

POLICY TITLE: Governance: Roles, Authorities, Resources, and Constraints of the Board	POLICY NUMBER: GOV-007
DATE APPROVED: 18/03/2025	
DATE(s) REVIEWED:	DATE TO BE REVIEWED: 2027
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LEGISLATION: s. 35, 37-43, 49, and 50 <i>Community Safety and Policing Act</i> (2019)	
RELATED PROCEDURES/POLICY: GOV-001: Role and Responsibility	

POLICY STATEMENT

The Thunder Bay Police Service Board (Board) recognizes that the governance of a police service is a significant public responsibility, and the Board strives for excellence in police governance. The Board is committed to a structured and transparent process to provide responsible governance and ensure that policing services are provided adequately, effectively, and equitably.

PURPOSE

The purpose of this policy is to define the Board's role, resources, authorities, and constraints.

The Board governs the Thunder Bay Police Service (Service) on behalf of the jurisdictions it serves, ensuring that policing services are provided effectively and equitably to the community.

SCOPE

This policy applies to all members of the Board as well as to the activities and functions of the Board and its members.

POLICY/PROCEDURE

a) Board Role

In accordance with the Community Safety and Policing Act, the primary role of the Board is to ensure that adequate and effective policing is provided by the Service. The Board may also direct the Chief of the Thunder Bay Police Service (Chief), establish policies, and fulfill other duties in accordance with the governing legislation. The Board shall always remain accountable to the public.

b) Authorities & Resources

The primary authorities and resources through which the Board governs the Service are:

- **Policy Development:** Establishing broad policies that guide the Service's decisions on providing adequate and effective policing, ensuring that these policies reflect the needs and expectations of the community.
- **Administrative Bylaws and Policies:** Creating administrative policies and bylaws that guide the Service's decisions on internal administration, operational procedures, and organizational structure. These policies ensure transparency, accountability, and consistency in the Service's operations.
- **Strategic Planning:** Developing and approving a multi-year strategic plan that includes community engagement, clear objectives, and performance indicators. The plan ensures that the Service's priorities are aligned with community safety goals, available resources, and long-term sustainability.
- **Leadership Appointments:** Selecting and appointing the Chief and Deputy Chief(s) to lead the Service in alignment with legal, ethical, and policy standards. These appointments are made based on qualifications and experience to ensure competent and effective leadership within the Service.
- **Performance Management:** Establishing and monitoring performance objectives for the Chief and Deputy Chief(s), including annual formal evaluations to ensure their actions align with Board priorities and that the Service meets community safety needs effectively.
- **Board Staffing:** Contracting support staff for the Board's governance activities and ensuring that staff operate in compliance with legal and ethical standards and support the effective functioning of the Board.
- **Service Employment and Labor Relations:** Overseeing the appointment of Service members, engaging in collective bargaining, and establishing agreements with police employee associations. These efforts are aimed at ensuring fair labour practices and fostering a positive work environment.
- **Budget Preparation and Adoption:** Developing and adopting annual operating and capital budget estimates for the Board and Service in consultation with the Chief. Budget proposals are submitted to City Council for approval, ensuring that resources are appropriately allocated to meet operational and strategic needs.
- **Chief Reporting and Compliance Monitoring:** Receiving and reviewing regular reports from the Chief on policy compliance, operational performance, and progress toward strategic goals. The Board ensures that the Service is compliant with relevant laws and regulations, as well as its own policies.
- **Public Complaints Management:** Refer public complaints to the Inspector General and the Complaints Director as required by the *Community Safety and Policing Act*. The Board will receive and review reports from the Chief on public complaints, focusing on trends, patterns, and systemic issues. This oversight will help the Board ensure

accountability and transparency in the Service's complaint-handling process. To enhance community trust, the Board will work to ensure the complaint process is accessible to all community members, particularly marginalized groups, and will actively communicate its availability.

- **Quality Assurance:** Implementing a comprehensive quality assurance process to evaluate and improve the delivery of effective police services. This process ensures that the Service's operations adhere to legal, regulatory, and Board standards and that service delivery is both efficient and responsive to community needs.

c) Constraints

The Board's statutory constraints include:

- **Operational Independence of Police:** The Board cannot direct or prohibit specific police actions, investigations, or arrests, as this authority lies with the Chief.
- **Personnel Decisions:** The Board does not have authority over individual police service member recruitment, transfers, promotions, or disciplinary actions, as this authority lies with the Chief.
- **Budget Limits:** The Board does not set the overall annual budget for policing or police governance, as this authority resides with City Council.
- **Statutory Chief of Police Duties and Powers:** The Board cannot provide direction to the Chief that is inconsistent with the statutory duties and responsibilities of the office.

d) Methodology

The Board will govern, in accordance with its Procedural By-law, policies and the following governance principles:

- **Public Interest Priority:** The Board's primary duty is to serve the public interest.
- **Transparency and Accountability:** The Board will remain dedicated to promoting transparency and accountability.
- **Leadership and Outcomes Focus:** The Board provides governance leadership, focusing on intended policing outcomes within the community.
- **Role Distinction:** The Board will respect the distinct roles of the Board as governor of the Service and the Chief as manager of the Service.
- **Diversity and Inclusion:** The Board will value diverse viewpoints, including those from Indigenous and marginalized communities.
- **Forward-Looking Approach:** The Board's decisions will focus on future impacts while considering historical and current contexts.
- **Strategic and Evidence-Based Decisions:** Decisions will be proactive, strategic, and informed by community needs, statistical trends, and stakeholder perspectives.
- **Collective Decision-Making:** Board decisions will be made collectively rather than individually.

The Board will function as a team, ensuring excellence in governance collectively rather than through individual actions:

- **Utilization of Expertise:** While individual expertise may enhance understanding, Board

members' knowledge will not replace collective judgment or professional advice.

- **Policy Leadership:** The Board will actively initiate policies rather than merely reacting to management proposals.
- **Continuous Learning:** The Board will support ongoing learning and development for Board members and staff.
- **Self-Governance:** The Board will enforce its governance rules.

e) Reporting and Evaluation

The Board will evaluate its performance annually, incorporating public feedback and recommendations from the Inspector General to continuously improve police governance.