



# 2015-2017 **THUNDER BAY POLICE SERVICE**

Business Plan

Your Police Service





# Innovation in Policing



## Chief's MESSAGE

After consulting with partner agencies and community organizations the Thunder Bay Police Services Board has developed a three year Business Plan which identifies four policing priorities for the City of Thunder Bay and the Municipality of Oliver Paipooonge.

The Plan is designed to guide members of our Service in delivering quality policing to the people we serve through efficient and effective enforcement and crime prevention using the latest in modern policing techniques and technologies.

The people of our two great communities have come to expect a high standard from their police service. The challenges in an ever-changing world are many, but the proud men and women of the Thunder Bay Police will continue to strive to deliver professional and bias-neutral policing to all who live, work and attend school here.

As the Chief of Police, I am encouraged by the priorities and objectives contained in our new Business Plan and look forward to working with all of our Members to ensure the Plan is used as a guide as we move forward.

On behalf of everyone at the Thunder Bay Police we appreciate the honour of keeping our communities safe.

A handwritten signature in black ink, appearing to read "J.P. Levesque".

**J.P. Levesque**  
Chief of Police

## Chair's REMARKS

On behalf of the Thunder Police Services Board, I am very pleased to present the 2015 to 2017 Business Plan. This Plan will provide clear and comprehensive direction to the Thunder Bay Police Service in the delivery of policing services in the City of Thunder Bay and the Municipality of Oliver Paipooonge.

The plan was the result of extensive consultation with citizens, businesses, school boards, city council and members of the Thunder Bay Police Service. The feedback gained was used in setting the Priorities and the Strategic Objectives for the next three years.

Policing has become very complex. The Business Plan has been designed to take into account the reality that this complexity will only continue to increase. For example, cyber-crime knows no limitations - either in type of crime or geographic boundaries. Its victims cross all ages and socio-economic groups. Another important consideration in this Plan is that the vast majority of calls for service that we receive, just like those of police services across the country, do not involve criminal behaviour. Rather, the police are frequently called to respond to a wide variety of social issues. The Thunder Bay Police Service is "the shop that never closes". We will continue to work with our existing partners and will seek new partnerships and collaborations to address these social issues in a holistic way.

Chief Levesque will work with his staff to develop operational plans to ensure that these priorities and strategic directions are achieved. Their achievements will be reported to the public in the annual report for the next 3 years.

I want to thank Chief Levesque and all of his staff for their professional and dedicated service. The Police Board and the Police Service commit to working together to ensure the safety and well-being of our communities.

Sincerely,

A handwritten signature in black ink, appearing to read "Jackie Dojack".

**Jackie Dojack**  
Chair







# Our 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





# Environmental SCAN

The Thunder Bay Police Service has a jurisdiction that includes the City of Thunder Bay and the Municipality of Oliver Paipoonge. Our total jurisdictional population as of 2013 was 117,003. Total area is 678 square kilometers.

## Calls for Service

There were 44,635 calls for service in 2014. Of these calls, nearly 22,000 were reportable. A reportable call for service is one which requires a police officer to follow up with more information usually obtained through further investigation of an incident. It is a strong indicator of the workload facing the Thunder Bay Police Service on a regular basis.

## 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.

# Thunder Bay Police Service ORGANIZATIONAL STRUCTURE

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 assistance
- Public order maintenance
- Emergency response services
- Administration and infrastructure

Planning in the area of police resources is based on trends and intelligence along with the need to deal with unforeseen emergencies. While the cost of doing business can be high, the cost of not being able to provide adequate and effective policing would be even higher to the community.

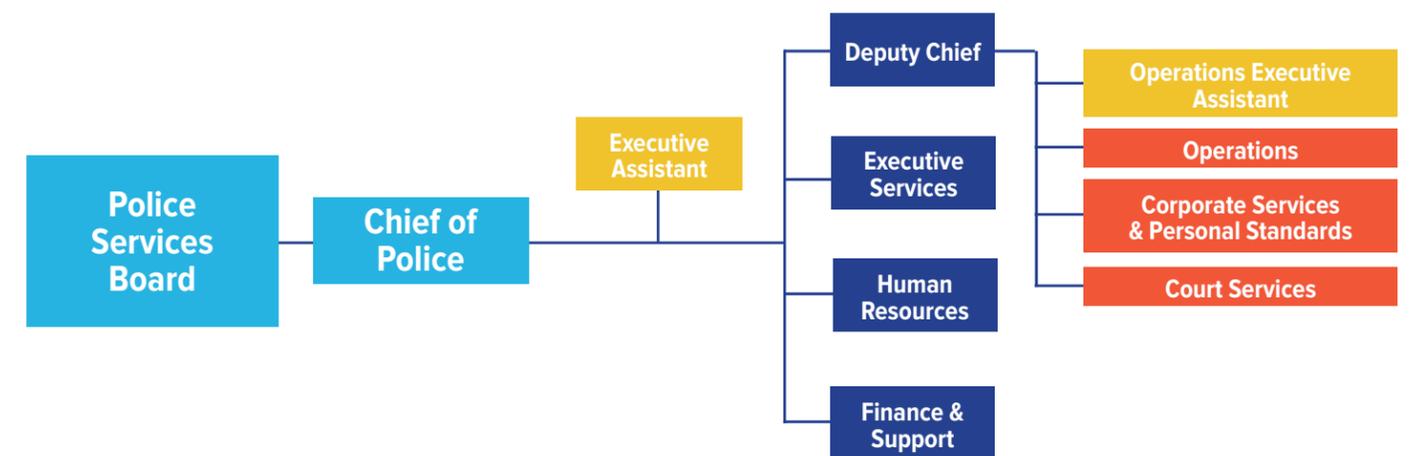
The Thunder Bay Police Service's 2015 to 2017 Business Plan is not just a critical business tool to focus resources. It is also a commitment that we will deliver high quality service and provide sustainable protection for the City of Thunder Bay and the Municipality of Oliver Paipoonge.

