



2018 Annual Report



To Serve & Protect

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BOARD CHAIR MESSAGE

Booshoo;

As Chair of the Thunder Bay Police Services Board I am pleased to commend this report to you. It will be clear upon reading the report that the Service accomplished a great deal in 2018 in the face of significant challenges.

The release of the Ontario Civilian Police Commission (OCPC) report in December 2018 is of great significance to the Thunder Bay Police Services Board moving forward. It provides a road map for us as we address systemic (not individual) racism as it manifests itself in both the Service and the Board.

I applaud Chief Hauth for her foresight in striking the Organizational Change Project which anticipated some of the recommendations in both reports. This means that we are well on our way to meeting our obligations as set out in these reports. The Board will be working on their new Business Plan and drafting mandated policies in the immediate months ahead.

The Situation Table and the Body Worn Camera pilot projects are two examples of positive initiatives emerging from the Service's Business Plan that are worth noting in the report.

A review of the statistics at the end of the report illustrate that the Service is under increased stress because of unprecedented guns and gangs activity as well as the looming opioid crisis. (e.g. Assault Police up from 39 in 2017 to 52 in 2018, Shoplifting up from 639 to 747 and Fraud up from 402 to 1,569). These numbers are directly attributable to the above mentioned drug and gun offences.

The Peer Support Unit is providing much needed support to our officers. Much more remains to be done. I commend the Police Association for their hard work in supporting their membership.

It is clear that 2018 was a very productive year and provides a solid basis for moving forward to make our Service the best that it can be.

On behalf of the members of the Thunder Bay Police Services Board,

Celina Reitberger - Chair



CHIEF'S MESSAGE



The 2018 Thunder Bay Police Service Annual Report captures many of our organization's significant activities and achievements in the past year. It also offers statistical information on the numerous incidents which this Police Service deals with on a day to day basis. When you read it, you will see that there is a lot for our members to be proud of.

When I took my oath of office as the new Chief of Police on November 20, 2018, I did so knowing that there were many challenges ahead. In December 2018, two major reports were released. The Office of the Independent Review Director's systemic review of our Service culminated with a report that had 44 recommendations for the Thunder Bay Police Service. In the same month, Senator Murray Sinclair's review of the Thunder Bay Police Services Board was released by the

Ontario Civilian Police Commission. A tremendous amount of work and cooperation by the members of the Thunder Bay Police Service went into these reviews. The recommendations from each report will require an ongoing commitment to ensure the continued evolution of the Thunder Bay Police Service.

The improvement of our relationship with Indigenous people continues to be one of our top priorities. We did not remain idle during the systemic review process. We have taken a number of significant steps in addressing the needs and concerns of the community, recognizing the importance of breaking down any systemic barriers which exist. We have also worked diligently with the other named parties regarding the recommendations from the Seven Youth Inquest. I would invite you to read more about our progress on the Inquest and Office of the Independent Review Director's recommendations by going to our latest updates on the webpage: Breaking Barriers at <https://thunderbaypolice.ca/Breaking-Barriers>

The safety of our community remains our primary focus. The men and women of the Thunder Bay Police Service, both sworn and civilian, take pride in our community, not just because of their jobs, but because they live here. Despite the risks, stresses and challenges, they devote their energy and dedication to serving and protecting all of us who call Thunder Bay and Oliver Paipoonge home.

We will continue to provide the services which you have come to expect. Together with our community partners, we face the challenges and make a difference to all people who live, visit and depend on what this great community has to offer. This is our commitment.

Sylvie Hauth - Chief of Police

CHANGE OF COMMAND



2018 was a historic year for the leadership of the Thunder Bay Police Service. J.P. Levesque, Chief of Police of the Thunder Bay Police Service, announced his retirement after 31 years of service. Chief Levesque became the 8th Chief of Police for the Service in 2011.

Thunder Bay Police Services Board Chair Jackie Dojack accepted Chief Levesque's retirement saying, "Chief Levesque has had an accomplished career which has been marked with distinction, leadership, and tremendous integrity in service to the community."

During his career, Chief Levesque worked in many facets of policing including criminal and drug investigations, training, incident command and administration and served in senior leadership roles as the Service's Superintendent and Deputy Chief of Police before taking on the role of Chief.



SEARCH FOR A NEW CHIEF

The Thunder Bay Police Services Board (the Board) announced in November 2018 that Sylvie G. Hauth had been appointed Chief of Police. This appointment followed both consultations with the community and an extensive national search. In the summer of 2018, the Board launched a survey seeking community input into the recruitment of a new Police Chief. Over 550 people responded and the Board is grateful for the community's input into the selection process.

At the time of the announcement, Police Services Board Chair Jackie Dojack said that “The Board took the responsibility of finding a new Chief of Police, very seriously. We looked to the results of our community input to instruct the characteristics and experience we were seeking,” and that “Chief Designate Hauth, with her extensive policing experience, commitment and understanding of the community and the police service is the best choice for Thunder Bay.”



Chief Sylvie Hauth joined the Thunder Bay Police Service in 1993. In the last 25 years she had a steady rise through a number of departments within the Service including Criminal Investigation, Uniform Patrol, Community Services and as the Deputy Chief. She has participated in extensive professional development courses and received the Government of Canada Police Exemplary Service Medal in 2014. She had been the Acting Police Chief since April 26, 2018.

Chief Hauth described her feelings at the time of her appointment as being “Honoured to lead the women and men of the Thunder Bay Police Service,” and that “I am a proud member of the Service and I am passionate about my work both within the Service and our community. Over the past 2 years as Deputy Chief and Acting Chief, I have formed strong partnerships and relationships in the community and in the region. I look forward to continuing to work with these valuable partners to ensure the safety and wellbeing of all people who live in or visit Thunder Bay.”

Chief Hauth was sworn in at a community gathering in the afternoon of November 20, 2018 at the Mariner's Hall on the city's waterfront.





MISSION & VALUES

Thunder Bay Police Service is committed to working in partnership with the public to serve and protect our communities in a sensitive, efficient, and effective manner.

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 people we serve.

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 PLAN UPDATE

2015 to 2017 Business Plan Update

After consulting with partner agencies and community organizations, the Thunder Bay Police Services Board developed a three-year Business Plan which identified 4 policing priorities for the City of Thunder Bay and the Municipality of Oliver Paipooonge.

The plan is a framework that guides members of the TBPS in the delivery of quality policing services to all members of the community.

Specifically, the Thunder Bay Police Service committed to provide:

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

The Police Services Board extended the Business Plan past 2017, anticipating that the Systemic Review by the OIPRD and the OCPC report by Justice Sinclair would better inform the development of a future business plan.

In addition to the reports from the OIPRD and the OCPC, a new regulation under the Police Services Act in 2019 will specify the requirements for municipalities to create and publish a community safety and well-being plan. The Ministry of Community Safety and Correctional services has outlined the process for these plans:

“As part of legislation, municipalities are required to develop and adopt community safety and well-being plans working in partnership with a multi-sectoral advisory committee comprised of representation from the police service board and other local service providers in health/mental health, education, community/social services and children/youth services. Additional requirements are also outlined in legislation pertaining to conducting consultations, contents of the plan, and monitoring, evaluating, reporting and publishing the plan.” – Community Safety & Well-being Planning Framework publication.

These developments will fundamentally change the process by which the Thunder Bay Police Services Board develops a new strategic plan. That work is to commence in 2019.

2018 Activities Supporting the Business Plan: *A safe community through proactive policing*

- Project Floodway Continued: This directed patrol of the city's watercourse and recreational trails began in 2016 and continued in 2018. The goal of the project is to locate, assist, and prevent intoxicated persons from injury near our waterways. In addition to directed patrols, work continued with the community to educate the public on the risks associated with dangerous behavior in the areas surrounding the waterways. A full report on the project is available on the TBPS website at www.thunderbaypolice.ca/reports



- Officers worked with local business and community members to address concerns within specific patrol zones. Some examples of these issues included the disruption of panhandling and thefts at the Thunder Centre, loitering in the Jumbo Garden area, and efforts to reduce mischiefs against properties in Oliver Paipoonge.
- Cyber Crime unit provided a number of community presentations.
- The Criminal Investigations Branch assigned a Family Information Liaison officer to enhance communications with families suffering trauma from murdered or missing persons cases. This was in addition to the ongoing connection between next of kin and investigators.
- The TBPS participated in a provincial enforcement effort regarding Human Trafficking called Northern Spotlight. The effort focused on reaching out to victims of Human Trafficking to build trust between police and these vulnerable persons.

- **Zone Watch**

The Zone Watch (ZW) program continued to grow in 2018. Activities included:

- * Zone Watch Academy for new ZW members held in April 2018
- * Crime Prevention Through Environmental Design (CPTED) training for ZW members
- * Community Cleanups including Northwood Kinsmen Centre, Canada Games Complex, and Hammarskjold High School.

ZW members continued to engage the community through community involvement including:

- * Border Cats, pedestrian and property crime event
- * City Sounds events
- * Ogden School community meeting
- * Drug Recognition Expert (DRE) training seminar for ZW members to gain a better understanding of how impaired driving involving drugs are investigated.
- * Halloween Display and info session at TBPS headquarters
- * Winter Coat Drive at TBPS headquarters
- * Santa Clause Parade
- * Parade of Lights
- * Stuff a Cruiser event

Professional policing

- Field Sobriety Testing Training was developed by the TBPS Traffic Unit in preparation for the legalization of cannabis under Bill C-46. TBPS officers received specialized training that enhanced their abilities to investigate and enforce the laws relating to the impaired operation of vehicles by drugs and alcohol.
- Our Peer Support Unit continued to lead the way in our service by providing access to timely and proper care for members of the service in crisis or struggling with various issues. We continue to receive positive feedback from officers and at times their family members in regards to the support received. Peer support training continues to be provided and we work with other agencies such as Paramedics and Fire to save on costs and to ensure the use of best practices. Our Yoga For First Responders and animal support program are examples of initiatives designed to decrease stress and provide a more supportive work environment.



