

APPENDIX H:
SUMMARY OF SELECTED PROCESSES

PROCESS	REPORT TITLE	CATALYST	PURPOSE	COMMISSIONERS	SUMMARY OF REPORT COMPOSITION	RECOMMENDATIONS	TIMEFRAME	COST	IMPLEMENTATION OF RECOMMENDATIONS	NOTES	PROCESS FORMAT
Inquiry	Commission of Inquiry Into Matters Relating to the Death of Neil Stonechild	Death of Neil Stonechild	Inquiry into the circumstances that resulted in the death of Neil Stonechild and the conduct of the investigation into that death, for the purpose of making findings and recommendations with respect to the administration of criminal justice in the Province of Saskatchewan.	Commissioner: Honourable Mr. Justice David Wright	380 pages and appendixes. Key findings include: (1) Stonechild was taken into custody; (2) He died of cold exposure in a field northwest of Saskatoon; (3) His body was found Nov 29, 1990; (4) Injuries, marks on body were likely caused by handcuffs; (5) Saskatoon police's preliminary investigation properly identified a number of suspicious circumstances; (6) Principal investigator carried out superficial and totally inadequate investigation, and dismissed important information; (7) chiefs and deputy chiefs rejected or ignored reports from Stonechild family and investigative reporters that questioned the investigation.	8 recommendations	Feb 19, 2003 – Order in Council created; Oct 24, 2004 – report released.	Unavailable	Police chief Clive Weighill indicates that every recommendation has been implemented.		
Inquiry	Report of the Royal Commission on Aboriginal Peoples	Canada's leaders were arguing about the place of Aboriginal people in the constitution. First Nations were blockading roads and rail lines in Ontario and BC. Armed conflict had occurred a year earlier at Kanesatake (Oka)	Investigate the evolution of the relationship among aboriginal peoples (Indian, Inuit, Métis) and non-aboriginal persons, the specific solutions, rooted in domestic and international experience, to the problems which have plagued those relationships and which confront aboriginal peoples today.	Co-Chairs: Rene Dussault, Georges Erasmus. Commissioners: Paul LAH Chartrand, J Peter Meekison, Viola Robinson, Mary Sillett, Bertha Wilson	5 volumes and over 3500 pages. Relevant portions include: (i) Volume 3 – Gathering Strength (examining current evidence of social dysfunction in the context of historical experience, and considering solutions that are not merely social); (ii) Volume 4 – Perspectives and Realities (particularly relevant are Chapter 2: Women's Perspectives, Chapter 4: The Search for Belonging, Perspectives of Youth, and Chapter 7: Urban Perspectives); (iii) Volume 5 – Renewal: A Twenty Year Commitment (particularly relevant is Chapter 2: Economic Disparities, Government Expenditures and the Cost of the Status Quo).	440 recommendations	Aug 1991 – Commission appointed by PM Brian Mulroney; Nov 1996 – Report released.	\$58 million	Government responded in Jan 1998 with "Gathering Strength: Canada's Aboriginal Action Plan".	Each of the five volumes presents the Commission's thoughts and recommendations on a range of interconnected issues. Chapters are devoted to major topics such as treaties, economic development, health, housing, Métis perspectives, and the North. Volume 5 draws all the recommendations together in an integrated agenda for change.	
Inquiry	Report of the Aboriginal Justice Inquiry of Manitoba	Death of JJ Harper and Helen Betty Osborne	Inquire into, and make findings about: the state of conditions with respect to aboriginal people in the justice system in Manitoba and produce a final report with conclusions, options and recommendations; to include consideration of all aspects of the cases of JJ Harper and Helen Betty Osborne and include additional recommendations deemed appropriate.	Commissioners: Honourable AC Hamilton and His Honour CM Sinclair	3 volumes. Of note is Volume 1, Chapter 13 entitled "Aboriginal Women".	247 recommendations	1989 – AJI created; 1991 - Report released.	Unavailable	Some have been implemented, but not all, and with varying degrees of success. Note the report of the Implementation Commission (below).		Commissioners appointed, able to hire staff, including experts, compel testimony, investigate, etc. Utilized round tables, formal hearings, expert evidence, attended conferences, hosted conferences, traveled to communities and held hearings locally.
