

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

PART V: Summary of Recommendations

This section provides a summary of the recommendations proposed to address the needs and issues identified through this investigation.

RECOMMENDATION #	TIME LINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS
Regarding Board Governance Policy:				
R.1.	S			
R.2.	S		TL & CR	
R.3.	S		CR & SH	
R.4.	M		AG	
R.5.	M		BD	

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

R.6.	It is recommended that the Board undertake development of a Board Policy Manual to address governance and other matters that are general to all police forces, as well as those that are unique to the circumstances of the Thunder Bay Police Service.	M		AG	
R.7.	It is recommended that the Board engage with First Nation organizations, including the Bear Clan and education authorities and local schools, to conduct a formal review of the Missing Persons Policy.	M		BD	
R.8.	It is recommended that the Board develop and adopt an anti-racism strategy and policy for itself and the TBPS.	M			
R.9.	It is recommended that all Board policies be publicly and easily accessible.	M		BD	
R.10.	It is recommended that the Governance Committee post all draft policies on the Board's website for public review.	M		GC	
Regarding Board Planning:					
R.11.	It is recommended that the Board develop a Policy on Business Planning.	M		AG	
R.12.	It is recommended that the Board develop a Policy on Trend Analysis, Critical Points and Risk Management.	M		AG	
Regarding Recruitment, Retention and Promotion					
R.13.	It is recommended that the Board direct the Chief to submit, for its approval, a multi-year plan for the diversification of the TBPS, to include: <ol style="list-style-type: none"> 1. Specific targets for recruitment and a timeline for their achievement; 1. Recruitment strategies that focus on marginalized communities not represented or under-represented in the TBPS; 2. An analysis of existing barriers to recruitment, selection, retention and advancement of under-represented groups, and measures to address those barriers; 3. Creation of a multi-stakeholder advisory group to support initiatives for retention and recruitment; 4. A plan for the training and support of existing and newly recruited staff to explain and promote the value of a representative service; 5. A development and promotion plan for current Service members from First Nations and other under-represented groups; 6. A monitoring and reporting system that enables the Board to receive accurate and timely reviews of progress to measure results; and 	S		SH & CR	

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

7. Formalizing the requirement that the Chief and the Deputy Chief have knowledge or experience with Indigenous peoples, cultures, histories, and policing.				
R.14. It is recommended that the Board develop, in conjunction with the Chief, a plan to build partnerships with First Nations, educational facilities and other partners to encourage Indigenous recruitment into the TBPS.	M/L		BD & SH	
Regarding Oversight of the Chief and Deputy Chief				
R.15. It is recommended that the Board develop a policy regarding relations between the Board, the Chair, and the Chief that clearly delegates operational responsibility to the Chief, but also outlines the Chief's duties at a high level to include: 1. The duty to manage the TBPS effectively and efficiently; 2. The duty to implement the policy direction of the Board; 3. The duty to ensure the TBPS reflects the community it serves; 4. The duty to report to and provide information to the Board; and 5. The duty to brief the Board on serious incidents that can affect the community, either past or anticipated.	M		AG	
R.16. It is recommended that Board policy on Relations with the Chief specify the Chief's responsibility to report to the Board on operational matters that may become matters of concern to the Board, including: 1. The performance of the TBPS, specifically in delivering services free of bias, racism, discrimination and harassment; 2. TBPS compliance with policies; 3. The state of community relations; 4. Developing trends or significant incidents that would affect plans or changes to police services; 5. Implementation of operational and training plans; and 6. Board input or decisions required.	M		AG	
Regarding Communication and Transparency:				
R.17. It is recommended that, consistent with practice of many boards across the country, the following steps be taken by the TBPSB to make itself publicly accessible: 1. Creation of its own website, with a separate look and feel from the Police Service; 2. Use of social media tools embedded in the site to encourage input;	S M		BD AG	

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

<p>3. Posting of meaningful information on police activities such as budget, performance reports, etc.; and</p> <p>4. Development of Board-specific policy and protocols for representation of the Board, crisis communication, Board confidentiality, and other internal and external communication needs.</p>				
<p>R.18. It is recommended that the Board develop and publish online an annual outreach and consultation plan, identifying:</p> <p>1. Groups that it plans to consult on specific issues or general matters;</p> <p>2. First Nations affected by population flow between them and Thunder Bay; and</p> <p>3. Indigenous organizations with actual or potential linkages to TBPS programs, services, and operations.</p>	L/OG		BD	
<p>R.19. It is recommended that the TBPSB create a policy statement committing to the principle of openness and transparency in its communication. Specific measure reflecting this policy should include</p> <p>1. Commitment to open meetings, accessible to the community, with formal notice of the rationale for any closed or in-camera sessions or meetings;</p> <p>2. Meetings held in non-police service facilities, with minimum security barriers or clearances necessary to gain access;</p> <p>3. Publication of meeting notices, meeting agendas, supporting material, and minutes with sufficient detail to clarify the proceedings;</p> <p>4. Online publication of Board policies, with opportunities for community members to provide input on policies under development;</p> <p>5. Producing and posting video coverage of all public meetings; and</p> <p>6. Any other measures consistent with the principle of openness and transparency.</p>	S S S M M M			
Regarding Relationships with Indigenous Groups:				
<p>R.20. It is recommended that the TBPSB formally and explicitly adopt principles of reconciliation and recognition of Indigenous peoples in their governance and service delivery models.</p>	OG		BD	