Therapy Dog Program

- In service training continued to be highly effective in raising the professional standards of the TBPS. Our members took part in a variety of training including:
 - * Use of Force
 - * Firearms
 - * Academic Updates including policy and case law
 - * Rifle Program
 - * Conducted Energy Weapon Training expanded to all Front Line Supervisors and Acting Supervisors
 - * Supervisor Training
 - * Incident Command and Crisis Emergency Response including Emergency Response Unit Core Training.
 - * Standardized Field Sobriety Test Course
 - * Containment Maintenance Training
 - * Search Warrant Writing
 - * Scenes of Crime Officer
 - * Crisis Intervention
 - * Drug Recognition Expert
 - * Breath Technician
 - * Major Case Management
 - * Basic Tactical Operations
 - * Peer Support
 - * K-9 Selection
 - * K-9 Handler
 - * Domestic Violence Investigations
 - * Criminal Intelligence Service of Ontario - Human Source Development Course
 - * Critical Incident for Frontline Supervisors
 - * Incident Command Refresher
 - * Negotiators Course

- Thunder Bay Police Service is experiencing a high turnover rate due to retirements. 2018 saw new hires which involved professionally delivered training for new cadets, returning recruits and direct hires from other services. The training program goal is to ensure continuity for new members in an effort to provide exceptional service to the community along with preparing members for an exciting career in policing.



Collaboration and partnerships through multi sector engagement

- The Criminal Investigations Branch of the TBPS partnered with the Nishnawbe-Aski Police Service, the Anishinabek Police Service and the Ontario Provincial Police to investigate the organized crime activities of Toronto and Ottawa gangs which continued to pose threats to public safety in Thunder Bay and the region. With these gang members come drugs, guns, organized crime and human trafficking. Thunder Bay is an opportunistic market, and gang members prey on vulnerable people to gain access to their residences and conduct their business.

This enforcement effort, named Project Disruption, was very successful. The first progress report occurred in May 2019. These results will be highlighted in the TBPS 2019 Annual Report. This is an ongoing partnership.

- The TBPS participated in a pilot project with the Canadian Mental Health Association (CMHA) to assist persons in crisis. The North West Local Health Integration Network (LHIN) provided \$403,700 in one-time funding to the CMHA Thunder Bay to implement a Joint Mobile Crisis Response Team (JMCRT).

The JMCRT, which includes a mental health crisis response worker and if required, a uniformed police officer, provides a coordinated response to individuals experiencing a mental health crisis in the City of Thunder Bay. The team employs a range of interventions such as:

- * providing mental health supports in the community;
- * referring individuals to community-based mental health services;
- * enabling admissions to a crisis support residence; or
- * facilitating transport to a hospital emergency department.

The North West LHIN worked closely with the Thunder Bay Canadian Mental Health Association

- The Thunder Bay Situation Table continued to be a successful collaboration of community partners providing proactive interventions to help at-risk individuals. The TBPS is an active member at the table. This has resulted in our members making referrals to the Thunder Bay Situation Table or connecting individuals to crisis services directly. The goal is to offer the right services at the right time in an effort to reduce the risk of harm through victimization or criminalization. (We made 14 of 32 referrals, while in 17 other instances we were the assisting agency for a referral out a total of 104 assisting occurrences. Multiple agencies are included in the 104.)



Boarding Plane For Far North Visit

NAPS Led Hudson Bay Tour

- As a result of a successful grant application through the Ontario Provincial Government, Community Service Branch officers in partnership with NAPS, TBRHSC and the Matawa Learning Centre, have visited various Matawa communities in order to build relationships. Officers continue to engage the youth in a variety of local sporting events from the Matawa Learning Centre. This project has received extremely positive feedback and continues to move forward.
- Thunder Bay Police Service members continued to be active justice stakeholder participants at the Thunder Bay Courthouse by sitting on the Northwest Regional Weekend and Statutory Holiday Court Committee; the Indigenous Peoples Court Committee, Local Court Security Committee; Thunder Bay Local Bail Committee; and Thunder Bay Criminal Court Committee.
- The TBPS Professional Standards webpage was updated to include an online form for the public to provide comments on positive experiences with members of the service. The Professional Standards unit also provided a dedicated schedule page for Police Service Act hearings and decisions.
- The Domestic Violence Unit (DVU) saw an increase in caseload. Officers investigated more Social Media based incidents which proved to be more complex. The DVU continued to work in partnership(s) with Faye Peterson, Beendigen and the Thunder Bay Sexual Abuse Centre.

In addition to the aforementioned partnerships, the Community Services Branch was a member and participant in a number of community committees and groups including:

- Drug Awareness Committee
 - 2018-2020 Proceeds of Crime Grant project
 - South Core Public Safety Task Force
 - Crime Prevention Council (Reoccurring) Alcohol Working Group
 - Anti-Racism and Inclusion Coalition
 - Local Immigration Partnerships
 - Engagement/Inclusion Strategy Group
 - Confederation College Pow Wow
 - Survivors and Victims Walk
 - National Indigenous Day
 - International Students Orientation at Lakehead University
 - Dennis Franklin Cromarty School Student Orientation Assembly
 - Full Moon Memory Walk, Youth Inclusion Project with City of Thunder Bay and Partners
 - Mino Bimaadiziwim Leadership Camp,
 - Partnerships were further developed with support agencies such as Faye Peterson, Beendigen, The Thunder Bay Sexual Abuse Centre, Ontario Native Women's Association (ONWA), to provide better insights into Human Trafficking issues.
- Indigenous Youth Leadership Gathering, Bike Rodeos-various schools, Special Olympics events, Nishnawbe Aski Nation orientation
 - KKETS orientation
 - Limbrick Pack Sack give away,
 - Fort William First Nation youth camp Mount McKay
 - St John Ambulance camp
 - Chippewa Day Camp-Emergency Services
 - 2018 Mayor's Community Safety Awards
 - Bell Lets Talk
 - Dennis Franklin Cromarty School career fair
 - Matawa Thunder Bay conference
 - Fort William First Nation Anemki Unity Classic
 - Youth Inquest Recommendation #114 and #91 Committees



Full Moon Memory Walk



Mino Bimaadiziwim Leadership Camp

Innovation in policing

- The Traffic Unit launched the TBPS Unmanned Aerial System in November 2018. An Unmanned Aerial System or UAS, has become a critical tool for police services in collision scene investigations, search and rescues and critical incidents. The new TBPS UAS can capture high



definition images in almost any setting and relay video back to the ground operator.

- * The TBPS Traffic Unit can create high quality image mapping of a collision scene to assist investigators in determining the sequence of events leading to a serious crash. This is a great time saver in collision reconstruction.

- * The UAS can quickly cover vast areas in the search for a missing person. The UAS helps navigate terrain in a timely manner

assisting officers as they conduct ground searches.

- * The UAS also helps with forensic identification, by providing an aerial view of a crime scene and capturing photographic and video evidence for investigative and court purposes.
 - * Police Incident Commanders will be able to leverage this new aerial technology as they respond to critical incidents such as barricaded subjects. Enhancing observation abilities at a scene which greatly enhances officer and public safety.
 - * Officers tasked with the operation of the TBPS UAS have received extensive training and certification. Police services must conform to federal aviation regulations as to the operation of unmanned aerial systems.
- Body Worn Video & In-Car Camera Pilot Project. In November, 2018, the Thunder Bay Police Service entered into a Field Trial Agreement with Axon Public Safety Canada to pilot test body worn cameras (BWCs) and in-car cameras in a police operational setting. This pilot project started with six (6) officers assigned to the Traffic Unit being issued BWCs along with the police vehicles they operate being outfitted with in-car cameras; both front and rear facing. The objective of the pilot testing was to examine the value, both quantitatively and qualitatively, of these cameras as measured by the following bench marks: enhancing the collection of evidence; enhancing transparency, public trust and confidence; enhancing officer accountability and professionalism; protecting officers from unfounded allegations of misconduct; and de-escalating volatile situations.

The pilot project also included the use of Axon's digital evidence management cloud-based storage system which allowed seamless uploading of recorded video where it could be shared with other law enforcement agencies, the Office of the Crown Attorney, Public Prosecution Service of Canada; and City of Thunder Bay Provincial Offences Act prosecutors. The Thunder Bay Police Service also entered into a research agreement with Lakehead University which is researching various policies of police services who are utilizing body worn cameras.

- Prior to the implementation of the Field Trial Agreement, the Thunder Bay Police Service developed policy related to the use, activation, disclosure, and privacy of body worn cameras. In December 2018, the Office of the Independent Police Review Director released its report *Broken Trust* which included the recommendation for the Thunder Bay Police Service to implement the use of body worn cameras amongst its members. A final report will be completed in 2019 related to the conclusions of the pilot project.



- The Professional Standards Unit acquired advanced software to improve tracking and the administration of the complaints processes and compliments.
- The Cyber Crime Unit upgraded equipment to assist with investigations involving the ever changing world of consumer technology. The unit worked as part of the Provincial Strategy and saw an increase in examinations on electronic equipment and investigations concerning child pornography.
- A new radio system began deployment in 2018 to replace the existing police radio system. The new technology also included the replacement of The Thunder Bay Fire and Rescue radio system. The new radio system allows for secure operations for both Police and Fire within the TBPS 911 call and dispatch centre.



Boxing For Badges Youth Engagement Program



High Five For Hunter—Children's Miracle Network Champion

THUNDER BAY POLICE SERVICE CITIZEN SATISFACTION SURVEY 2018

2018 CITIZEN SATISFACTION AND TRUST SURVEY

Dr. Leisa Desmoulins of Lakehead University worked with Senior Management of the Thunder Bay Police Service to design an all new citizen satisfaction survey for 2018. The goal of the new survey was to gain broader insights into citizens' experiences and perceptions of the TBPS.