Implementation Commission	Aboriginal Justice Implementation Commission Final Report	Aboriginal Justice Inquiry	To review the recommendations of the AJI Report and to advise the government on the recommended methods of implementing those recommendations for which the Province of Manitoba is responsible and accountable.	Four commissioners: Wendy Whitecloud and Paul Chartrand; and Elders Eva McKay and Doris Young	5 sections. Of note is section 3, Chapter 9 entitled "Violence Towards Women".	60 recommendations	Nov 1999 – AJIC created; June 2001 - Final report released.	Unclear	Many have been implemented, but not all	Discussion papers which were commissioned may be a starting point to consider some of the current issues.	Contracted for discussion papers on issues arising from AJI from experts. Reviewed reports, consulted experts and reported on progress and recommendations for implementation of AJI.
Truth and Reconciliation Commission	Honouring the Truth, Reconciling for the Future: Summary of the Final Report of the Truth and Reconciliation Commission of Canada	Indian Residential School settlement	Goals include promoting awareness and public education of Canadians about the Indian Residential School system and its impacts, as well as submitting to the Parties of the residential schools settlement a report with recommendations to the Federal government concerning the IRS system and experience.	Three commissioners: Chief Wilton Littlechild, Dr. Marie Wilson and Chair Honourable Justice Murray Sinclair	N/A	94 recommendations	6 year mandate ended June 2015 – final report yet to be released.	Unavailable	Ongoing.	Of note are the concerns for sustainability of information going forward, need for education, and requirements to both heal and report and stop abuse. See efforts at healing – commitment to both confidentiality to individuals and openness and transparency in terms of education and reporting.	Currently at 6200 statements, — 7 events across the country, research projects, and archiving of information. A ten-member Indian Residential Schools Survivor Committee serves an advisory body to the TRC. National Research Centre on Indian Residential Schools established at the University of Manitoba, housing the Truth and reconciliation commission archives.
Consultation Process / Roundtable	Kelowna Accord	Prime Minister Martin wanted to develop a better and more sustainable approach to pressing challenges	To bring participants together to determine themes, provide discussion papers, and to bring larger groups together to discuss solutions at theme-specific roundtables. Goal to develop strategy. Approach was open and inclusive and tried to reach a broad demographic.	N/A	N/A	Kelowna Accord Implementation Act	2004/2005 – initiated	Unavailable	No.		147 people representing governments/organizations/etc. and invitation to many. Recommendations to move forward, report, implement some changes at government level Next meeting considered 6 priority areas arising from first meeting. Invited 750 participants to 7 2-day sessions which involved round table discussion and breakout sessions on a theme. Prior to the sessions discussion papers by Aboriginal and other experts circulated. Next step was a policy retreat – cabinet and aboriginal organizations. Next step was first Ministers meeting to address each of the themes.

APPENDIX H:
SUMMARY OF SELECTED PROCESSES

Royal Commission	Royal Commission on Bilingualism and BiCulturalism	The commission was a response to the growing unrest among French Canadians in Québec, who called for the protection of their language and culture, and opportunities to participate fully in political and economic decision making.	The commission was charged with three main areas of inquiry: the extent of bilingualism in the federal government; the role of public and private organizations in promoting better cultural relations; and, the opportunities for Canadians to become bilingual in English and French.	Chairs: André Laurendeau and Davidson Dunton; Ten Commissioners representing Canada's cultural-linguistic composition	In addition to a preliminary report (1965), a final report in six books was published, separately titled: The Official Languages (1967); Education (1968); The Work World (Socioeconomic Status, the Federal Administration, the Private Sector, 1969); The Cultural Contribution of the Other Ethnic Groups (1969); The Federal Capital (1970); and, Voluntary Associations (1970).	Central to its numerous recommendations was the principle that "English and French be formally declared the official languages of the Parliament of Canada, of the federal courts, of the federal government, and of the federal administration."	1963-1970	Unavailable	Most of the Bilingual and BiCultural commission's hundreds of recommendations "were implemented with unusual alacrity," even some of those outside federal jurisdiction. For example, all nine of the predominantly Anglophone provinces reformed their minority language education programs and, with financial assistance from the federal government, dramatically increased instruction in French as a second language.		The process involved collecting survey data through a questionnaire administered to and interviews conducted with members of Parliament.
