2025

ANNUAL REPORT



THUNDER BAY POLICE SERVICE

Thunder Bay
Police Service Board

LAND ACKNOWLEDGEMENT

We acknowledge that Thunder Bay is built on the traditional territory of the Anishinabek, which includes the Ojibway of Fort William First Nation, signatory to the Robinson-Superior Treaty of 1850. We also acknowledge the contributions of the Métis peoples.

The Thunder Bay Police Service is committed to advancing Truth and Reconciliation through continuous learning, reflecting on our past, and working in allyship with Indigenous communities.

VISION

A safe community.
A trusted service.

MISSION

With integrity and compassion, we partner with communities to deliver policing that improves safety and trust.

VALUES

Our values shape how we govern, operate, make decisions, and interact with others. They are:



PARTNERSHIPS

We build strong, respectful partnerships to enhance community safety. Through collaboration, we foster trust, share responsibility, and support collective well-being.



INTEGRITY

We uphold trust through honesty, transparency, and accountability—always guided by compassion, fairness, and respect.



PUBLIC SERVICE

We serve with purpose—listening with intention, acting with openness and consistency, to meet community needs.



EXCELLENCE

We strive for the highest standards of policing through innovation, professionalism, and a commitment to continuous improvement.



EQUITY, DIVERSITY, & HUMAN RIGHTS

We treat everyone with dignity, fairness, and respect. We champion inclusion and uphold human rights in all our interactions.

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2025 Thunder Bay Police Service Board members:

Provincial Appointee
Karen Machado (Chair)

Municipal Appointee
Denise Baxter

Council Appointee
Mayor Ken Boshcoff

Provincial Appointee
Wayne Bahlieda
(up to September 6, 2025)

Provincial Appointee
Laird Van Damme
(as of October 23, 2025)

Council Appointee
Kasey Etreni

Thunder Bay
Police Service Board

REPORT FROM THE BOARD CHAIR

On behalf of the Thunder Bay Police Service Board, I am pleased to present the 2025 Annual Report.

This year was marked by collaboration, shared purpose, and continued progress in strengthening governance and accountability. The partnership between the Board and the Service remains essential as we work to improve public safety and build trust in policing.

Throughout 2025, the Board exercised its oversight responsibilities with a clear focus on ensuring that policing priorities remained aligned with community expectations. Our work centered on safety, community engagement, organizational sustainability, and maintaining strong relationships with Indigenous communities. Oversight is not a passive function - it requires active monitoring, clear direction, and a commitment to transparency. This Annual Report reflects that commitment.

This year's community survey showed an important sign of public confidence: nearly 94% of respondents said they were treated respectfully to varying extents during their recent interactions with a Thunder Bay Police Service member. While encouraging, this also reinforces the Board's responsibility to continue strengthening professionalism and accountability.

Data

The Board monitored several key trends that shape policing in Thunder Bay. In 2025, the Service responded to more than 50,813 calls for service and recorded 10,729 Criminal Code incidents. Members completed more than 800 hours of training including topics such as cultural awareness, de-escalation and crisis response to name a few. The service submitted 176 use of force reports for 2025, down from 230 in 2024. These indicators help guide our oversight work and highlight the importance of continued investment in training, member support, and accountability systems.

Domestic violence remains a significant area of police response, reflecting the need for coordinated, prevention-focused approaches that support victims and strengthen community safety. Drug-related incidents and seizures also continued to be a major component of police activity in 2025, underscoring the ongoing challenges posed by illicit drugs in our community. We also recognize the significant number of missing person reports received each year. While most individuals are eventually located, each report has a deep impact on individuals and families, and the Board will continue to monitor these trends closely as part of our oversight responsibilities.

Strengthening Governance Under the CSPA

The implementation of the Community Safety and Policing Act (CSPA) represents one of the most significant changes to police governance in Ontario in decades. Over the past year, the Board continued to develop its governance framework to meet these new responsibilities and strengthen civilian oversight in Thunder Bay.

A major part of this work has been the development and approval of updated governance policies. These policies reflect the Board's commitment to clearer processes, stronger oversight, and improved alignment with the CSPA. Input from the community through various forums - and through the guidance of Board members - helped shape these policies, with a goal of expanding public input even further in 2026. Examples of policies completed this year include: Recruitment for Chief and Deputy Chiefs, Annual Monitoring of the Chief's Performance, Body Worn Cameras, Assistance to Victims of Crime, Sudden Unexplained Deaths, and Conduct of Investigations. These examples demonstrate the scope of the Board's governance work and the progress made.

The Board also continued to advance recommendations from the Sinclair Report, Broken Trust Report, Expert Panel Report and work on modernization in alignment with the Community Safety and Policing Act.

Oversight means ensuring that these recommendations lead to measurable progress.

2025–2028 Strategic Plan

A major milestone this year was the development and launch of the 2025–2028 Strategic Plan. The Plan was shaped through extensive community engagement, member input, and conversations with partners across the city. These voices helped identify the priorities that matter most to the people of Thunder Bay and to those who deliver policing every day.

The Strategic Plan is built around four pillars: Crime Prevention and Reduction, Public Trust and Confidence, a Healthy and Supported Workforce, and Accountable Leadership. These pillars reflect the themes shared throughout the consultation process -calls for stronger relationships, safer communities, better support for members, and clear, transparent leadership.

This year, the Board and Service focused on aligning our work with these pillars and ensuring that our decisions reflect the needs and expectations of the community. The Plan also provides a framework for measuring progress, helping both the Board and the Service remain accountable for the commitments we have made. More information about the Strategic Plan and its implementation can be found later in this report.

Community Safety and Prevention

In 2025, the Board continued to prioritize crime prevention and community safety. We supported collaborative, prevention-focused strategies and partnerships to address complex issues. One such initiative is the Housing Safety Unit Pilot Program, which will dedicate Special Constables to provide a proactive, visible, and tailored safety presence in city-owned housing communities. The Board will continue to monitor the implementation and outcomes of this pilot as part of our oversight role.

We also supported efforts to strengthen relationships with Indigenous communities, recognizing the importance of trust, respect, and meaningful engagement in improving safety and wellbeing across the region.

Supporting Service Members

A healthy and supported workforce is essential to effective policing. The Board continued to advance accountability, member wellness, and training, ensuring that the Service has the tools and supports required to meet community expectations. We also monitored progress on workplace culture, professional standards, and leadership development, recognizing that organizational health is foundational to public trust.

Service Budget Oversight

The Board maintained its focus on fiscal responsibility. We acknowledge City Council endorsing the Service's operational budget increase for 2026. This investment supports the resources needed to meet community expectations while ensuring strong accountability for how public funds are used.

Board Staff and Governance Infrastructure

In late 2025, the Board hired its first Executive Director to support and streamline governance and oversight responsibilities. This is a significant step forward in building a modern, effective civilian governance body.

Looking Ahead

The Board will continue to build on this year's progress by working together with the Service, the public, and all partners. Our commitment remains clear: to ensure that policing in Thunder Bay and Oliver Paipoonge is delivered with integrity, accountability, and respect for all members of our communities. Strengthening public trust is ongoing work, and the Board remains committed to transparent governance, responsible stewardship of public funds, and continuous improvement in civilian oversight.

Karen Machado, Chair
Thunder Bay Police Service Board





MESSAGE FROM THE CHIEF OF POLICE

The 2025 Annual Report is a reflection of the dedication, compassion, and professionalism demonstrated by our members every day, and a demonstration of meaningful steps forward as we operationalized a new Strategic Plan to guide our work.