The Citizen Satisfaction and Trust Survey sought to:

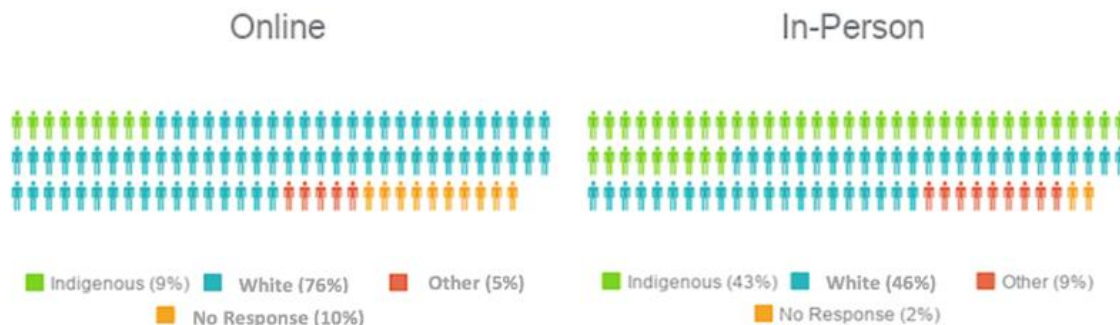
1. Attract non-typical respondents by adding an in-person format to the survey;
2. Add trust and confidence statements to augment data on satisfaction; and
3. Refine demographic data to discern variances amongst respondents, if any.

Dr. Desmoulins gained approval from Lakehead University's Research Ethics Board for the survey. The TBPS then advertised its survey through local and regional media sites. The survey was conducted online using Survey Monkey software. Next, Dr. Desmoulins trained graduate students to conduct the in-person surveys.

Both survey formats used the same questions, in the same order, and was open during the same time period (December 5-19, 2018).

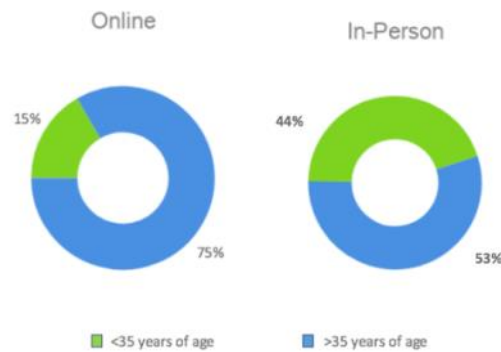
The survey attracted younger and more racialized respondents via in-person surveying, added trust and confidence statements, and found variances amongst online and in-person respondents. The differences in findings may be attributed to demographics; however, this hypothesis needs further study beyond the results of the 2018 survey. Given the key findings, researchers recommend that the TBPS:

1. Consult with racialized youth about ways for the TBPS to build trust with them
2. Repeat the survey in 2019, seeking a larger sample of diverse in-person respondents
3. Reach out to organizations to advertise the survey to gain a more representative sample of respondents to the online survey—in-person surveys are expensive and time consuming.



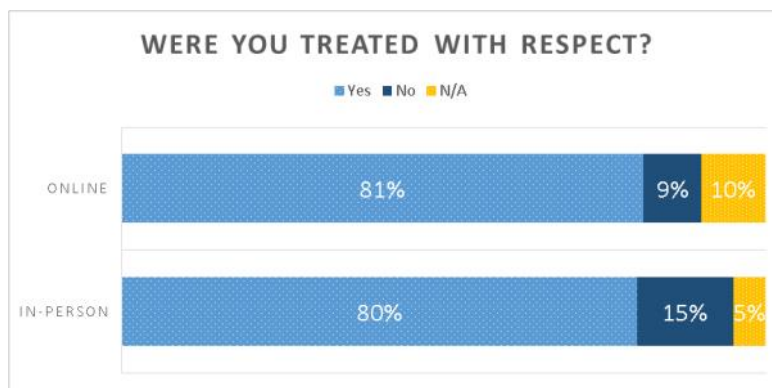
AGE GROUPINGS

ANSWER CHOICES	ONLINE RESPONSE	IN-PERSON RESPONSE
18 – 24 years	2.75%	22.64%
25 – 34 years	12.02%	21.23%
35 – 44 years	15.06%	17.92%
45 – 54 years	17.76%	17.45%
55 – 64 years	23.90%	10.85%
65 – 74 years	14.72%	4.72%
75+ years	3.97%	2.36%
No Response	9.62%	2.83%



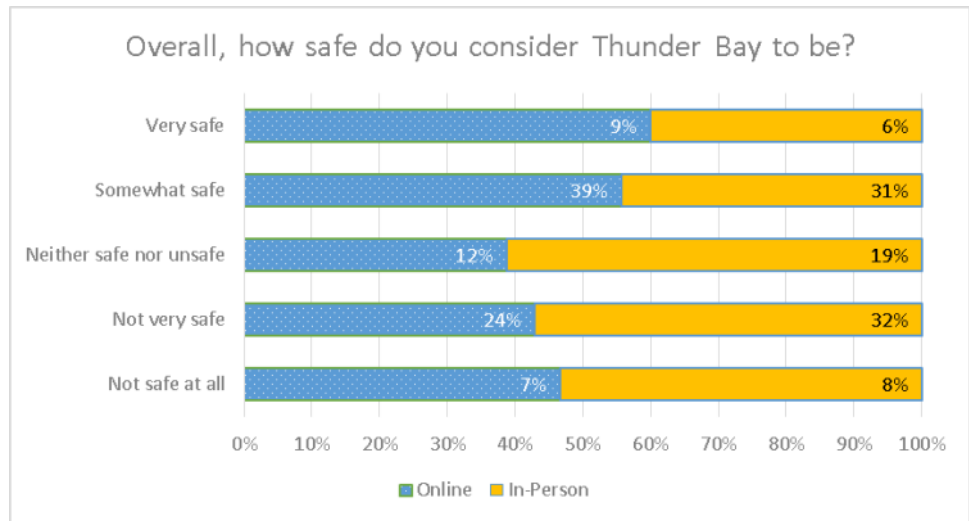
When asked if they had contact with the Thunder Bay Police Service in past year, an average of 56% of both the online and in-person respondents indicated yes.

Contact included calling 911, talking with a police officer on the street, at home or place of work, going to the police station, charged by an officer, encountered a RIDE program, or stopped for a violation. Slightly over half of online (57%) and in person (55%) respondents reported they had contact with police.



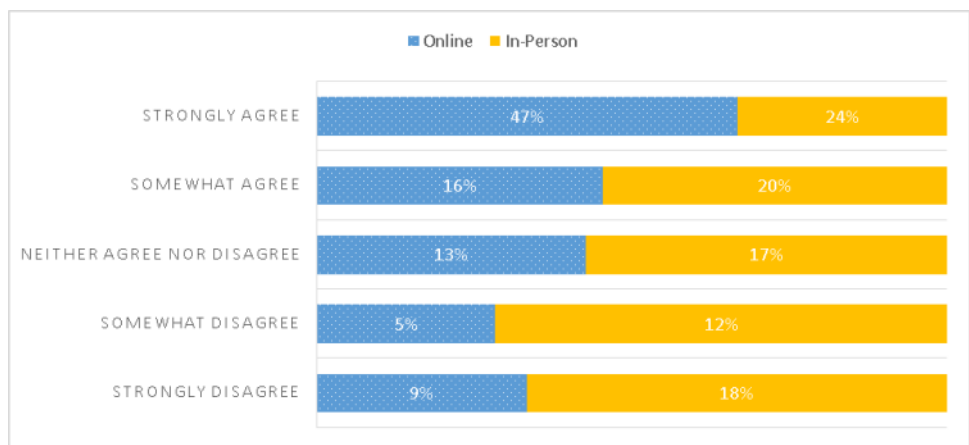
Respondents who answered yes to the previous question, then reported if they were treated with respect by Police Officers or staff during their contact. Of those that answered “yes”, more than three quarters of these online (81%) and in-person (80%) respondents reported they were treated with respect by the Thunder Bay Police Officer or staff person during their contact. Notably, 10% of online respondents skipped this question and 5% of in-person respondents gave no response or did not know.

SAFETY OF THUNDER BAY

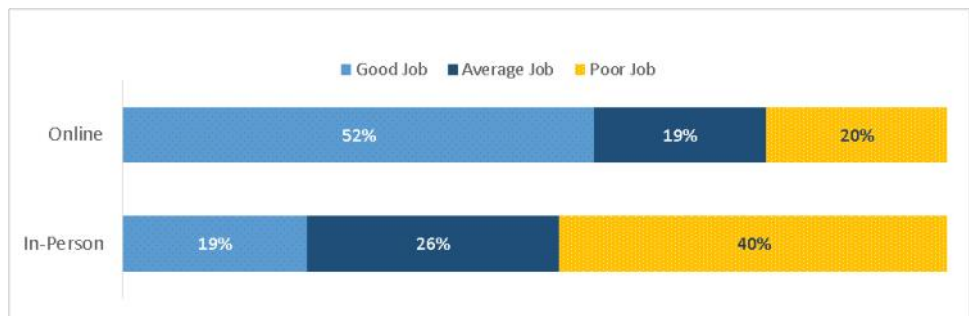


Online (39%) and in-person (31%) respondents perceived that Thunder Bay is somewhat safe.