**44,635** calls for service in 2014  
**22,000** were reportable

## Additional Service Delivery

The service deals with more than just criminal matters. The TBPS also provides service in the following areas:

- Missing persons
- Traffic enforcement, investigation and education
- Support for vulnerable seniors
- 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



# Community CHALLENGES

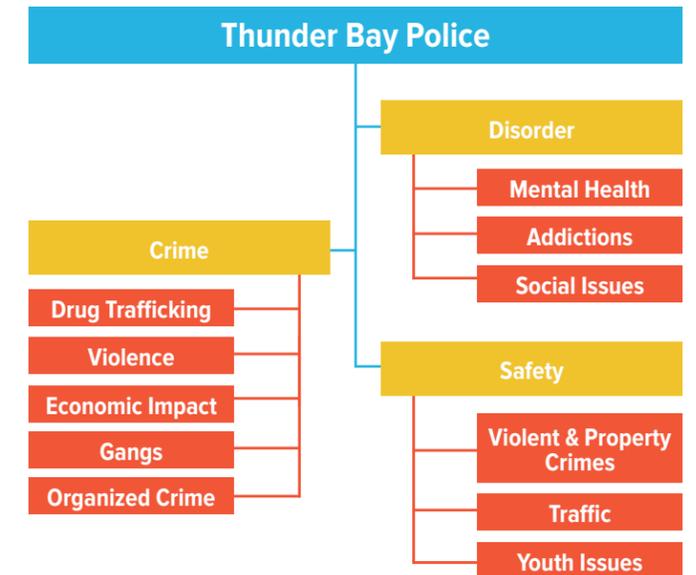


Thunder Bay's main policing challenge continues to be crime fueled by a high addiction rate and other socio-economic issues including poverty. We deal with a high demand for services which fall both inside and outside of our core policing functions.

While violent crime remains high, so do concerns regarding disorder and the burdens this activity places on the municipality. From a policing viewpoint, we are often the last resort for persons in crisis. This is further illustrated by the fact that most violent crime occurs between persons who are known to each other and with little premeditation. The abuse of intoxicants is a strong basis for most of this crime.

Thunder Bay remains a lucrative market for the sale and use of illicit drugs. Our geographic location as a transportation hub puts our community on the map for drug traffickers looking for opportunities to exploit the addictions of many.

The Thunder Bay Police Service relies heavily on community partnerships to promote discussion and look for solutions to social causes of crime and disorder. Many of the issues that police deal with require a broader solution which is beyond law enforcement.



## Crime Rates • 5 Year Criminal Code Summary

Crime Type	2010	2011	2012	2013	2014
Crimes of Violence	2023	1934	1754	1896	1827
Crimes Against Property	6497	5987	4906	4296	4470
Other Criminal Code Offences	1870	1892	1796	1522	1462
<b>Total</b>	<b>10390</b>	<b>9813</b>	<b>8456</b>	<b>7714</b>	<b>7759</b>

Clearance Rates	2010	2011	2012	2013	2014
Offences Percent Cleared (%)	48.6%	47.3%	50.5%	49.8%	51.9%

Provincial Offences	2010	2011	2012	2013	2014
Liquor	6607	6934	6393	5456	5156
Other Provincial Offences	2314	1889	1692	2303	1372
<b>Total</b>	<b>8921</b>	<b>8823</b>	<b>8085</b>	<b>7759</b>	<b>6528</b>

Motor Vehicle Collisions	2010	2011	2012	2013	2014
	3086	3492	3268	3632	3751

Traffic Offences	2010	2011	2012	2013	2014
	9546	12447	12718	12618	11766

# The Surveys: CONSULTATIONS

## External Sources

Input regarding the provision of policing services took place through consultation using online surveys and conversations.

This occurred from December 2014 to January 2015 and included the following:

- Citizen Satisfaction Survey 2014 (General public & Chamber of Commerce)
- School Boards (Lakehead Public Schools, Thunder Bay Catholic District School Board, The French Catholic Schools and Dennis Franklin Cromarty School)
- Student Crime Stoppers
- Post-Secondary Institutions
- Crime Prevention Council
- Chief's Aboriginal Liaison Advisory Group

## Internal Sources

This consultation also included input from the members of the Thunder Bay Police Service who have been responsible for the implementation of the existing Business Plan's four priorities:

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

## 6 Issues that Should be Considered as Priorities FOR POLICE:

# Consultation OUTCOMES

A planning meeting to review the consultative results was held on Tuesday March 10, 2015.