The development of our operational plan to implement strategic priorities began in 2025 and carried into 2026 through extensive engagement, reflection, and analysis. The result is a clear framework to guide decision-making, resource allocation, and operational priorities, while remaining grounded in the realities of frontline policing and community expectations.



This Annual Report highlights a number of initiatives and outcomes that demonstrate the impact of that work. Readers will see how intelligence-led policing disrupted drug trafficking networks, how targeted enforcement and technology enhanced public safety, and how proactive prevention and education initiatives prevent harm. The statistics included throughout the report tell part of the story: ours remains a busy service, responding to a high volume and wide variety of calls, while continuing to adapt to increasingly complex demands.

At the same time, this report showcases the human side of policing. It reflects the professionalism of frontline officers responding to unpredictable and high-risk situations, the compassion shown by our Communications Operators who are often the first point of contact in emergencies, and the commitment of civilian and sworn members working behind the scenes to support service delivery. Whether responding to crises, supporting victims, engaging with youth, or collaborating with community partners, our members continue to serve with integrity, dedication, and care.

Innovation is also shaping how we engage and respond. From enhanced online reporting and digital evidence management to the use of new technology in investigations, training, and recruitment, we are leveraging data and tools to improve efficiency, safety, and accountability. These advancements support better outcomes for the community and for our members, while strengthening transparency and trust.

I am deeply proud of the people who make up the Thunder Bay Police Service. This Annual Report reflects not only what we have accomplished, but how we continue to evolve—guided by strategy, informed by community voices, and driven by a shared commitment to public service. As we move forward, our operational plan will remain a living guide—ensuring that our efforts are focused, responsive, and aligned with the needs of the community we are privileged to serve.

Darcy Fleury, M.O.M.
Chief of Police
Thunder Bay Police Service

ORGANIZATIONAL STRUCTURE

The Thunder Bay Police Service (TBPS) is a single tier municipal Police Service that serves the City of Thunder Bay and the Municipality of Oliver Paipoonge, an area of 678 square kilometers. The recorded population is approximately 117,000. Thunder Bay has the highest municipal population in Northwestern Ontario, and the second highest in all of Northern Ontario (second to Greater Sudbury).

The TBPS team includes 263 Sworn and 147.8 civilian (2026 budget) members who are dedicated to serving the community. TBPS operates 24/7 from its headquarters at 1200 Balmoral Street. Due to capacity issues and facility limitations, some members and units work from other sites.

TBPS provides six core functions:

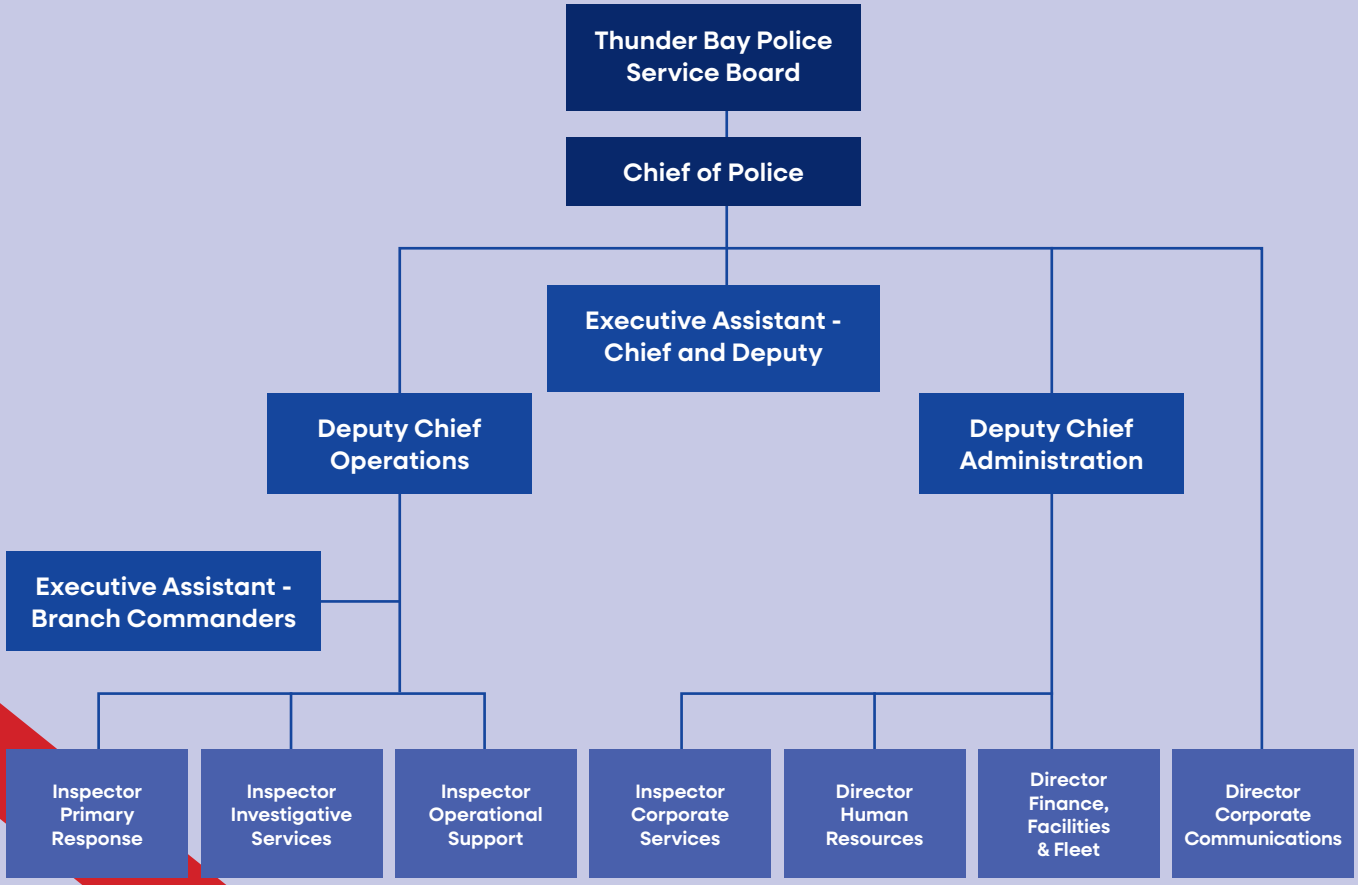


- Crime prevention
- Law enforcement
- Victim assistance
- Public order maintenance
- Emergency response services
- Administration and infrastructure

ORGANIZATIONAL CHART

The following Branches make up the TBPS:

- The Office of the Chief
- Primary Response
- Investigative Services
- Operational Support
- Corporate Communications
- Corporate Services
- Human Resources
- Finance, Fleet & Facilities



STRATEGIC PRIORITIES

The 2025-2028 Strategic Plan outlines four core priorities that align the Thunder Bay Police Board and Service's internal priorities with the evolving needs and expectations of the communities we serve. Informed by meaningful engagement with the public, community partners, and Service members, these priorities reflect our shared commitment to improving public safety, trust, and accountability in local policing.

Each priority provides a clear framework to guide decision-making, allocate resources effectively, and strengthen organizational performance. Grounded in the Service's core values, they support a healthy and resilient workforce, promote operational accountability, and enhance police responsiveness to the diverse communities we serve.