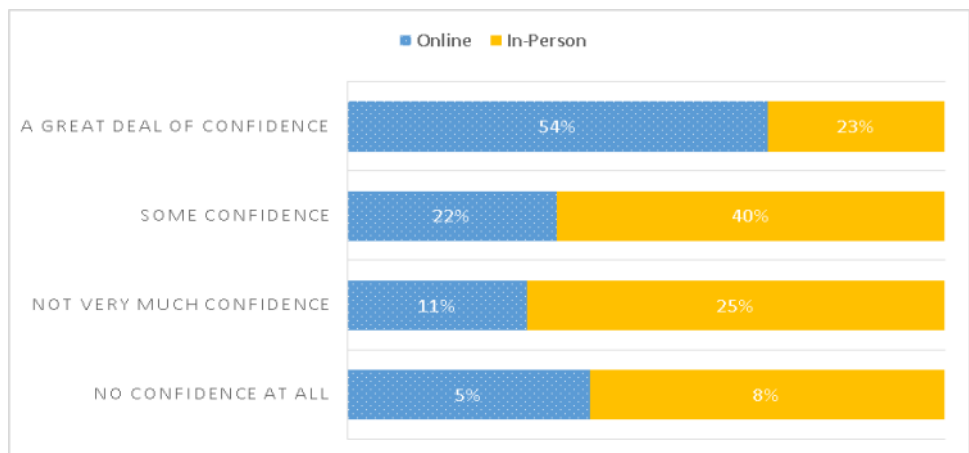
SENSITIVE TO NEEDS OF MY GROUP



TREATING PEOPLE FAIRLY



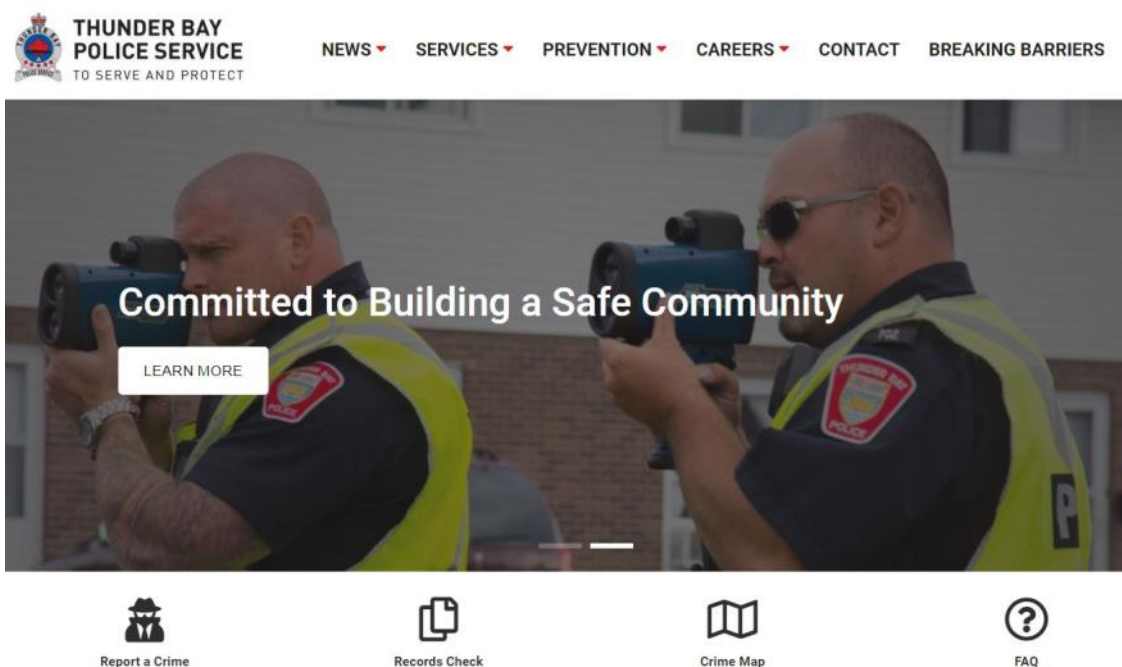
HOW MUCH CONFIDENCE DO YOU HAVE FOR THE TBPS?



TBPS SOCIAL MEDIA

TBPS Social Media

Thunder Bay Police Service Website



The Thunder Bay Police Service tracks site usage with Google Analytics. In 2018, users viewed nearly 1.1 million pages on the service’s website. (www.thunderbaypolice.ca)

News and Wanted Wednesday landing pages remains the most popular areas of the site and are responsible for 148,699 (13.5%) and 102,650 (9.3%) of the total site pageviews respectively. When traffic generated from individual news releases is factored in, content linked to the news section is actually responsible for more than 570,000 pageviews (52.2%).

Pages linked to the Services section of the website, which includes Police Records Checks and Online Reporting, generated 76,658 pageviews (6.9%). On its own, Crime Maps attracted 18,251 pageviews (1.6%).

Mobile use continued to outpace desktop in 2018, however its rate of growth has stalled year-to-year. About 64.2 per cent of the users who visited the Service’s website were on a mobile device, compared to 63 per cent in 2017. About 10.2 per cent of users browsed on tablets, with the remaining 25.5 per cent of users sticking to desktops or laptops.

Despite the addition of TBPS Instagram and Snapchat accounts, traffic referred from social media is down to 44.6 per cent in 2018, from 52 per cent of in 2017. Of the social media referrals, 95.7 per cent come from Facebook and 3.9 per cent coming from Twitter.

Web Metrics at a Glance for 2018:

Metric	Value
Sessions	578,106
Users	271,459
Avg. Session Duration	01:02
Pageviews	1,096,546

Thunder Bay Police Service Facebook



In 2018, the Thunder Bay Police Service Facebook page collected a total of 1,931 net new likes. The Posts published in 2018 had a collective reach of more than 6.4 million.

In January of 2018 Facebook changed its algorithm (the methodology of how and when content is delivered to a user's news feed). While this led to diminished impressions and reach on individual posts, it improved the page's engagement rate. Despite these changes, engagement remains the most important metric. A page with high engagement will have its posts appear more often in the timelines of users who like the page and will perform better than similar pages that feature more likes but less overall engagement. Engagement is measured by the number of likes, shares, comments, and clicks a post receives. In 2018 the Thunder Bay Police Service featured an engagement rate of 20.61 per cent.

Facebook Metrics at a Glance

	Reach	Engagement	Engagement Rate (%)	Likes
First Quarter	1,511,602	273,003	18.06	19,954
Second Quarter	1,647,987	324,133	19.66	20,396
Third Quarter	1,489,388	351,870	23.62	20,970
Fourth Quarter	1,791,884	378,508	21.12	21,885
Total	6,440,861	1,568,528	20.61	+4,828

Thunder Bay Police Service Twitter



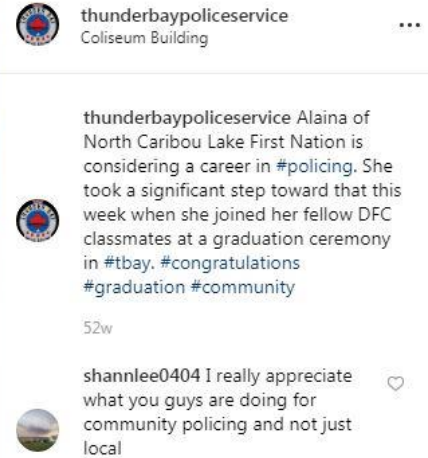
The Thunder Bay Police Service’s official Twitter account (@TBPSMedia) has a modest following and refers little traffic to the Service’s website compared to its Facebook page. Although the account only has 4,320 followers, Twitter has its own unique advantages as a social media engagement tool.

Unlike Facebook, Twitter allows for more regular posting without diminishing returns. This means during events that are rapidly evolving, Twitter may be an easier social media platform to follow than Facebook. For example, during a traffic collision officers may be forced to shut down a roadway for an investigation. The exact nature of the closure could change multiple times before the roadway is completely reopened. In a case such as this, multiple Facebook posts would appear out of order and confusing on a user’s newsfeed. On Twitter, the series of events would be presented in chronological order. It is for this reason Twitter is the preferred platform of working journalists who help the TBPS communicate such real-time events to the public.

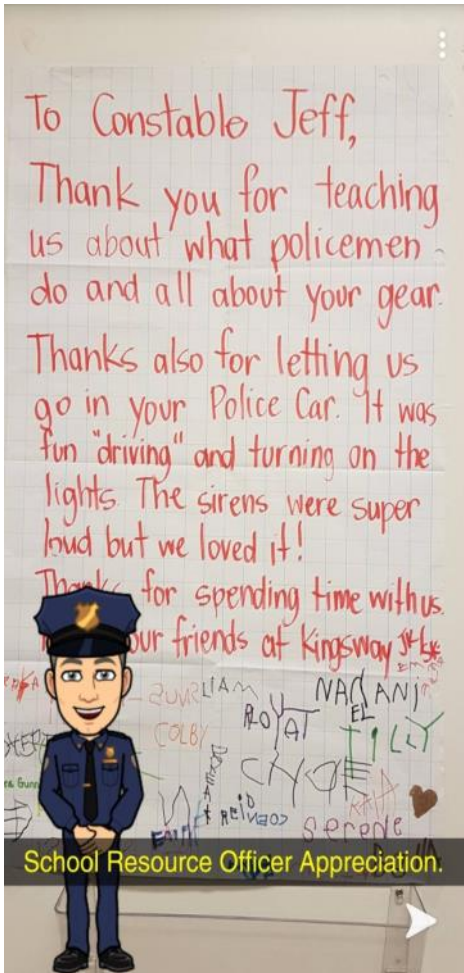
Twitter Metrics at a Glance

	Impressions	Engagement	Retweets	Likes
First Quarter	389,521	11,836	748	1,362
Second Quarter	268,675	9,707	413	810
Third Quarter	265,252	8,920	689	998
Fourth Quarter	267,800	6,956	755	770
TOTAL	1,191,521	37,419	2,605	3,940

Thunder Bay Police Service Instagram



The Thunder Bay Police Service uses Instagram (/thunderbaypoliceservice) to showcase some of its more community-focused initiatives. Unlike Facebook and Twitter, Instagram is rarely used to assist in investigations or refer traffic to its webpage. Instead the platform is used to highlight ongoing community engagement activities, partnerships and other similar positive connections. The TBPS Instagram account has 2,673 followers, but anecdotal evidence suggests it is far superior than its Facebook and Twitter counterparts at reaching a younger demographic.