Inquiry	Report of the Commission of Inquiry into Certain Aspects of the Trial and Conviction of James Driskell	Wrongful Conviction of James Driskell	To inquire into the conduct of Crown Counsel who managed the trial; to inquire into whether the Winnipeg Police failed to disclose material information to the Crown before, during or after the trial; to advise on whether conduct of above should be referred to independent bodies for review; to consider the role of the RCMP Laboratory in the prosecution of James Driskell, and to review any systemic issues that may arise out of its role; to give advice about whether any aspect of this case should be further studied; to consider whether and in what way a determination or declaration of wrongful conviction can be made in cases like this.	Commissioner: Honourable Patrick J. Lesage, QC	343 page report. Conclusions made on the factual inquiry, and systemic inquiry.	Specific systemic recommendations were made with respect to police note-taking/disclosure, procedure for direct indictments, bench and bar meetings, homicide file review, post-conviction disclosure, unsavoury witnesses, post-conviction review process and Crown proceedings in s. 696 cases.	Dec 7, 2005 – inquiry initiated; Jan 2007 – report released.	Unavailable	Unable to find any specific outcomes.		Factual Inquiries (hearings related to the pre-trial and post-trial events surrounding the Harder murder), and a Systemic Inquiry (Crown stay of proceedings and forensic science issues).
Inquiry	Northern Frontier, Northern Homeland (Mackenzie Valley Pipeline Inquiry Report) – aka Berger Inquiry Report	The inquiry was preceded by litigation brought by indigenous peoples frustrated that a political solution was not forthcoming to the injustices they saw being perpetrated against them.	To examine the social, economic, and environmental impact of a gas pipeline in the Northwest Territories and the Yukon, and to recommend terms and conditions to impose if the pipeline were built. Instead of choosing to view his mandate narrowly and focus just on the direct effect of a pipeline, Berger looked at the larger picture of the ways in which such a project would directly and indirectly affect a way of life.	Commissioner: Justice Thomas R Berger, QC	Two volumes, volume one of which contained 12 chapters, and was under 300 pages. Berger's report was concise, colourful, and accessible. It was available in multiple indigenous languages, and a copy was provided to all who testified during the inquiry.	Principle recommendation was that there should be a moratorium on pipeline construction in order to address issues like land claims, which would take an estimated 10 years.	Mar 21, 1974 – inquiry initiated; 1977 – first volume of report released.	\$5.3 million	The project was delayed, and some efforts were done to address the concerns outlined by Berger before progressing with the plan again.	Berger, appointed by then-PM Pierre Trudeau's liberal government, on the advice of Minister Jean Chretien, created a process that allowed for full participation by marginalized individuals.	Funding was provided to applicants, and the Inquiry travelled to the participants. Berger reduced adversarial evidence-gathering techniques, and "sought to bring the Inquiry to the people". Preliminary hearings were conducted to gain input on scope and procedure. Formal hearings were conducted, and equal community hearings were held. Hearings in Southern Canada brought the issue to non-indigenous Canadians.
Independent Panel	Independent Panel on Canada's Future Role in Afghanistan	The Government had affirmed that Parliament would decide whether Canada would extend its military deployment in Afghanistan after February 2009. Reaching this decision required a realistic assessment of conditions in Afghanistan, along with a pragmatic assessment of Canada's engagement.	Panel's purpose was to inform the above issues, to encourage an informed and constructive public deliberation, and to recommend effective actions to the Government and Parliament.	Chair: Honourable John Manley, PC	94 page report.	5 recommendations	Oct 14 – Dec 12, 2007	Unavailable	Canada withdrew from Afghanistan after the formation of the panel.	Refer to: Canadian Policy Toward Afghanistan to 2011 and Beyond: Issues, Prospects, Options (Library of Parliament Background Paper).	While in Afghanistan, the Panel travelled across four provinces – Kabul, Balkh, Bamiyan and Kandahar. They held meetings in Kabul, Bamiyan, Mazar-e-Sharif, Kandahar Airfield, Panjwai, Zhari, and Kandahar City. They invited submissions from Canadians, and received more than 200. They consulted Canadian scholars, activists, government officials and military officers with first-hand knowledge of Afghanistan, its history and its people. They spoke with diplomats, cabinet members and senior public servants at the United Nations, and in London, Brussels and Washington.