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

R.21. It is recommended the Board establish a specific policy with respect to both the Board and the TBPS' relationship with First Nations communities, people, governments, organizations and service providers setting out the Board's goals, objectives, strategies, communication and consultation protocols, and other measures to facilitate more effective relationships.	M		AG	
R.22. It is recommended that the Board establish formal agreements with First Nations governance bodies to share information and raise cultural awareness.	L		BD	
R.23. It is recommended that Board direct the TBPS to develop formal Terms of Reference for the Aboriginal Liaison Unit.	S		BD	
Regarding Board and Police Training:				
R.24. It is recommended that the Board, in co-operation with OAPSB and funded by the Province, develop a compulsory, standard orientation package for new Board members that will include: 1. Briefing by the Chair on: 1. Oath of confidentiality; 2. Conflict of interest statement; 3. Relevant legislation, especially the governance provisions of the <i>Police Services Act</i> ; 4. Strategic (Business) Plan for the Service: process and content; 5. Overview of current budget, and of the budgeting process; 6. Board policies and procedures; 7. Roles, powers, authorities, limitations and expectations of a Board member; 8. Review of current issues; 9. Review of confidential issues; 10. Communication protocols; and 11. Meeting schedule, planning, agendas, minutes, and protocols. 2. Overview of the Police Service by the Chief of Police: 1. Outline of the organization, personnel and deployment; 2. Tour of facilities; 3. Meeting with senior and frontline officers; 4. Briefing on Current Challenges and Community Developments; and 5. "Ride Along" with frontline officers.	S		BD & OAPSB	
R.25. It is recommended that newly appointed Board members not be able to vote until they have completed this training.	DONE			

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

R.26.	It is recommended that the TBPSB undertake on-going series of cultural awareness training sessions in which it invites various parts of the community to help it better understand their issues with respect to public safety.	S/M/L		BD	
R.27.	It is recommended that TBPSB use the training and development resources available from the Canadian Association of Police Governance and Ontario Association of Police Service Boards.	DONE			
Regarding Support to Police Boards from the MCSCS:					
R.28.	It is recommended that the MCSCS create a Police Board Governance Standard that would mandate the roles and necessary governance tools of each police service board, to include: 1. Roles of the Board to govern the police service; 2. Obligation to engage community in its deliberations; 3. Need for Board to be sensitive to First Nations realities; 4. Duties of the Chair and Vice-Chair; 5. Governance Processes; 6. Public Access guidelines, most notably the need to constrain the use of closed meetings; and 7. Relationship with the Chief, including setting of goals, monitoring of performance and the need for formal performance evaluation processes.	S		MCSCS	
R.29.	It is recommended that the MCSCS create a New Board Member Orientation Standard that would require all new board members to undertake a specific training process before they can participate in board meetings as voting members.	S		MCSCS	
R.30.	It is recommended that the MCSCS develop a Performance Evaluation Protocol to provide boards with the tools to assess their performance and to enable the MCSCS to conduct, through an inspection process not now in place, periodic evaluations of the board's performance. Such evaluations could take place every three years, as they would constitute a resource demand on the MCSCS.	S		MCSCS	
R.31.	It is recommended that the MCSCS designate, as applicable, the following crimes for which the TBPS Chief of Police must develop and maintain procedures and processes for criminal and general investigations: 1. Criminal Organization; 2. Human Trafficking; 3. Missing and Murdered Indigenous Women and Girls; and 4. Hate Crimes and Violence against Indigenous Peoples.	S		MCSCS	

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

R.32.	It is recommended that the MCSCS create, or make more accessible, the trend analysis that the MCSCS is required to undertake under the PSA, and ensure that such analysis emphasizes marginalized communities, most notably First Nations.	S		MCSCS	
R.33.	It is recommended that the MCSCS clarify in policy that Zone Advisors can attend all board meetings, whether they are open or closed, subject to the same confidentiality rules that apply to board members.	S		MCSCS	
Regarding the Appointment of an Administrator					
R.34.	It is recommended that the OCPC exercise its authority under section 23(1) and 24(1) to appoint an Administrator for a period of time to temporarily exercise all of the powers of the Board while the Board is reconstituted in the interim period.	DONE			
R.35.	It is recommended that the Administrator carry out all of the functions and responsibilities of the Board, including the creation of an appropriate policy framework until new members, along with Ms. Reitberger, are appointed and have received appropriate and relevant training.	DONE			
R.36.	It is recommended that the Administrator possess, at a minimum, the following attributes: 1. The Administrator should not be a person who has a vested interest in the current situation and can be seen to be free from bias insofar as policing in Thunder Bay is concerned. There should be no possible suggestion that the Administrator is part of the “history” of the Board; 2. The Administrator’s function is to be limited in time and scope and is one of organization, oversight and education; 3. The Administrator is to be knowledgeable in police service board matters generally; 4. The Administrator should also be knowledgeable in board governance matters generally. 5. The Administrator should be legally trained so that he or she can preside over meetings of the Board and the subcommittee thereof and guide the Board with respect to the various legal challenges currently facing it; and. 6. The Administrator should be a person who will either have or who could gain the respect of both the Indigenous and non-Indigenous community. 7. The Administrator should be a consensus builder.	DONE			