The 2025-2028 Strategic Plan sets the direction for policing in Thunder Bay over a three-year period. It provides a framework for setting priorities, making informed decisions, allocating resources, and measuring progress by the Board and Service. To view the full plan, including all Strategic Priorities and Objectives referenced in this report, visit www.thunderbaypolice.ca/about-us/strategic-plan

1



CRIME PREVENTION AND REDUCTION

GOAL: Reduce crime in Thunder Bay through evidence-based, collaborative, and community-informed enforcement and prevention strategies.

2



PUBLIC TRUST AND CONFIDENCE

GOAL: Grow public trust and confidence through inclusive relationships, ensuring transparent and ethical service delivery, and by promoting culturally competent, community-informed policing.

3



A HEALTHY & SUPPORTED WORKFORCE

GOAL: Support the development and well-being of a skilled, inclusive, and sustainable workforce through proactive wellness initiatives, equitable opportunities, and a strong organizational culture.

4



ACCOUNTABLE LEADERSHIP

GOAL: Strengthen ethical leadership, internal accountability, and community oversight to promote trust, transparency and effective governance.


THUNDER BAY
771
POLICE

THE OFFICE OF THE CHIEF OF POLICE

The Office of the Chief includes the Deputy Chief – Operations, the Deputy Chief – Administration, and Corporate Communications.

PRIORITY 1

OBJECTIVE 1.6 • Align policing efforts with the Thunder Bay Community Safety and Well-Being Plan to support integrated, community-driven solutions.

Community voices shape community safety and well-being

Community organizations and service providers play a vital role in helping people live healthy, productive lives and reducing the need for police intervention. By addressing the root causes of crime and crisis - through prevention, support, and connection - these partners provide critical services and alternative response models that contribute to a safer, healthier city.

That's why Chief Darcy Fleury participated as a panelist of Thunder Bay's first Community Safety & Well-Being (CSWB) Forum. The Forum provided community members a chance to help shape the refreshed CSWB Plan for 2026–2030—a community roadmap grounded in prevention, connection, and support, so everyone can live well, feel safe, and thrive. Our Service plays an ongoing role as a proactive partner in the City's CSWB Plan.



PRIORITY 2

OBJECTIVE 2.5 • Increase public awareness of police services, safety initiatives, and accountability through accessible, consistent communication.

Connecting with the community

"Chat with the Chief" events are an opportunity for community members to raise concerns, share information, and collaborate to create a safer, stronger community. These events are a meaningful way to inform the community about our activities and hear perspectives that build understanding of community priorities and collaborative opportunities to address them. Accountability is also key; community members often ask tough questions – and they get answers.

Some events are open to everyone, such as those held in partnership with the Thunder Bay Resource Library, and others involve specific community groups. Some 2025 examples include events with the Thunder Bay Multicultural Association staff, the Oliver Paipoonge community, and members of the Thunder Bay Chamber of Commerce.



PRIORITY 3

OBJECTIVE 3.1 • Enhance holistic employee health and wellness through proactive, inclusive services that reflect the diverse and evolving needs of the workforce.

Supporting recovery, strengthening the Service

Our Services prioritized a new position to support employees who are recovering from injury, illness, or psychological trauma to safely and sustainably return to work. In 2025, a Return to Work and Reintegration Specialist was hired. In a police service, this role bridges employee health, operational readiness, human resources, and organizational responsibility.

In policing, reintegration is rarely "one-size-fits-all." The specialist understands the unique demands of frontline work, trauma, shift schedules, and the cultural realities of a police environment.



PRIORITY 4

OBJECTIVE 4.5 • Leverage data, technology, and performance reporting to support evidence-based leadership and operational planning.

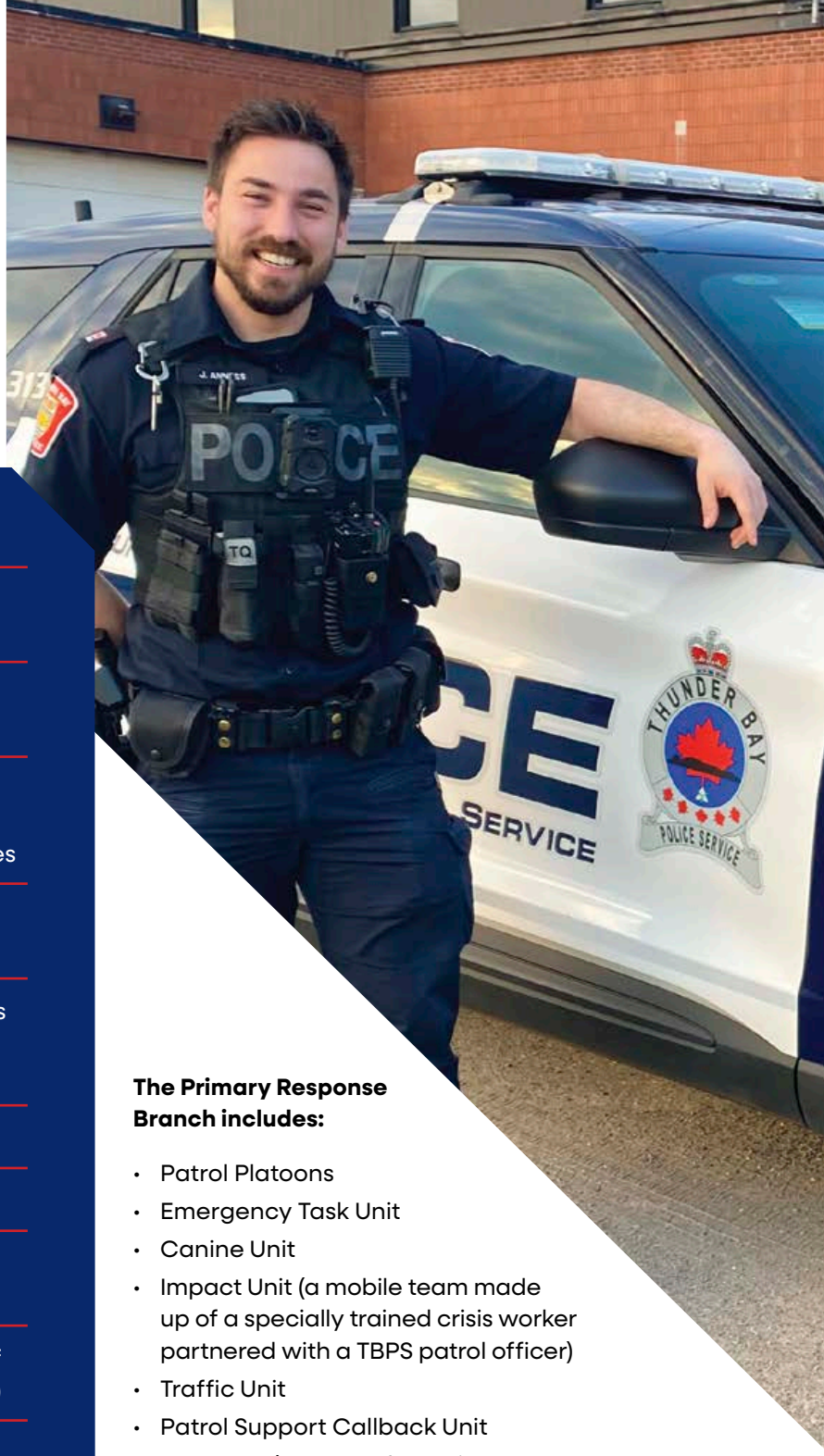
Insights informing our path forward

Our Service undertook a third-party staffing and service delivery review to help ensure we meet current and future resource needs efficiently. The review included analysis of program and service data, benchmarking, and extensive interviews with members, partners and community members.