Thunder Bay Police Service SnapChat

The Thunder Bay Police Service launched its Snapchat account (tb police) in May of 2017, making 2018 the first full year the service used the platform. Snapchat does not feature detailed analytics as easily accessible as other social media platforms.

The Service uses Snapchat to reach student-aged tweens, teens and young adults. To help collect followers, Snapcodes are displayed prominently during community engagement events in which students are expected to participate. Students are encouraged to use the snapcode to follow the Service's account with the promise that police do not follow back.

While the exact number of followers is unknown, most who do follow the account are in the demographic the Service is failing to engage with through its other social media accounts. In an effort not to lose those followers, the Service uses its Snapchat account sparingly and almost exclusively for missing person cases involving young people.

As previously mentioned, a lack of analytics makes it difficult to prove if this strategy is working. However, the Service is aware of at least two missing person cases involving teens that were resolved as a direct result of a young Snapchat user coming forward with information. For this reason alone, the Service is encouraged by the Snapchat experiment.

INFORMATION TECHNOLOGY HIGHLIGHTS 2018

The TBPS Information Technology Unit continued to maintain, support and install both complex hardware and software in 2018. The demand for IT services within the organization continues to grow each year. Just over 2,000 internal help tickets generated for the services of the unit and numerous capital projects were undertaken.

Major Projects

- Phase one replacement completed of an (end of life) officer dictation system.
- Panic Button replacement and integration into our VOIP enterprise phone and analogue paging systems. This has provided more accurate and timely responses to emergency situations within our headquarters.
- Phase one installation of a new hyper-convergent data centre.
- Update of 911 backup site.

Software Implementations

- Upgrade to the TBPS intranet.
- Upgrade to the scheduling software.
- Security training provided for all staff on common IT risks facing organizations.
- Final record management system integration with our Court Case Management through the SCOPE interface.
- Ongoing upgrades to external electronic interfaces and links.

Systems and Programming

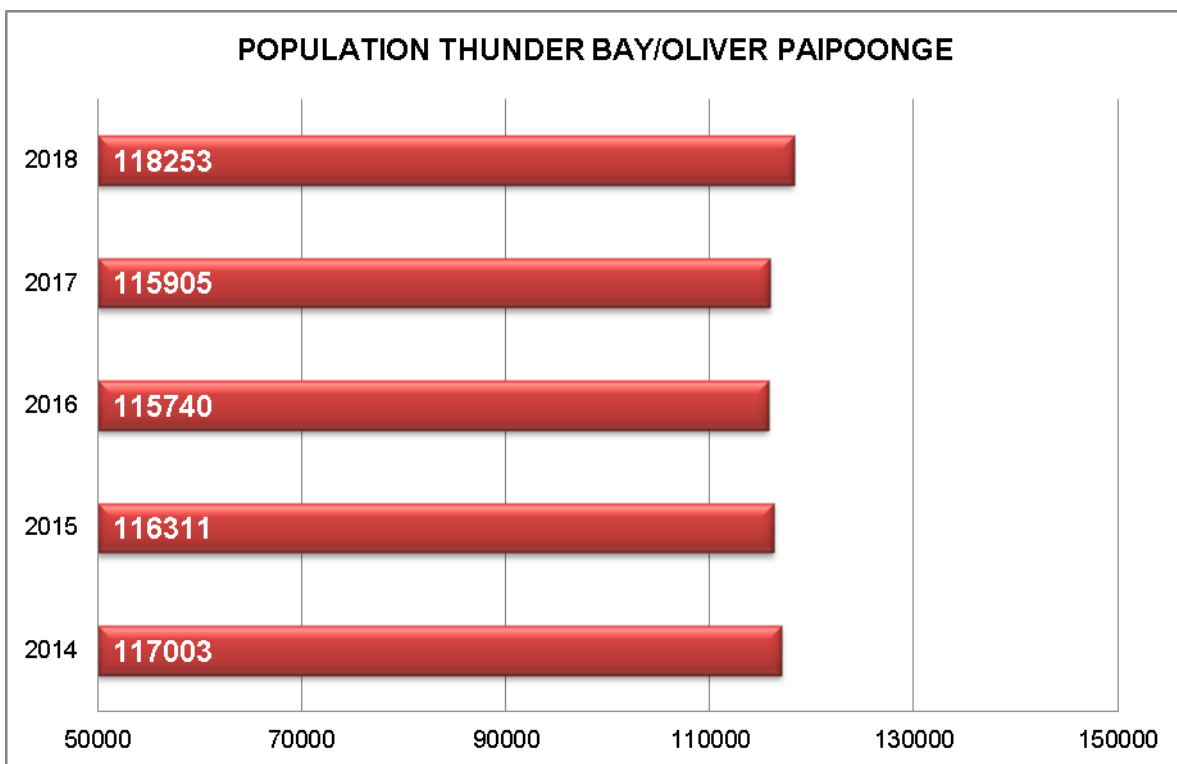
- Upgrades to the VOIP phone system.
- Server replacements.
- Kiosk workstations set up in the Criminal Records check area to allow walk in members of the public to process requests online.
- PIA (Privacy Impact Assessment) procedure developed for major IT projects.

Ongoing Support

The TBPS Information Technology Unit provided support for:

193 workstations
32 laptops
36 mobile data terminals
40 virtual and 14 physical servers (54)
Numerous software applications

THUNDER BAY POLICE SERVICE STATISTICAL REVIEW 2018

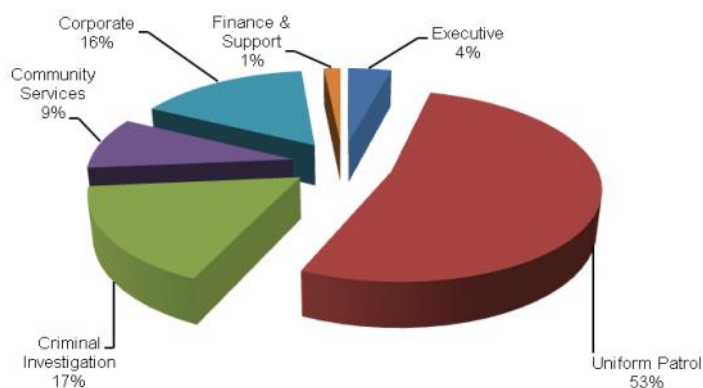


**AUTHORIZED PERSONNEL
2014-2018**

	2014	2015	2016	2017	2018
Sworn Members	222	223	221	219	219
Civilian Members	95	97	99	102	102
TOTAL STAFF	317	320	320	321	321

**DISTRIBUTION OF
AUTHORIZED PERSONNEL**

Branch	Sworn Personnel	Civilian Personnel	TOTAL
Executive	3	10	13
Uniform Patrol	124	45	169
Criminal Investigation	50	4	54
Community Services	29	0	29
Corporate	13	38	51
Finance & Support	0	5	5
TOTAL	219	102	321



**ACTUAL UNIFORM
PERSONNEL BY
RANK AND GENDER 2018**

Rank	Female	Male	Total
Chief	1	0	1
Deputy Chief	0	0	0
Inspector	0	4	4
Staff Sergeant	2	8	10
Sergeant	3	18	21
Sub-Total	6	30	36
Constable	26	150	176
OP	1	5	6
Sub-Total	27	155	182
TOTAL	33	185	218

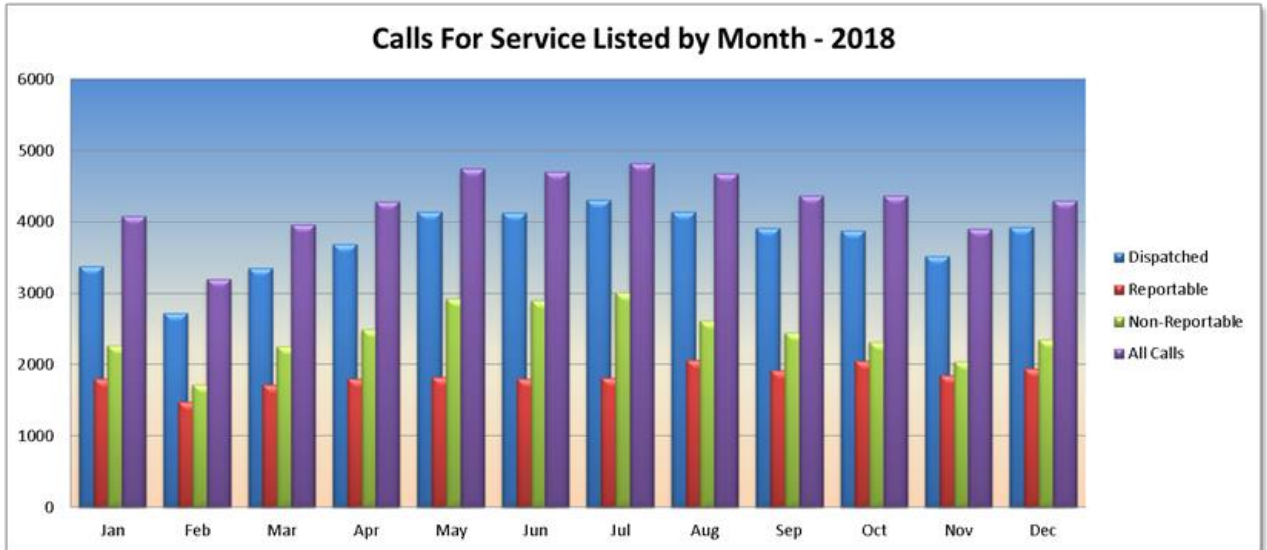
**ACTUAL CIVILIAN
PERSONNEL BY
POSITIONS
AND GENDER**