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

R.37. It is recommended that the appointment be for a period of one year, with the OCPC reserving to itself the power to extend the term, if necessary.	DONE			
R.38. It is recommended that the City of Thunder Bay pay all of the costs and expenses of the Administrator by means of a one-year specific increase in the budget of the Board.	N/A			
<p>R.39. It is recommended that the Administrator perform the following functions:</p> <ol style="list-style-type: none"> 1. Until the Board members have completed their training and are eligible to vote, the Administrator shall preside over all regularly scheduled and special meetings of the Board, including the in-camera portions. The Administrator shall also attend and preside over all sub-committee meetings. The Administrator shall have the sole vote. 2. Design a suitable training strategy and package for all Board members consistent with recommendations made herein, particularly those set out in Part III, section 3.9. The Administrator will secure resources for its design and delivery. The Administrator will ensure that all Board members receive this training. The Administrator (and, in the future, the Chair) will certify, in writing, that the training is complete. 3. When some, but not all, of the members have completed their training and are, consequently, eligible to vote, the Administrator shall continue to preside over all regularly scheduled and special meetings of the TBPSB, including the in-camera portions. The Administrator shall also continue to attend and preside over all sub-committee meetings. The Administrator shall have on vote, except in the case of a tie when the Administrator shall have an additional deciding vote. 4. When all board members have completed their training and are, consequently, eligible to vote the Administrator shall attend, either in person or by conference call or video conference, all regularly scheduled and special meetings of the Board, including all in-camera portions. The Administrator shall, in the same manner, attend all sub-committee meetings. The Administrator shall have a single vote. 	OG		TL	

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

<p>5. On his or her own initiative or upon request from any member of the TBPSB, the Administrator shall provide advice to the Board and/or individual members, where appropriate, about <i>inter alia</i>: Board processes including, but not limited to issues such as the recording of votes, taking of minutes, scheduling agenda items, delegation of authority and composition of subcommittees.</p> <p>6. Achieve and maintain compliance with the PSA and any applicable regulations made pursuant to the PSA;</p> <p>7. Establish a suitable policy framework for the ongoing governance of the Board and review and update as necessary a protocol for its relations with the TBPS, Thunder Bay City Council and other organizations;</p> <p>8. Have full power and authority to make any changes he or she sees fit to the Board processes to enhance governance over itself or the TBPS;</p> <p>9. Make recommendations to the Executive Chair of the OCPC on the Board's composition, including the power to suspend any or all of its Members;</p> <p>10. Work with the Board to engage the public in discussion about the Board and its role; and</p> <p>11. Advise the Executive Chair about the need to vary or cancel any Order made in response to changing circumstances and in consultation with the Board.</p>				
<p>R.40. It is recommended that the Administrator be given full power and authority to perform any or all of the responsibilities set out under section 31(1) of the PSA, as described earlier in this Report.</p>	<p>DONE</p>		<p>TL</p>	
<p>R.41. It is recommended that the City of Thunder Bay not reappoint any of the current members upon expiry of their terms. Should the City of Thunder Bay chose to ignore, or refrain from accepting this recommendation, it is recommended that OCPC use the powers given to it by Section 25 of the PSA. I sincerely hope that this will not be necessary.</p>	<p>DONE</p>			
<p>R.42. It is recommended that for the appointment of any future Board member attention be paid to the range of attributes, characteristics and competencies outlined by the Winnipeg Police Board as desirable for effectively contribution to its Board.</p>	<p>OG</p>		<p>BD</p>	

Time Line:
S=Short-Term
L=Long-Term

M=Medium-Term
O=Ongoing

Responsibility:
TL=Tom Lockwood
CR=Celina Reitberger
SH=Sylvie Hauth

AG=Andy Graham
BD=Board Members

Regarding training for new appointees:					
R.43.	new Board members appointed to replace the outgoing board members be required to complete the On-Boarding and Orientation portion of the proposed strategy which will be the initial responsibility of the Administrator, as well as the ongoing duty of the Chair, to create and execute.	OG		BD	
R.44.	It is recommended that the Province fund the development of the proposed training and assist the OAPSB in updating its current online orientation material, especially if it is to be the standard orientation package.				
R.45.	It is recommended that the Province fund the development of the proposed training and assist the OAPSB in updating its current online orientation material, especially if it is to be the standard orientation package.				