The input informed key themes in recommendations, including enhanced support for front-line policing, data analysis, wellness, HR capacity, and internal communications. These align with our goal to meet the evolving needs of our community and are central to our operational planning and budgeting.

PRIMARY RESPONSE BRANCH

Total Calls for Service	50813
ETU – High risk/ETU calls for service	145
Total motor vehicle collisions investigated	3197
Of the motor vehicle collisions:	1 fatality, 375 non-fatal injuries
Motor vehicle collisions involving impaired drivers	57
Of the 80 motor vehicle collisions involving alcohol or drugs:	0 fatalities
Total impaired driving charges	445
Of those, impaired by drug	125
Responses to suspected overdoses	156
Times Naloxone administered	74 (47% of incidents)
Mental Health Act calls	2341
Domestic calls	2508
Family Dispute calls	889
Missing Persons calls	866
Liquor Licence Act calls	694
Weapons calls	797

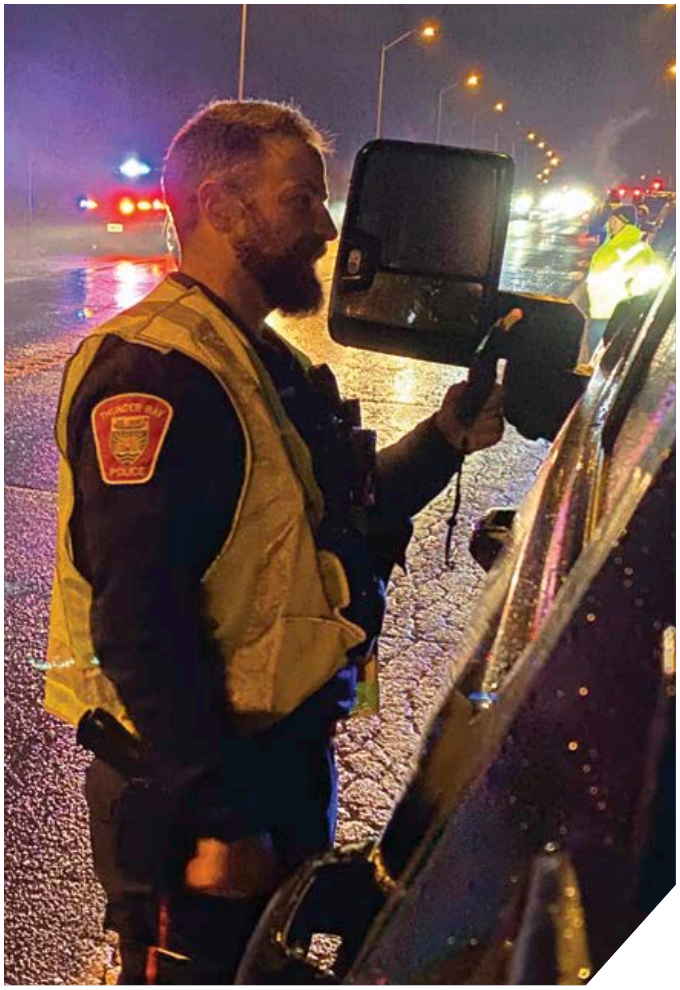


The Primary Response Branch includes:

- Patrol Platoons
- Emergency Task Unit
- Canine Unit
- Impact Unit (a mobile team made up of a specially trained crisis worker partnered with a TBPS patrol officer)
- Traffic Unit
- Patrol Support Callback Unit
- Resource/Front Desk Services

Emergency Task Unit: 2025:

- Had over 66 team deployments
- Assisted RCMP and OPP with two Joint Border Patrol Operations
- Assisted with a Hostage Taking incident in the north side of the city



PRIORITY 1

OBJECTIVE 1.2 • Harness technology and data to support intelligence-led crime reduction strategies.

Traffic enforcement initiatives are planned using data on driving behaviours most often linked to serious collisions and public safety risks. In May, a two-day enforcement blitz by the Traffic Unit project resulted in 247 charges, including:

- 7 stunt drivers who were exceeding the speed limit by at least 40 kilometres per hour on roadways with posted limits of 50km/h or less.
- 151 speeding tickets, with the majority of these being at least 20km/h over the posted limit and occurring in primarily residential areas.
- 14 for failing to slow down or move over for emergency vehicle.
- 31 court summons for various offences.

PRIORITY 2

OBJECTIVE 2.1 • Improve public confidence through visible policing, inclusive engagement, and trusted partnerships.

24 hours per day, 365 days a year, our Patrol Platoons are visible in our community, moving from one call to the next.

When the public dials 9-1-1 for emergency support, they'll most likely be dealing with a Primary Response officer from one of our four Patrol Platoons. These officers form the foundation of our front-line services, responding to a wide range of calls for service – from medical emergencies to crimes in progress to traffic enforcement and so much more.

These are examples from thousands of calls encountered by Patrol Platoons in 2025.

In January, officers responding to a break-in discovered damage at two adjacent business. A suspect was quickly located and arrested after a brief foot chase. The suspect was identified after initially providing officers with false names.

In June, officers responded to a hit-and-run collision and located the driver nearby, unconscious behind the wheel. Signs of impairment were observed, leading to an arrest and the seizure of suspected crack cocaine and cash.

During a four-hour period in August, officers responded to three separate impaired-driving collisions, including incidents involving parked vehicles, a utility pole, and a residence. In one incident, our Drug Recognition Expert officer determined that one of the drivers was impaired by multiple drugs.

In November, officers deployed drone technology to locate an escapee from a correctional facility, resulting in a swift arrest within 90 minutes.

In December, officers responding to an altercation located a man with injuries consistent with a stabbing and spoke to multiple witnesses. Officers determined the suspect, who was charged with Aggravated Assault, was also involved in a separate mischief investigation.





INVESTIGATIVE SERVICES BRANCH

The Investigative Services Branch includes:

» INTELLIGENCE

- Drugs, Guns, and Gangs
- Asset Forfeiture
- Biker Enforcement
- Human Trafficking (provincial)

» GENERAL INVESTIGATIONS

- Economic Crime
- Break and Enter and Armed Robbery (BEAR)
- Forensic Identification
- Intimate Partner Violence/Human Trafficking (local)
- Missing Persons
- Child Abuse
- Sex Offender Registry
- Crimes Against Seniors
- Cyber Crimes

» MAJOR CRIMES

The data presented below results from all Intelligence-led investigations and drug investigations conducted by all other branches of TBPS that included non-district offenders.

Persons arrested in connection with Intelligence Unit	150
Number of those found to be living outside of the Thunder Bay district	69 (46%)
Firearms seized	19
Estimated value of drugs seized	$4,528,385
Homicide investigations*	7
Homicide charges laid	6
Major case projects investigated	29

**The determination of cause and manner of death is carried out, and reported by, the Office of the Chief Coroner (OCC). Additionally, data regarding the coroner-perceived or family-reported race of the deceased is also part of the data collected by the OCC. Both "Manner", and available race data can be requested from the Thunder Bay Regional Office of the (OCC).*

PRIORITY 1

OBJECTIVE 1.1 • Disrupt and reduce serious and organized crime through proactive enforcement.

Investigation disrupts on-line sharing of intimate content

A Cyber Crime investigation resulted in multiple arrests in February. The Cyber Crime Unit began investigating in 2023 after learning that multiple women in Thunder Bay had been having their images shared through groups in an online chat platform. As a result of the investigation, 117 victims were identified, including victims in at least three other countries and across Canada.