## Participants:

### Police Services Board

Chair Jackie Dojack  
Vice Chair Brian McKinnon  
Members: Allan Laakkonen  
Don Smith  
Joe Virdiramo

### TBPS Administration

Chief J.P. Levesque  
Executive Officer Chris Adams  
Inspectors: Sylvie Hauth  
Phil Levesque  
Don Lewis  
Dan Taddeo  
Support Services Manager Jackie Caddo  
HR Manager Hugh Ingram

### City of Thunder Bay

Mayor Keith Hobbs

## Highlights

Discussion and outcome of the consultation process:

- Various surveys which provided a number of comments and insights on the delivery of policing services were reviewed
- Participants in this meeting had the opportunity to individually list and discuss what they found to be the significant issues that emerged from the surveys
- The group was then tasked with selecting their top priorities
- The group narrowed that list to 6 take-away issues

- 1 Technology: research and innovation
- 2 Youth engagement
- 3 Visibility
- 4 Partnerships: Leveraging the best ones
- 5 Core policing: Prevention, Proactivity & Enforcement
- 6 Member wellness

# Setting the Priorities for 2015 - 2017

The existing priorities were considered. The Board, with the assistance of TBPS administration and the Mayor, created 4 new priorities for the service. The priorities begin with a preamble:

## Our service will provide:

- A safe community through proactive policing
- Professional policing
- Collaboration and partnerships through multi-sector engagement
- Innovation in policing

## Strategic Objectives

### A safe community through proactive policing

- Evolve our community-focused policing model which incorporates a holistic review of the present Community Policing Branch.
- Enhance education and enforcement efforts to reduce motor vehicle collisions and promote safe driving practices.
- Explore opportunities to increase police presence and visibility within the community.
- Monitor and disrupt organized crime activities and enterprises through intelligence-based policing.
- Continue to develop best practices in zone policing.

### Professional policing

- Pursue opportunities to highlight and promote our members' achievements in enforcement, victim services and community outreach.
- Implement a capital project designed to renew the existing facility at 1200 Balmoral.
- Create and expand a strategy and programs to better serve the health and well-being of our members.
- Promote the image of the Thunder Bay Police Service through social media and other creative communication methods.
- Maintain professional development through educational opportunities for all members of our service.

### Collaboration and partnerships through multi-sector engagement

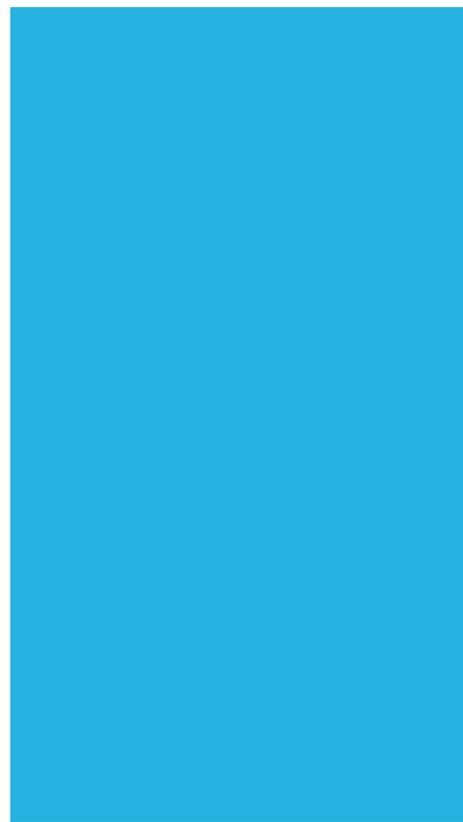
- Maintain open communication with the Aboriginal leadership including the Chief's Executive Committee on Aboriginal and Diversity Issues.
- Engage in partnerships with the Aboriginal community to leverage funding opportunities to provide street level support for marginalized individuals.
- Continue to be an active member of the Crime Prevention Council.
- Develop partnerships with the health sector to provide effective responses to persons in crisis.
- Champion victim rights and support.
- Leverage government grants with community partners to address public safety issues.
- Explore partnerships and collaborative opportunities with western Canadian police services regarding shared crime prevention and public safety issues.

### Innovation in policing

- Leverage technology to place advanced crime analytics in the hands of frontline officers.
- Enhance the internal network infrastructure to accommodate a voice over IP system to replace our outdated enterprise phone system.
- Upgrade and expansion of our onsite closed circuit camera system to enhance security and augment investigative support.
- Create policies and procedures to enhance our ability to investigate social media and other web based threats and crimes.
- Develop new business processes designed to enhance our ability to be efficient and responsive to community needs.



**A Safe Community**  
Through Proactive Policing



# THUNDER BAY POLICE SERVICE

Your Police Service

[thunderbaypolice.ca](http://thunderbaypolice.ca)