National Round Table	Final Report = Building a Sustainable Future: The Legacy of Canada's National Round Table on the Environment and the Economy	Product of both national and international pressures on the sustainable development front.	NRTEE was formed to deliver groundbreaking policy research, reach out to inform and stimulate the thinking of Canadians, work to build public consensus on sustainability, and present policy options to government, to bring Canadians together to design and implement new sustainability tools, assess the options available, and make recommendations to the Prime Minister and Cabinet. Members were to engage in the NRTEE deliberations as independent thought leaders, and also return to their sector to promote consensus building in Canada.	7 chairs over 25 year history, numerous members and staff	Many reports and recommendations canvassed. Final 38-page report (Building a Sustainable Future) outlined the work of the roundtable.	Recommendations were provided over the nearly 25 years of the roundtable's work	Oct, 1988 – NRTEE created; Mar, 2013 – NRTEE closed.	Unavailable	In the spring Budget of 2012, the government announced the closing of the National Round Table for the end of March 2013.	One of the unique features of the NRTEE as an advisory body was the presence of federal ministers from Environment, Finance, Industry, Science and Technology, and Energy, Mines and Resources.	

APPENDIX H:
SUMMARY OF SELECTED PROCESSES

Manitoba Round Table	No final report. Manitoba Round Table for Sustainable Development	Unknown	Established in law to promote sustainable development in Manitoba and provide advice and recommendations to government. Duties include: creating awareness and understanding of sustainable development by the citizens in Manitoba; cooperating to share knowledge and experience; reviewing the Principles and Guidelines of Sustainable Development; advising on the development of, and reviewing the sustainable development strategy, and reviewing policy or law where requested; reporting recommendations.	Members appointed by the Minister of Conservation. Represent a broad range of experience and technical expertise, as well as regions and sectors of the province. Some Cabinet Ministers serve as members	N/A	7 principles and 6 guidelines for sustainable development articulated.	Jul 1, 1998 – created	Unavailable			Under <i>The Sustainable Development Act</i> , the Manitoba Round Table has a number of powers. Decision-making is by consensus. This is interpreted to mean no significant dissent; all participants support the resolution of the package of issues with possible concerns in certain areas.
Inquiry	Ipperwash Inquiry Report	The shooting of Dudley George during the Ipperwash protests	To inquire and report on events surrounding the death of Dudley George, who was shot in 1995 during a protest by First Nations representatives at Ipperwash Provincial Park and later died. The Inquiry was also mandated to make recommendations that would avoid violence in similar circumstances in the future.	Commissioner: Honourable Sidney B. Linden	4 volumes. First volume – Investigation and Findings – is 773 pages. Second volume – Policy Analysis – is 394 pages. Third volume – Inquiry Process – is 279 pages. Fourth volume – Executive Summary – is 115 pages.	100 recommendations	Jul, 2004 – hearings started; May, 2007 – report released.	Unavailable	The inquiry process was important in order to hold public officials and institutions accountable for their actions. The inquiry is also important because it helps to understand the roots and dynamics of aboriginal occupation and that Ipperwash was not an isolated event. The inquiry can help understand how to prevent aboriginal occupations and protests in the first place, or how to reduce the risk of violence if they occur.		The Commissioner separated the inquiry into two phases that ran concurrently: The evidentiary hearings that dealt with the events surrounding the death of Dudley George and the Policy and Research part that dealt with the issues directed to the avoidance of violence in similar circumstances.
Inquiry	Building on Values: The Future of Health Care in Canada (Royal Commission on the Future of Health Care Report)	Unknown	To review Medicare, engage Canadians in a national dialogue on its future, and make recommendations to enhance the system's quality and sustainability.	Commissioner: Roy J Romanow, QC	392 page report.	47 specific recommendations	Apr, 2001; Nov, 2002 – report released.	Unavailable	Unknown	Suggested timelines for recommendations are set out in the report, starting on p. 255.	Analyzed existing reports on Medicare and invited submissions from interested Canadians and organizations. To clarify understanding of key issues, organized expert roundtable sessions and conducted site visits, both in Canada and abroad. Where knowledge gaps were identified, independent experts were commissioned to conduct the initial research. Met directly with Canada's foremost health policy experts to hear their views. Also, engaged Canadians in consultations. Partnered with broadcasters, universities, business and advocacy groups, and health policy community to raise awareness of challenges confronting Medicare. Also established formal liaison contacts with provincial governments to share information. Tens of thousands of Canadians participated in consultation process.