Cyber Crime Investigators obtained 26 production orders, 18 search warrants, and 15 general warrants. The investigation resulted in nearly 600 exhibits being seized, 12 people being arrested, and a total of 172 charges.



OBJECTIVE 1.2 • Harness technology and data to support intelligence-led crime reduction strategies.

Intelligence-led policing disrupts drug trafficking

Drug trafficking activity continued to be disrupted through targeted analysis and coordinated enforcement in 2025. These are just a few of many examples of how intelligence-led strategies disrupt criminal networks and remove drugs and weapons from the community before further harm occurs.

On March 27, the Intelligence Unit, supported by the Emergency Task Unit and the Break and Enter and Robbery (BEAR) Unit, executed search warrants following an investigation into suspected drug trafficking. A suspect was arrested, and officers seized quantities of suspected cocaine, crack cocaine, and oxycodone, along with more than $10,000 in cash. The estimated street value of the drugs exceeded $62,000.

In April, officers executed a search warrant and arrested four individuals. Suspected cocaine, fentanyl, and oxycodone with an estimated street value of more than $100,000 was seized, along with over $15,000 in cash. Another search warrant executed in April resulted in the seizure of suspected cocaine and fentanyl, a loaded handgun, and cash. The estimated street value of the drugs was approximately $175,000.

In October, after receiving information that a local resident was believed to be trafficking drugs, members of the Intelligence Unit made an arrest. Suspected crack cocaine and paraphernalia consistent with drug trafficking was seized and the suspect was charged.



Analysis leads to arrest of repeat offenders

The Break and Enter and Robbery (BEAR) Unit became involved in an investigation into multiple break and enters at a local business. Two people were arrested in December after BEAR investigators determined that the suspects had been involved in four incidents within a short time span.

The BEAR Unit identifies and applies intelligence by analyzing crime patterns, locations, methods of entry, and offender behaviour. This intelligence-driven approach allows investigators to proactively target chronic break and enter activity rather than responding to separate incidents. The insights can focus enforcement, surveillance, and prevention efforts where they will have the greatest impact. Ultimately, this strategic use of intelligence helps reduce repeat victimization and improves community safety.

OBJECTIVE 1.5 • Deepen multi-sector partnerships to enable coordinated, collaborative approaches to community safety.

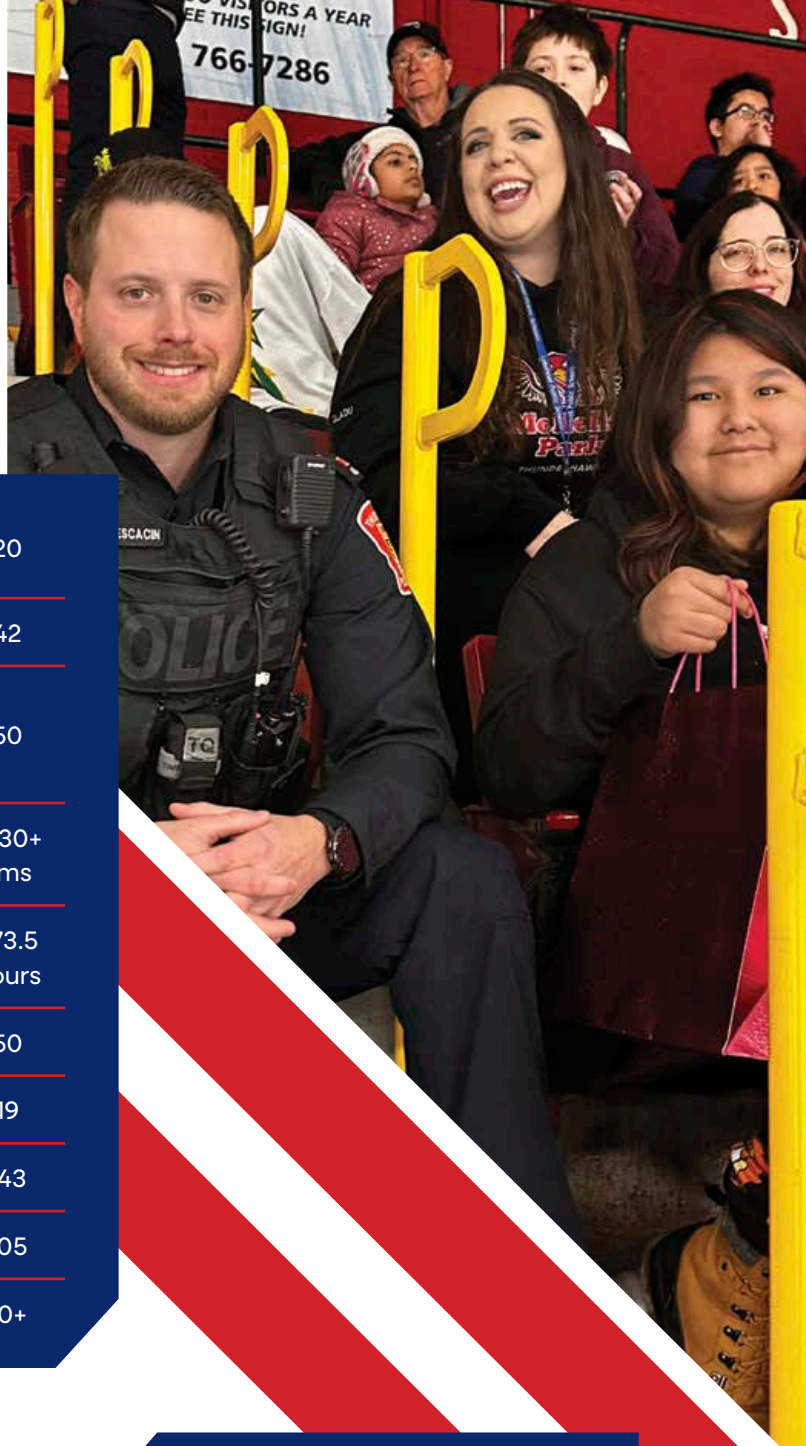
Partners assist in landfill search

A search for evidence at the Thunder Bay Solid Waste and Recycling Facility was completed in December. This integral part of an ongoing homicide investigation was made possible through collaboration with the Nishnawbe Aski Police Service, Ontario Provincial Police, Lac Seul Police Service and the City of Thunder Bay.

The search was part of an investigation involving a homicide victim who was an Indigenous woman. This activity is inseparable from the national crisis of Missing and Murdered Indigenous Women and Girls (MMIWG), a tragedy in which Indigenous women and girls continue to face disproportionate risks of violence and disappearance compared to non-Indigenous women and girls.

Although no new evidence was discovered as a result of this search, providing closure for the family was priority. Conducting this search was both necessary and appropriate, regardless of the outcome.

OPERATIONAL SUPPORT BRANCH



CIT Gawendum Gaakina Awaya Reconciliation 40-hour training program participants	20
Lockdown drills by School Resource Officers	42
Student presentations by School Resource Officers regarding Online Safety, Bullying, Gang Prevention and Student Safety	50
CORE Bike Patrol kilometers	1030+ kms
CORE support to other units	273.5 hours
Hate Crime investigations	50
Of those, confirmed hate crimes	19
Referrals through Quick Connect	143
Referrals through ReconnectU/InReach	105
Archery program sessions for youth	10+

The Operational Support Branch includes:

- School Resource
- Community Inclusion Team (CIT)
- Community Oriented Response & Engagement (CORE)
- Communications Unit (911 for Police and Fire)

Communications Centre:

- In 2025, 99,138 9-1-1 calls were received.
- Of those, 4,644 were hang-up 9-1-1 calls (4.68%).
- The average duration of a 9-1-1 call in 2025 was 104.4 seconds.

