suffering of persons with addictions.

Community base solutions will have the most significant impact on level of crime in Thunder Bay. This is not only a police issue. Prevention strategies such as the city's Crime Prevention Council must continue to be supported by the entire community. The Thunder Bay Police Service is an active member of the Crime Prevention Council.

## TORONTO/THUNDER BAY LIQUOR LICENSE CHARGES PER POPULATION 100,000





# ENVIRONMENTAL SCAN

## The Public View

**THE PUBLIC CONTINUES TO EXPECT** and demand quality service from the police. These expectations have been examined in a number of surveys conducted during the development of this business plan. School boards, business, members of the Thunder Bay Police Service and City Council members were also consulted to understand what issues the Thunder Bay Police Services Board needed to consider when setting priorities for service.

The City of Thunder Bay released findings from a citizen satisfaction survey in March 2011. The research was conducted by Ipsos Reid and was quite extensive. One of the questions asked if respondents felt Thunder Bay was a relatively safe city. 68% felt somewhat or strongly agreed that the city is relatively safe. 28% of the respondents indicated that someone in their household had been the victim of a crime. 74% said they reported the crime to police. This high reporting rate is reflected in the high case load and calls for service that members of the Thunder Bay Police Service deal with on a regular basis.

The consultation process by the service indicates that the public sees the following as important issues they feel should be important to police:

- Crime Prevention
- Enforcement
- Visibility

## Framework for Success: Creating Strategic Objectives

**THE THUNDER BAY POLICE SERVICES** Board has created four priorities as the foundation of this business plan. The goal is to support the board's priorities through a consultative and inclusive process with the members of the police service. To make the three year plan a living document, the service has established strategic objectives to support these priorities. These objectives will be reviewed and measured on an annual basis.

An update will be made as to the Thunder Bay Police Service objectives and their performance indicators on a yearly basis. This report will be integrated into the Annual Report which also includes a statistical review of the previous year.





# STRATEGIC OBJECTIVES

## **Crime prevention and community safety through progressive and proactive policing**

- a) Reduce property crime and crimes against persons through public education on crime proofing techniques and specific enforcement initiatives in identified areas.
- b) Reduce convenience store robberies by working directly with corporations to enhance employee safety mechanisms, improve environmental designs and utilization of directed patrols.
- c) Reduce motor vehicle collisions and enhance road safety by maintaining an effective road safety plan and traffic enforcement strategy.
- d) Enhance the quality of crime prevention initiatives through the standardization of presentations and materials and leveraging the Crime Prevention Council to increase community mobilization.
- e) Develop a policing model that incorporates all branches of the service within a community policing strategy to identify and address specific neighbourhood crime and disorder problems.

## **Communication with and engagement of the community regarding public safety and policing issues**

- a) Support the Crime Prevention Council in a coordinated response to the root causes of crime and safety within the community.
- b) Develop and implement a strategy to leverage social media in communicating with and educating the public on important policing and safety issues.
- c) Increase opportunities for public dialogue.
- d) Work closely with all local media to ensure the accurate and timely release of information to the public.



# STRATEGIC OBJECTIVES

## Engagement of the Aboriginal community to address safety and policing issues

- a) Maintain and support the Aboriginal Liaison Unit and Aboriginal Advisory Committee.
- b) Develop and implement strategies to address the safety and well being of Aboriginal youth.
- c) Collaborate with Aboriginal leaders and service agencies in establishing priorities and addressing policing and safety issues that are specific to the Aboriginal community.
- d) Work with all levels of government, Aboriginal leaders, private corporations and policing partners in developing a comprehensive regional strategy to address safety and policing issues associated to northern economic development.

## Maintenance of a respected and effective work force

- a) Work in cooperation with the Thunder Bay Police Association and the Thunder Bay Senior Officers Association in reviewing deployment models to maximize efficiencies and effectiveness of all police service branches.
- b) Undertake to review and implement a more efficient data entry and record management process in preparation for the impact of the new consolidated courthouse project and maximize the availability of patrol officers to respond to calls for service
- c) Develop and implement a strategy to raise the profile of the Thunder Bay Police Service within the community.
- d) Recognize that our employees, sworn and civilian are the most valuable resource by ensuring appropriate equipment, training, performance management, opportunities for advancement and recognition of exemplary service.
- e) Formalize an audit process of the policies and practices of the Thunder Bay Police Service.









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