	Female	Male	Total
Senior Management/ Administration	2	2	4
Senior Clerical/Support/ Professional/Technical	11	8	19
Junior Clerical	29	8	37
Communications/Dispatch	24	8	32
Court Security	5	7	12
TOTAL	71	33	104

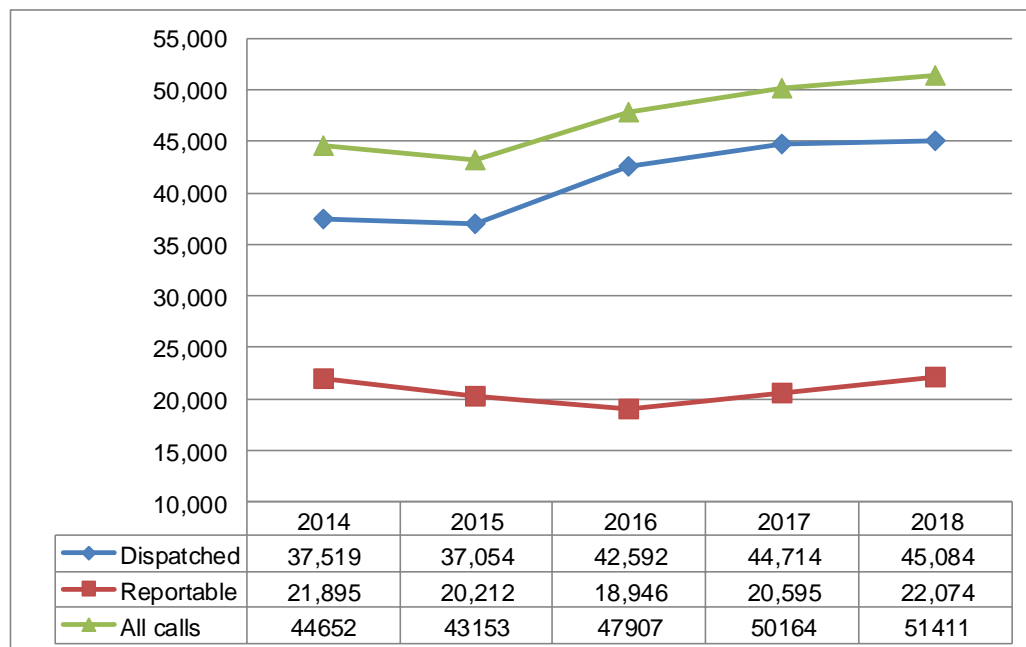
CALLS FOR SERVICE 2018

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Dispatched	3376	2718	3355	3688	4135	4130	4309	4144	3914	3872	3514	3929	45084
Reportable	1808	1474	1713	1797	1824	1805	1816	2062	1921	2050	1854	1950	22074
Non-Reportable	2269	1722	2250	2490	2919	2895	3009	2618	2450	2320	2045	2350	29337
All Calls	4077	3196	3963	4287	4743	4700	4825	4680	4371	4370	3899	4300	51411

CALLS FOR SERVICE LISTED BY MONTH



CALLS FOR SERVICE 2018



Mental Health

In recent years, the Thunder Bay Police Service has seen a dramatic rise in calls for service involving persons in crisis. These are often serious incidents which involve complex and labour intensive responses. The introduction of the Joint Mobile Crisis Response Team helps in many of these calls and is seen as reducing the amount of time police officers are required. The pilot project introduced in 2018 shows great promise, but also shows the need to expand its hours of operation to meet this critical demand.

Family Violence (Domestic and Family Disputes)

Family violence continues to be a challenge for our community. These are highly volatile calls for police. The Thunder Bay Police Service has a dedicated Domestic Violence Unit which provides investigative support and works diligently with the victims of many of these serious incidents.

Missing Persons

The TBPS continues to deal with a high number of missing person investigations each year. In fact, the rate per 100,000 is considerably higher than most jurisdictions. While the majority of these incidents are resolved within 24 hours, each one varies in complexity and the resources required to bring to a safe conclusion.

Public Intoxication

Each year, the Thunder Bay Police Service responds to numerous calls regarding persons who may be intoxicated in public spaces. These calls will be investigated by Uniform Patrol Officers. In some cases, the individuals suspected of being intoxicated leave the area before police arrive. In other instances, officers must investigate and determine the condition of the individual(s) on scene.

While police have the authority (Liquor License Act of Ontario) to arrest and charge intoxicated persons, this is not always the preferred outcome. The abuse of intoxicants can pose a significant public safety risk. The Thunder Bay Police Service works with social agencies to find alternative methods to ensure the safety of these individuals. Unfortunately, alternatives do not always exist and Police are then forced to charge and detain intoxicated persons until they are able to look after themselves.

	2014	2015	2016	2017	2018
Mental Health	1,055	1,104	1,288	1,548	1,690
Family Violence	3,378	3,412	3,309	3,413	3,391
Missing Persons	867	1,051	895	891	843
Intoxicated	3,766	3,376	3,218	3,242	2,615

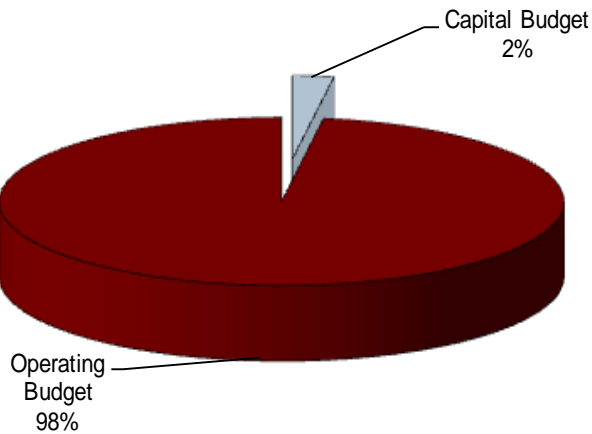
Note: These statistics originated from the TBPS Computer Aided Dispatch system (CAD). The incidents were originally dispatched as the call types listed. As of 2019, Mental Health incidents will include any call types where Mental Health is a significant component. This will result in much higher statistics for the Mental Health category, but will be a more accurate reflection of the impact to Emergency Services.

2018 OPERATING BUDGET

	2018 Budget	2018 Actual	2017 Budget	2017 Actual
Labour	42,805,900	42,620,376	41,989,600	40,763,072
Training	317,500	428,850	383,900	368,177
Uniforms & Equipment	127,100	168,994	1,096,600	920,564
Vehicle Maintenance	626,500	803,330	340,300	700,926
Communications	318,200	363,768	343,200	341,171
Computer Services	675,000	764,475	75,000	45,540
Other	1,648,200	2,500,616	1,721,400	1,898,236
Gross Expenditures	46,518,400	47,370,816	45,950,000	45,037,686
Revenue	(5,084,000)	(4,638,438)	-4,975,300	-4,674,124
Net Expenditures	41,434,400	42,732,378	40,974,700	40,363,562
2018 Capital Budget (Gross)	2018		2017	
	\$907,200		\$3,077,000	

	2014	2015	2017	2018
Capital Budget	1,300,100	1,083,700	3,077,000	907,200
Operating Budget	37,057,500	37,464,600	40,974,700	41,434,400
Total Budget	38,357,600	38,548,300	44,051,700	42,341,600
Population	117,003	116,311	115,905	118,253
Per Capita Cost	327.83	331.42	380.07	358.06

TOTAL BUDGET 2018

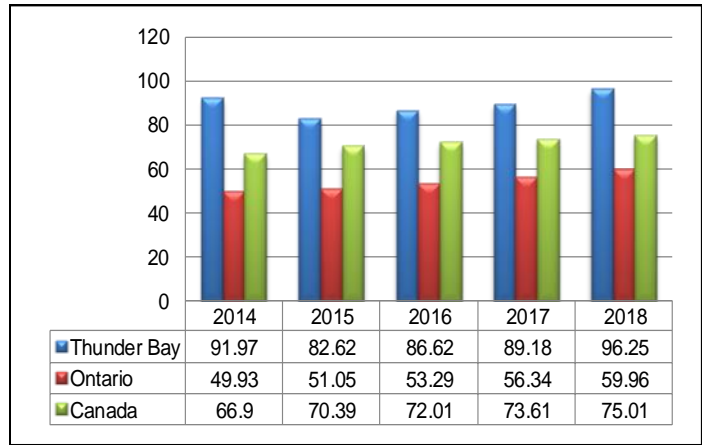


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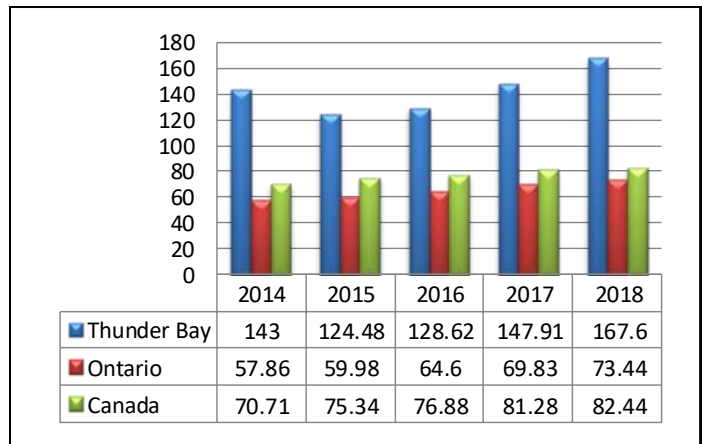
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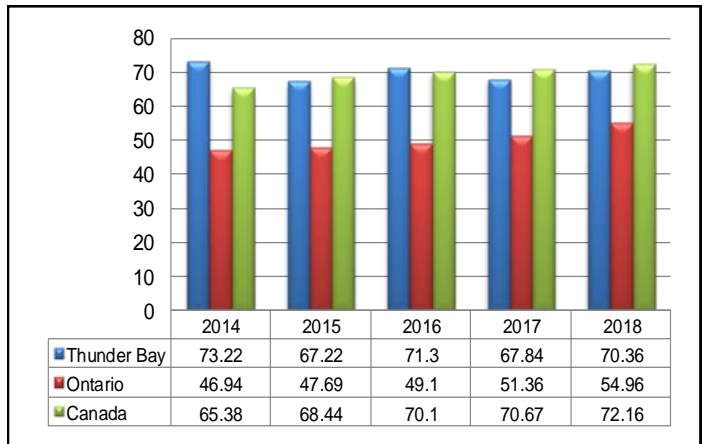
Crime Severity Index—Overall