Average 911 calls per day to Communications Centre	272
Priority 1 calls to Communications Centre	10,243
Total of all calls to Communications Centre	239, 228



PRIORITY 1

OBJECTIVE 1.4 • Deliver public education and awareness initiatives to promote community-based crime prevention.

Empowering young voices in community safety

The Service's Youth Council was launched in 2025 to strengthen community-based crime prevention efforts today while building positive relationships that will support safer communities well into the future. The Council brings together students in Grades 9 to 12 from across the community who reflect the diversity of local youth. Members learn about policing, discuss community safety issues, and provide meaningful input on matters that affect young people. Youth Council members also serve as ambassadors, sharing information, resources, and crime prevention messages with their peers.

Through open dialogue, the Youth Council helps break down misconceptions, encourages informed decision-making, and empowers young people to play an active role in preventing crime in their schools and neighborhoods.





OBJECTIVE 1.5 • Deepen multi-sector partnerships to enable coordinated, collaborative approaches to community safety.

Housing Safety Unit initiative to enhance safety and well-being

In 2025, we launched a new Housing Safety Unit (HSU) pilot project in partnership with the District of Thunder Bay Social Services Administration Board (TBDSSAB). Through this program, Special Constables provide a proactive, visible, and community-specific safety presence in TBDSSAB-owned housing.

Special Constables conduct routine patrols, incident response, tenant engagement, bylaw and housing-rule enforcement, and referrals to appropriate support services. By combining dedicated enforcement with community-based engagement, the HSU offers an innovative and cost-effective model for improving safety in housing communities.

The initiative resulted in immediate successes. Just days after implementation, members of the Community Oriented Response and Engagement (CORE) and HSU initiated an investigation and located two loaded firearms, ammunition, large quantities of suspected cocaine, fentanyl and heroin, along with a large sum of cash. Two people were arrested and charged.



PRIORITY 2

OBJECTIVE 2.6 • Implement fair and equitable enforcement through consistent, culturally competent, and bias-free policing practices.

Listening, learning and leading with integrity

In June, we recognized Pride, an important occasion that speaks to the heart of our commitment to respectful, inclusive policing. Equity, Diversity, and Inclusion are not only part of our professional mandate—they are values that shape the way we serve our community and support one another.

As part of our Pride Month activities, our Service hosted Adrienne Rosen, an important figure in the Canadian 2SLGBTQ+ community and member of the Brunswick Four. Adrienne spoke to members about the historic 1974 Brunswick Four protest and its lasting impact, including a recent apology from the Toronto Police Service. She also participated in the raising of the Pride flag at our headquarters.



CORPORATE SERVICES BRANCH

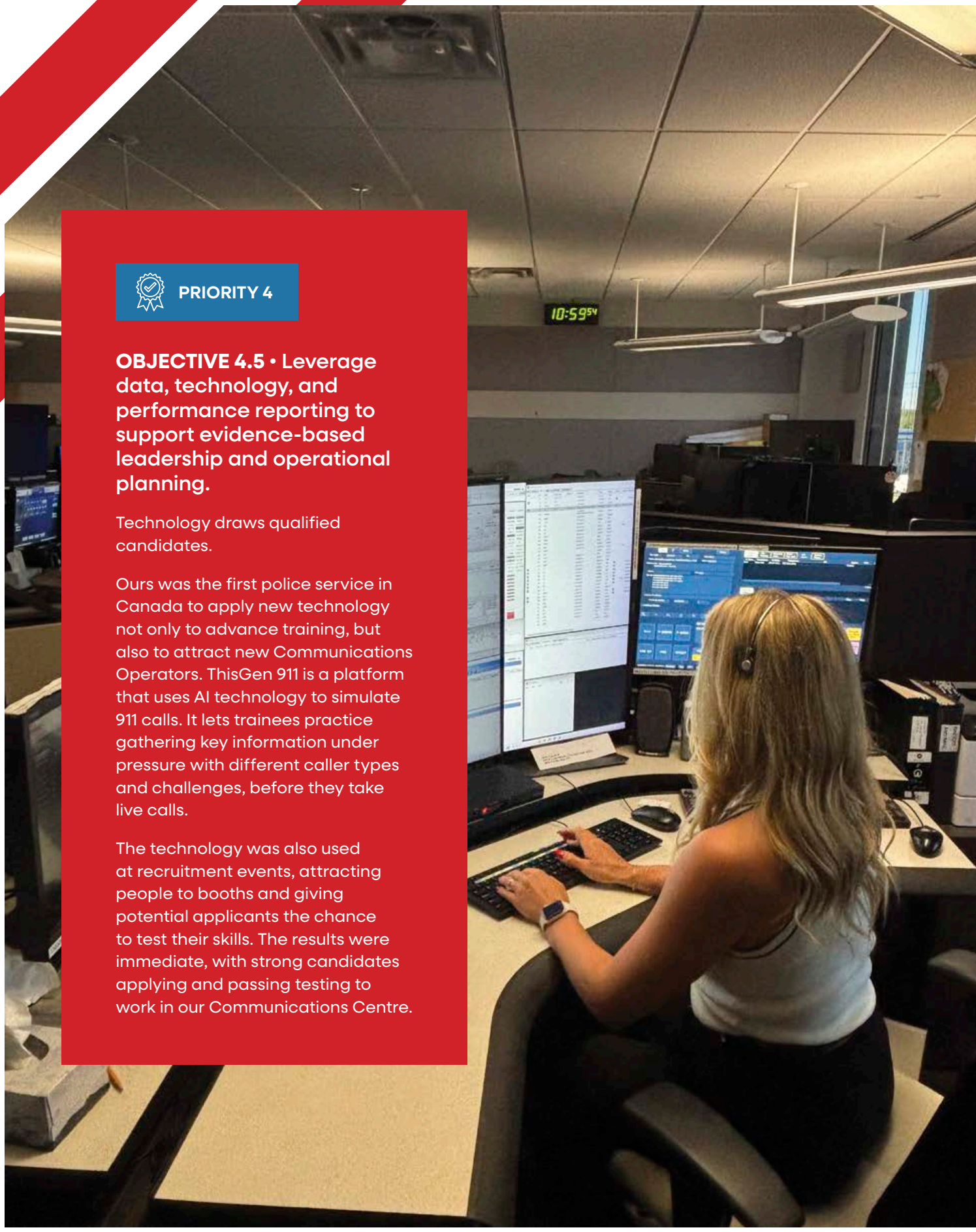
The Corporate Services Branch includes:

- Training
- Professional Standards
- Public Complaints
- Risk Management
- Property and Stores
- Court Security
- Case Management
- Digital Evidence
- Records
- Criminal Record Checks
- Information Technology

Total # of exhibits handled by the Digital Evidence Management (DEMS) team	164,125
Evidence cases created	3,371

Digital Evidence Management:

In 2025, 3471 pieces of evidence were uploaded through community request links.



PRIORITY 4

OBJECTIVE 4.5 • Leverage data, technology, and performance reporting to support evidence-based leadership and operational planning.

Technology draws qualified candidates.

Ours was the first police service in Canada to apply new technology not only to advance training, but also to attract new Communications Operators. ThisGen 911 is a platform that uses AI technology to simulate 911 calls. It lets trainees practice gathering key information under pressure with different caller types and challenges, before they take live calls.

The technology was also used at recruitment events, attracting people to booths and giving potential applicants the chance to test their skills. The results were immediate, with strong candidates applying and passing testing to work in our Communications Centre.

OBJECTIVE 4.4 • Enhance transparency and ensure accessible, responsive complaint and feedback mechanisms.

Public Complaints

Concerns raised by community members are taken seriously and there is a fair and independent process for addressing them. Thunder Bay Police Service Professional Standards investigates public complaints assigned by the Law Enforcement Complaints Agency (LECA), under the Community Safety and Policing Act. The following is a summary of the handling of complaints related to TBPS policies, services and officer conduct.

COMPLAINT TYPE	2025	2024	2023	2022
Conduct Complaints	84	62	6	5
Service (Procedure) Complaints	6	2	47	46
Total Public Complaints	90	64	53	51
COMPLAINT CONCLUSIONS				
Screened Out - No investigation conducted as per the decision of LECA (e.g. Not in the Public Interest, Bad Faith, Frivolous/Vexatious, No Jurisdiction, Better Dealt with Under Another Act/Law, Over Six Months Old)	45	31	30	37
Withdrawn by Complainant Prior to LECA Screening	0	0	2	0
Local Response (A process to resolve complaints before they go formal. These complaints are received and dealt with directly at the police station)	19	10	0	0
Screened In by LECA for TBPS Investigation (complaints referred to the police service for investigation by Professional Standards)	20	22	21	14
Screened In by LECA for Other Agency Investigation	0	1	0	0
Early Resolution (a voluntary process that must have consent of all parties prior to LECA screening in a complaint)	2	0	1	0
Unsubstantiated (a decision following investigation)	8	5	4	3
Substantiated (a decision following investigation)	0	0	1	0
Withdrawn	4	2	4	1
Informal Resolution (can occur during investigation)	0	1	0	0
Terminated/Suspended Investigations - Section 72 (e.g. pending criminal charges that may interfere with a complaint investigation)	0	6	2	0
CSPA/PSA Hearing	0	0	0	0
Pending/Open Investigations moving into the following year	15	9	9	10

Finance, Facilities & Fleet

Fleet vehicles

112 (includes snowmobiles and trailers)

Garage work orders completed

542

Replaced brakes on

46 vehicles

KMs traveled

1,452,492

Oil changes completed

313

Tires replaced

135



Human Resources

394

2025 Budgeted and Approved Staffing

(255 Sworn, 139 Civilian)

1

Experienced Officer Hired

19

Cadets Hired



PRIORITY 3

OBJECTIVE 3.7 • Improve performance management through fair, transparent evaluation, regular feedback, and personalized support for employee development and accountability.

Empowering employees' personal growth

Members requested the opportunity to provide broader perspective in their supervisors' performance evaluations. By hearing from direct reports, supervisors gain a more complete picture of their strengths and areas for improvement—often including insights they wouldn't receive through a traditional top-down review.

In response to the request, a 360° evaluation pilot project was implemented in 2025. Employees were able to give input into reviews, which was applied to guide meaningful conversations and growth. The project was a success and will continue to build on our respectful learning environment.

OBJECTIVE 3.8 • Recognize and celebrate employee contributions to promote a positive workplace culture, strengthen morale, and support long-term workforce sustainability.

Awards & Recognition: New program launched. Internal Awards:

A comprehensive, fair and consistent employee recognition program can improve morale, foster a learning environment in which successes are celebrated, and contribute to increased employee satisfaction and retention.

In 2025, an internal working group provided recommendations for an inclusive and effective employee recognition program, including types of recognition and criteria. Employees can now nominate their peers for a variety of awards and commendations. A committee of members from areas across the organization reviews nominations and brings recommendations forward to the Chief of Police. The first award recipients were announced in 2026.

Corporate Communications



PRIORITY 1

OBJECTIVE 1.4 • Deliver public education and awareness initiatives to promote community-based crime prevention.

Fraud Prevention and Public Awareness

The most effective defence against fraud crimes is an informed and vigilant public. In 2025, timely, clear, and practical information was shared during “Fraud Fridays”. In collaboration with the Investigative Services Branch, news releases and social media posts were issued about the grandparent scam, donation scams, home repair scams, and many others.

Awareness and tips help community members pause, question suspicious requests, and make informed decisions. Prevention reduces financial loss and emotional distress. It also limits opportunities for offenders to succeed and encourages reporting. By clearly explaining how and why to report fraud, we help improve intelligence, identify trends, and support broader investigative and prevention efforts.

31,146,952
Facebook views

504,664
Instagram views

6,606
New Facebook follows

1,521
New Instagram follows

1,029,409
Facebook page visits

12,050
Instagram visits

362,168 **Website visits**

347 **Media releases issued**

PRIORITY 2

OBJECTIVE 2.2 • Strengthen relationships with Indigenous communities through culturally grounded engagement, restorative practices, and a meaningful commitment to truth and reconciliation.

The Tree of Hope: A Commitment to Truth, Reconciliation, and Meaningful Action

In 2025, the Thunder Bay Police Service developed a Toolkit to support the expansion of the Missing and Murdered Indigenous Women, Girls, and 2SLGBTQ+ (MMIWG2S) Tree of Hope initiative. The toolkit supports police services across Ontario to light their own Trees of Hope with cultural respect and sensitivity.

The Tree of Hope began at our service in 2019 to honour MMIWG2S families who continue to seek justice, healing, and answers, while calling on police services to move beyond acknowledgment toward meaningful action. Other police services have since adopted the Tree of Hope, and the toolkit further expanded involvement.



The Year in Numbers:

2025 CRIME DATA

10,729
Total Criminal Code Incidents (all violations)