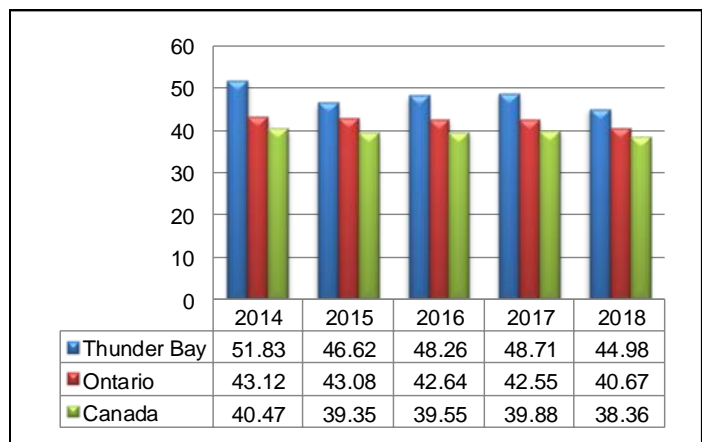
Violent Crime Severity Index



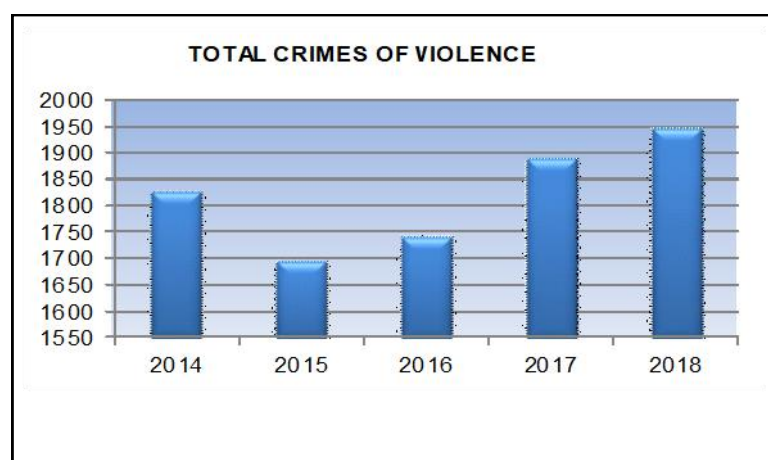
Non-Violent Crime Severity Index



Weighted Clearance Rate



CRIMES OF VIOLENCE	2014	2015	2016	2017	2018
Murder - 1st Degree	0	0	0	1	5
Murder - 2nd Degree	11	3	6	6	3
Manslaughter	0	0	2	0	0
Infanticide	0	0	0	0	0
TOTAL	11	3	8	7	8
Criminal Negligence Causing Death	0	0	0	0	1
Attempt Murder	0	3	3	3	10
Aggravated Sexual Assault	1	0	1	0	2
Sexual Assault With Weapon	2	2	1	3	1
Sexual Assault	90	95	103	128	145
Assault Level 1	717	710	760	768	754
Assault With Weapon - Level 2	232	212	242	265	288
Aggravated Assault - Level 3	27	27	28	39	39
Unlawfully Cause Bodily Harm	0	0	0	0	0
Discharging Firearm With Intent	3	0	0	0	0
Assault - Police/other Peace Officer	30	22	34	39	52
Other Assaults	6	6	21	11	4
TOTAL	1108	1077	1193	1256	1296
Robbery Total	127	178	141	148	190
Other Violent Offences Total	2	0	5	5	6
Abduction - Person Under 14 Yrs	0	0	0	1	2
Abduction - Person Under 16 Yrs	0	0	0	0	0
Contravening Custody Order	0	0	0	0	0
No Custody Order	0	0	0	0	0
TOTAL	0	0	0	1	2
OTHER CRIMES OF VIOLENCE					
Sexual Offences Against Children	20	16	16	13	13
Forcible Confinement or Kidnapping	32	22	29	36	31
Extortion	2	5	2	6	13
Criminal Harassment	201	162	154	165	152
Uttering Threats	218	191	175	218	221
Threatening/Harassing Phone Calls	106	44	21	36	14
TOTAL	579	440	397	476	444
TOTAL CRIMES OF VIOLENCE	1827	1698	1744	1891	1946
Rate per 100,000 Population	1562	1460	1507	1631	1645

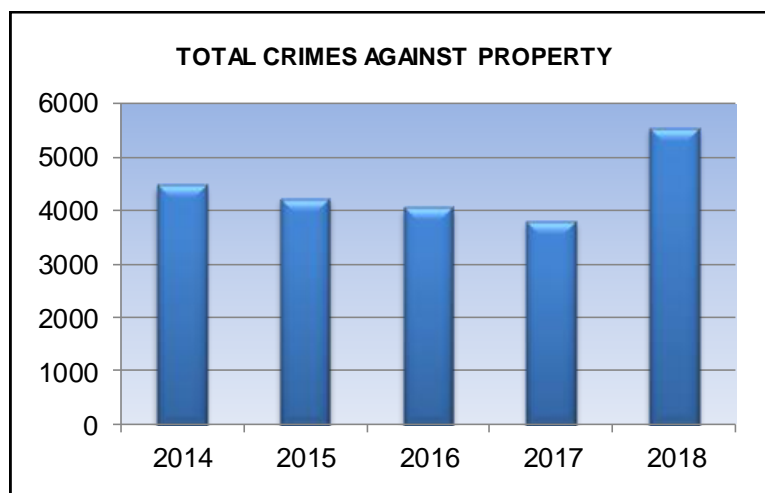


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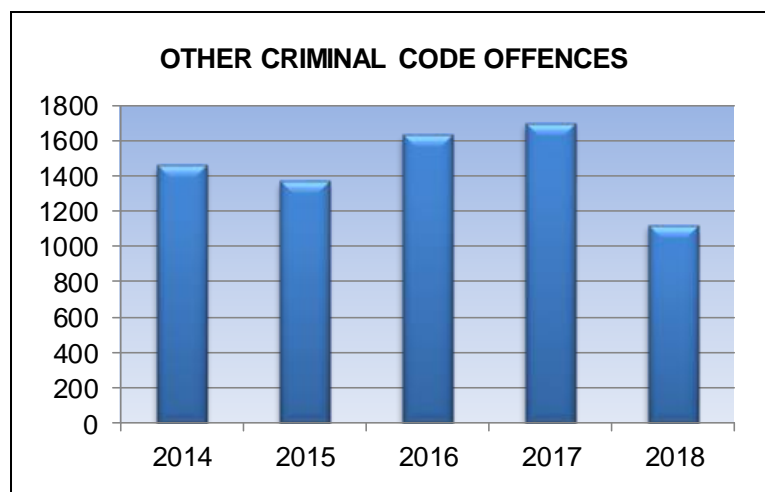
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CRIMES AGAINST PROPERTY	2014	2015	2016	2017	2018
BREAK AND ENTER					
Business Premises	170	148	117	157	168
Residence	337	242	363	279	359
Other	73	98	103	63	101
TOTAL	580	488	583	499	628
MOTOR VEHICLE THEFT					
TOTAL	173	183	189	185	260
THEFT OVER \$5000					
From Motor Vehicles	2	12	3	9	2
Shoplifting	0	0	3	1	5
Other Thefts	15	12	15	22	31
TOTAL	17	24	21	32	38
THEFT UNDER \$5000					
From Motor Vehicles	706	715	657	487	721
Shoplifting	663	615	634	638	747
Other Thefts	752	753	642	686	705
TOTAL	2121	2083	1933	1811	2173
Have Stolen Goods	62	45	51	28	51
Fraud	491	306	400	402	1569
Mischief	1002	1063	859	807	789
Arson	24	32	23	31	17
TOTAL CRIMES AGAINST PROPERTY	4470	4224	4059	3795	5525
Rate per 100,000 Population	3820	3632	3507	3274	4661