3,074
Total Persons Charged

203
Total Youths Charged

216
Sexual Assault/ Sexual Offenses

1,549
Assault

65
Assault against a peace officer

244
Robbery

320
Break & Enter

1,971
Theft Under $5,000

3,597
Shoplifting

484
Theft from Motor Vehicles

553
Mischief

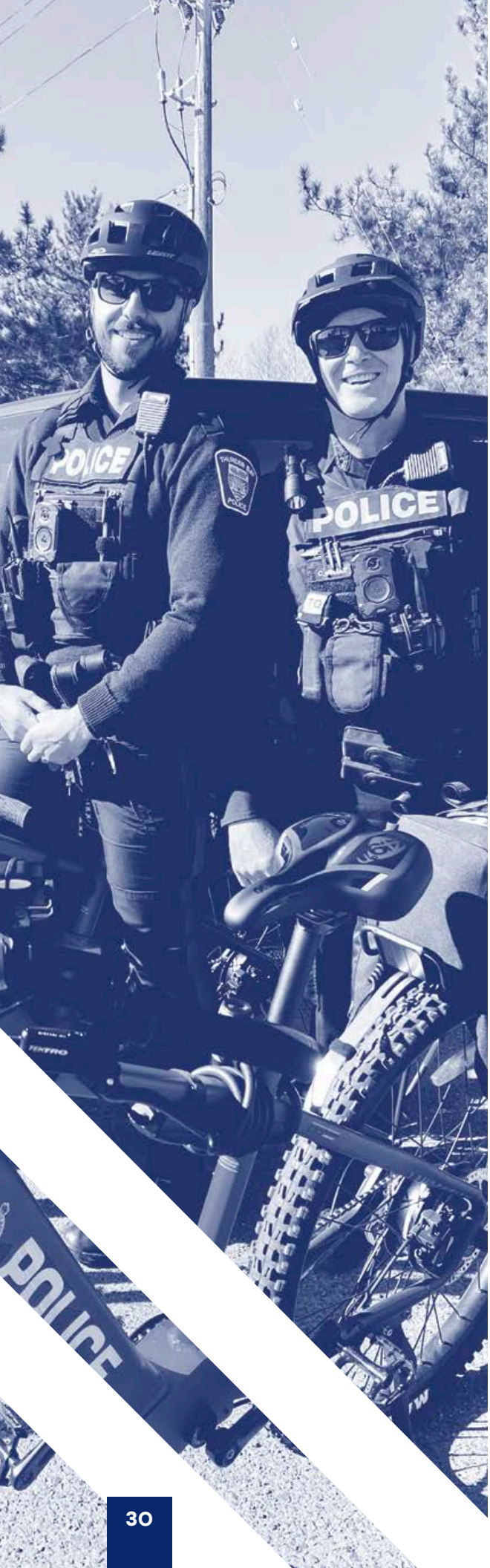
15
Arson

624
Fraud/Identity Theft

6,757
Property related crimes

*The 2025 data included in this annual report is subject to change per validation and processing by Statistics Canada.

Crime Severity Index, Weighted Clearance Rate, Violent Crime Severity Index and Violent Weighted Clearance Rate data is calculated by Statistics Canada and will be published by them in July, 2026.



Firearms

In 2025, a total of 190 authentic firearms were seized by TBPS, compared to 267 in 2024.

Officers reduce risk posed by replica firearms

Replica firearms are changing how police respond to calls in our community. When it is not immediately clear whether a weapon is real, officers must treat the situation as if a functioning firearm may be present. As a result, incidents that may initially appear routine can require more officers and additional time to safely assess risk and protect everyone involved.

In 2025, officers responded to several incidents involving replica firearms. Two calls in July demonstrate their real-world impact. In one case, officers were dispatched to a reported weapons incident where a suspect brandished what appeared to be a firearm and held a person inside a location. Police contained the area and a standoff followed for nearly 14 hours. The hostage was eventually able to exit safely, and the firearm was later confirmed to be a replica.

In a separate incident, officers responded to a weapons complaint involving a suspect who reportedly brandished and struck a victim with an apparent handgun. Officers quickly located and arrested him, and a replica firearm was seized.



Street Checks

TBPS and its members are in compliance with Ontario Regulation 400/23, under the Community Safety and Policing Act entitled “Collection of Identifying Information in Certain Circumstances – Prohibitions and Duties”, known as the “Street Checks Regulation”. There were zero attempts by an officer to collect identifying information from individuals as per the Regulation, and therefore there are no patterns, assumptions, or conclusions to formulate.

COMMUNITY SATISFACTION

Citizen Satisfaction and Trust Survey 2025

TBPS conducted a Citizen Satisfaction and Trust Survey from November 25, 2025 to January 7, 2026, using targeted ads on various platforms (e.g., social media, apps for Android and IOS) as well as online survey panels. Using data from Statistics Canada, this survey employed quotas to match the distribution of race, ethnicity, age, and gender in Thunder Bay, ensuring that the sample represents the entire population of the city.

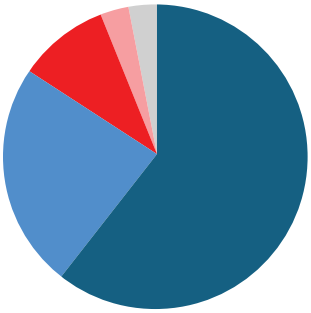
The survey is one of several methods applied to collect and understand community perspectives and measure the impact of TBPS initiatives. Results help to inform ongoing operational planning.



Overall, how safe do you feel in Thunder Bay?

- Very safe
- Somewhat safe
- Neither safe nor unsafe
- Somewhat unsafe
- Very unsafe

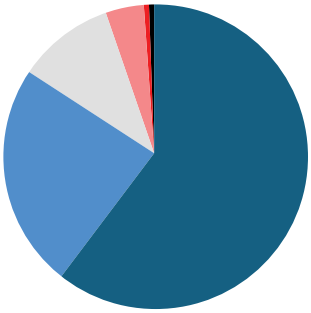
Safety perceptions remain divided—about half of residents feel safe (51%), while one-third feel unsafe (32%).



How willing would you be to contact the Thunder Bay Police Service if you were a victim of crime or were worried about something?

- Very willing
- Fairly willing
- Not very willing
- Not willing at all
- Don't know

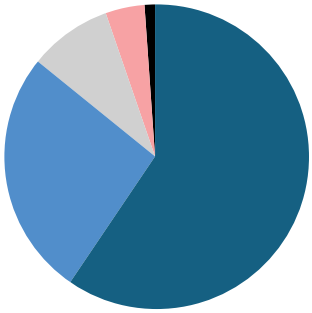
Willingness to contact police remains high (84%) and is slightly higher than in 2024 (82%).



Thunder Bay police would treat you with respect if you had contact with them for any reason.

- Strongly agree
- Agree
- Neither agree nor disagree
- Disagree
- Strongly Disagree
- Don't know

Most residents expect to be treated with respect if they have contact with police: 66% agree (including 25% strongly agree) compared with 11% disagree.



Thinking back to your most recent interaction with a TBPS officer or staff member, to what extent were you treated respectfully?

- To a large extent
- To some extent
- To a small extent
- Not at all
- Prefer not to say

Personal experience: Of survey respondents (52%) who had interactions with a TBPS officer or staff member, 85% say they were treated respectfully, up from 77% in 2024.

The survey is conducted annually to measure year-over-year perceptions of public safety and resident concerns. The full report is available at www.thunderbaypolice.ca

FINANCIALS

2025 and 2024 Net Operating Budget

	2025 BUDGET	2025 ACTUAL	2024 BUDGET	2024 ACTUAL
Wages & Benefits	62,581,500	62,748,035	58,312,000	60,076,249
Training	743,900	751,422	747,500	596,934
Uniforms & Equipment	214,900	311,646	207,400	239,474
Vehicle Maintenance	917,300	592,109	917,300	654,046
Communications	363,000	355,439	357,000	347,194
Computer Services	1,771,300	1,464,324	1,478,600	1,221,708
Other	1,408,600	2,024,368	2,217,700	2,130,919
Thunder Bay Police Service Board	935,800	916,154	964,900	975,025
Total Gross Expenditures	68,936,300	69,163,497	65,202,400	66,241,549
Revenues	(8,029,500)	(7,848,688)	(6,466,300)	(7,787,311)
Transfer from Reserve Funds	-	-	(570,000)	(535,803)
Total Net Expenditures	**60,906,800**	**61,314,809**	**58,166,100**	**57,918,435**

5 year Net Operating and Capital Budget

	2025	2024	2023	2022	2021
Net Operating Budget	60,906,800	58,166,100	53,787,700	49,952,700	48,171,400
Net Capital Budget	2,921,300	2,825,200	2,188,700	1,864,400	1,567,300
Total Net Operating and Capital Budget	**63,828,100**	**60,991,300**	**55,976,400**	**51,817,100**	**49,738,700**

INCLUDES POLICE SERVICE BOARD


Bike Safety 2025



Thunder Bay
Police Service Board