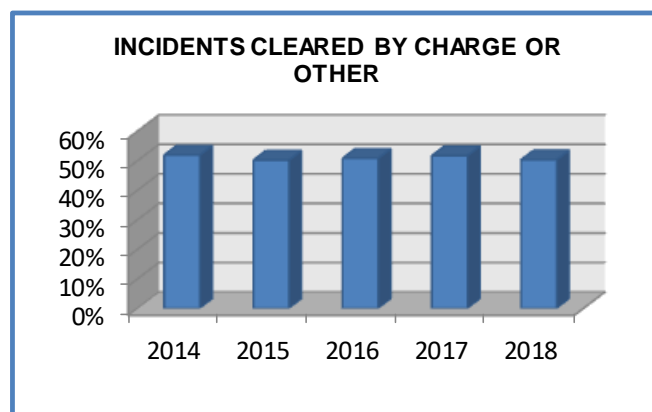
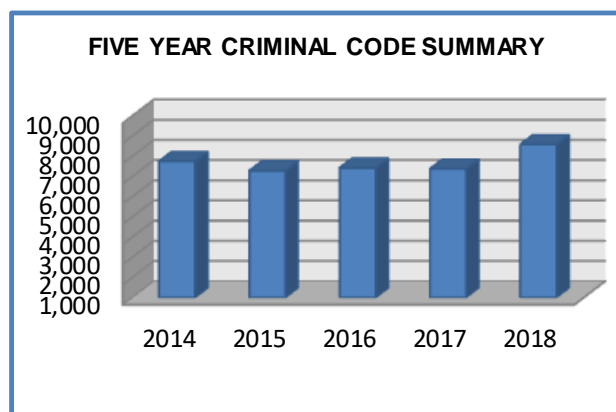


OTHER CRIMINAL CODE OFFENCES	2014	2015	2016	2017	2018
PROSTITUTION					
Bawdy House	0	0	0	0	0
Procuring	0	0	0	0	0
Other Prostitution	0	0	0	0	0
TOTAL	0	0	0	0	0
GAMING AND BETTING					
Betting House	0	0	0	0	0
Gaming House	0	0	0	0	0
Other Gaming & Betting Offences	0	0	1	0	0
TOTAL	0	0	1	0	0
OFFENSIVE WEAPONS					
Firearms Usage	0	0	0	0	0
Weapons Possession	36	44	46	27	36
Traffic Import/Export	0	0	0	1	1
Other Weapons Offences	0	1	1	2	1
TOTAL	36	45	47	30	38
OTHER CRIMINAL CODE OFFENCES					
Bail Violations	951	901	947	1064	543
Counterfeiting Currency	17	4	16	37	18
Disturb The Peace	14	12	2	10	6
Escape Custody	6	7	7	4	3
Indecent Acts	10	6	11	12	2
Public Morals	24	23	27	23	22
Obstruct Public Peace Officer	23	13	13	36	18
Prisoner Unlawfully at Large	6	4	2	2	0
Trespass at Night	3	4	2	11	10
Other Criminal Code Offences	372	353	562	472	464
TOTAL	1426	1327	1589	1671	1086
OTHER CRIMINAL CODE OFFENCES TOTAL	1462	1372	1637	1701	1124
Rate per 100,000 Population	1246	1179	1414	1467	950



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CRIME TYPE	2014	2015	2016	2017	2018
Crimes of Violence	1827	1698	1744	1891	1946
Crimes Against Property	4470	4224	4059	3795	5525
Other Criminal Code Offences	1462	1372	1637	1701	1124
TOTAL	7759	7294	7440	7387	8595
INCIDENTS CLEARED BY CHARGE OR OTHER					
	2014	2015	2016	2017	2018
Offences Percent Cleared	51.90%	50.20%	50.80%	51.70%	50.30%



DRUG OFFENCES	2014	2015	2016	2017	2018
Heroin	0	1	1	3	3
Cocaine	31	44	30	54	36
Other Drugs	26	18	31	25	15
Cannabis	80	57	37	23	19
TOTAL	137	120	99	105	73
OTHER FEDERAL STATUTES					
	2014	2015	2016	2017	2018
Bankruptcy Act	0	0	0	0	0
Customs Act	0	0	0	0	0
Excise Act	0	0	0	0	0
Immigration Act	0	0	0	0	0
Firearms Act	0	0	0	0	0
Other Federal Statutes Act	81	45	29	31	21
TOTAL	81	45	29	31	21

CRIMES OF VIOLENCE—YOUTH CHARGED	2014	2015	2016	2017	2018
HOMICIDE					
Murder - 1st Degree	0	0	0	0	0
Murder - 2nd Degree	1	0	1	0	0
Manslaughter	0	0	0	0	0
Infanticide	0	0	0	0	0
TOTAL	1	0	1	0	0
ATTEMPT MURDER TOTAL	0	0	0	0	0
Aggravated Sexual Offences	0	0	0	0	0
Sexual Offences With Weapon	1	0	0	0	0
Sexual Offences	10	1	4	4	6
Assault Level 1	41	33	33	21	18
Assault With Weapon - Level 2	12	14	16	14	2
Aggravated Assault - Level 3	2	0	1	2	14
Unlawfully Cause Bodily Harm	0	0	0	0	0
Discharging Firearm With Intent	0	0	0	0	0
Assault - Police/Other Peace Officer	3	3	2	2	5
Other Assaults	0	0	3	0	0
TOTAL ASSAULTS	69	48	59	43	45
ROBBERY TOTAL	1	4	8	9	6
OTHER VIOLENT OFFENCES					
TOTAL	0	0	0	0	0
Abduction - Person Under 14 Yrs	0	0	0	0	0
Abduction - Person Under 16 Yrs	0	0	0	0	0
Contravening Custody Order	0	0	0	0	0
No Custody Order	0	0	0	0	0
ABDUCTION TOTAL	0	0	0	0	0
OTHER CRIMES OF VIOLENCE					
Sexual Offences Against Children	1	0	0	0	0
Forcible Confinement or Kidnapping	4	0	2	1	0
Extortion	0	0	0	0	0
Criminal Harassment	0	1	0	0	1
Uttering Threats	5	2	3	2	0
Threatening/Harassing Phone Calls	0	0	0	0	0
TOTAL	10	3	5	3	1
TOTAL--CRIMES OF VIOLENCE	81	55	73	55	52

DRUG OFFENCES-YOUTH CHARGED	2014	2015	2016	2017	2018
Heroin	0	0	0	0	0
Cocaine	0	0	0	1	3
Other Drugs	1	0	0	0	0
Cannabis	8	1	3	1	1
TOTAL	9	1	3	2	4

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CRIMES AGAINST PROPERTY-YOUTH	2014	2015	2016	2017	2018
BREAK AND ENTER					
Business Premises	2	3	4	2	4
Residence	5	2	4	2	1
Other	3	0	1	0	0
TOTAL	10	5	9	4	5
Motor Vehicle Theft	5	3	0	2	3
THEFT OVER \$5000					
From Motor Vehicles	0	0	0	0	0
Shoplifting	0	0	0	0	0
Other Thefts	0	0	0	0	0
TOTAL	0	0	0	0	3
THEFT UNDER \$5000					
From Motor Vehicles	5	2	2	0	0
Shoplifting	5	9	4	4	3
Other Thefts	5	5	2	2	2
TOTAL	15	16	8	6	5
Have Stolen Goods	15	9	7	3	4
Fraud	3	0	1	0	0
Mischief	12	7	6	10	8
Arson	1	0	0	0	3
TOTAL	31	16	14	13	11
TOTAL- PROPERTY CRIMES	56	37	31	23	24

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OTHER CRIMINAL CODE OFFENCES--YOUTH	2014	2015	2016	2017	2018
OFFENSIVE WEAPONS					
Firearms Usage	0	0	0	0	0
Weapons Possession	2	5	3	1	1
Traffic Import/Export	0	0	0	0	0
Other Weapons Offences	0	0	0	0	0
TOTAL	2	5	3	1	1
OTHER CRIMINAL CODE OFFENCES					
Bail Violations	86	57	70	30	39
Counterfeiting Currency	0	0	0	0	0
Disturb The Peace	0	1	0	0	0
Escape Custody	7	9	6	2	4
Indecent Acts	0	0	0	0	0
Public Morals	0	0	0	0	0
Obstruct Public Peace Officer	3	1	0	0	0
Prisoner Unlawfully at Large	1	0	0	0	0
Trespass at Night	0	0	0	0	0
Other Criminal Code Offences	3	0	1	1	0
TOTAL	100	68	77	33	43
TOTAL--OTHER CRIMINAL CODE OFFENCES	102	73	80	34	44



MOTOR VEHICLE COLLISIONS

TYPE	2015	2016	2017	2018
Fatal	3	1	3	3
Personal Injury	559	538	434	598
Property Damage	2830	2880	2885	2880
Non-Reportable	24	27	242	71
Other	--	--	7	4
TOTAL	3416	3446	3571	3556

TOTAL IMPAIRED DRIVING INCIDENTS

2014	2015	2016	2017	2018
140	138	202	209	188

POLICE MILEAGE

2018 Police Mileage

1,541,782

2017 Police Mileage

1,639,414

POLICE FLEET

	2018	2017
Marked	29	23
Unmarked	22	24
Specialty Units	13	13
Leased Vehicles	12	15
Total	76	75

FREEDOM OF INFORMATION

	2014	2015	2016	2017	2018
Personal Requests Received	142	156	132	179	149
General Requests Received	54	65	55	57	98
TOTAL REQUESTS RECEIVED	196	221	187	216	247

PROPERTY RECORDS

	2018	2017	2016	2015
Received	7,273	7,223	6,632	5,432
Disposed	4,896	3,120	4,466	5,603

* Total exhibits on hand at December 31 is in excess of 27,646 pieces

*2018 exhibits over 2017 - 1,776 **more** exhibits disposed of.



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COMPLAINTS AGAINST POLICE	2017	2018
Screened Out--deemed frivolous/vexatious, made in bad	19	15
Officer Conduct		
Discreditable Conduct	22	6
Neglect of Duty	5	11
Deceit	0	0
Unlawful or Unnecessary Use of Authority	2	2
Service		
Service Complaint	4	2
Policy	2	0
Total Complaints	54	36
Resolution of Complaints		
Not Accepted	19	15
Pending Investigations to date	13	2
Withdrawn	12	5
CSR	0	1
Informal Resolution Agreement	1	4
Unsubstantiated	9	7
Substantiated	0	2
Total Complaints	54	36



TBPS Officers at Sioux Lookout NAPS Detachment