Inquiry	[Somalia Commission of Inquiry]	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Inquiry / Hearing and Study Commission	Forsaken: The Report of the Missing Women Commission of Inquiry (aka the BC Inquiry/aka the Oppal Inquiry/aka the Pickton Inquiry)	Robert Pickton's arrest	To inquire into and make findings of fact regarding the investigations into missing women from Vancouver's Downtown East Side between Jan 23, 1997 and Feb 5, 2002. To inquire into the decision of the Criminal Justice Branch to stay the 1997 charges of attempted murder, assault with a weapon, forcible confinement, and aggravated assault against Robert Pickton. To provide recommendations for changes to initiation/conduct of investigations of missing women and suspected multiple homicides. To provide recommendations for changes respecting homicide investigations by more than one investigating organization and coordination of those investigations.	Commissioner: Wally Oppal, QC	Four volumes. Executive summary is 180 pages. Volume 1: "The Women, Their Lives, and the Framework of an Inquiry: Setting the Context for Understanding and Change". Volume 2: "Nobodies: How and Why We Failed the Missing and Murdered Women". Volume 3: "Gone But Not Forgotten: Building the Women's Legacy of Safety Together". Volume 4: "The Commission's Process".	64 recommendations (2 urgent measures)	Sept 27, 2010 – created; Dec 17, 2012 – report released.	BC Government estimates cost at \$10 million. Commissioner received \$1500/day to preside over Inquiry.	BC Government's implementations outlined in "Safety and Security of Vulnerable Women in BC – a Status Report in Response to: Foresaken".	During the process, there were issues in meaningful participation of Aboriginal and women's advocacy groups, and some groups boycotted the Inquiry.	

APPENDIX H:
SUMMARY OF SELECTED PROCESSES

Inquiry	The Legacy of Phoenix Sinclair, Achieving the Best for All Our Children (Report of the Phoenix Sinclair Inquiry)	Death of Phoenix Sinclair	To inquire into the circumstances surrounding the death of Phoenix Sinclair and, in particular, to inquire into: (i) the child welfare services provided or not provided to Phoenix Sinclair and her family; (ii) any other circumstances, apart from the delivery of child welfare services, directly related to the death of Phoenix Sinclair; and (iii) why the death of Phoenix Sinclair remained undiscovered for several months. To report findings and make such recommendations as appropriate to better protect Manitoba children, having regard to the recommendations that have been implemented in reports done after the death of Phoenix Sinclair.	Commissioner: Honourable Edward N Hughes, QC	Two Volumes, with a third volume for Appendices. Volume 1 is 112 pages; Volume 2 is 406 pages; and, Volume 3 is 414 pages.	62 recommendations	Mar 23, 2011 – inquiry launched; Jan 13, 2014 – report released.	Province of Manitoba reports that Inquiry cost \$14 million	Manitoba indicated on the date of the report's release that it had already implemented 20 of the recommendations from the Report and that work is in progress on implementation of another 11 recommendations. The province also indicated that an implementation team led by Barbara Bruce of AMR Planning and Consulting, was being established to advise the Province on how to proceed with the implementation of the remaining 31 recommendations. The costs associated with the work of the Implementation Team have been set at \$350,000. The Province indicated that it plans to issue a progress report on the implementation of recommendations early next year.	See AMC's Bringing Our Children Home Report and Recommendations on CFS, June 2014. The Implementation Team's report was due September 30, 2014 and has not been released to the public. The Province is now calling the Implementation Team's report, an interim report, reporting on the progress of the team from January to the present. The opposition is calling on the Province to make the report public.	Three phases to the Inquiry: Phase I: the services provided/not provided to Phoenix and her family under <i>The Child and Family Services Act</i> , any other circumstances apart from the delivery of child welfare services directly related to her death and why her death remained undiscovered for so long; Phase II: How the child welfare system has changed since Phoenix' death – evidence from writers of the 6 reports listed in Order in Council on implementation of recommendations contained in those reports; Phase III: Looked at broader questions of what brings a vulnerable family to come into contact with the child welfare system and what resources, beyond the child welfare system, can support those families.
Government Advisory Panel	Canada's Action Plan on Open Government, 2011 [Advisory Panel on Open Government]	Over a two year period, the Federal Government hosted online consultations with Canadians on the development of the Open Government strategy in order to develop Canada's Action Plan on Open Government.	Panel's mandate is to provide the Government with advice and guidance on Open Government Activities, including: finding ways to improve the delivery of open data and open information to citizens; considering how to make the most of Open Government to maximize innovation and knowledge sharing; and, exploring how federal organizations can do an even better job of consulting Canadians.	Chair: The Honorable Tony Clement, President of the Treasury Board and Minister responsible for FedNor. 13 other members.	The Action Plan highlights three streams: Open Information, Open Data, and Open Dialogue.	2 foundational commitments; 3 activity streams to implement commitments within those streams; 12 Total Commitments in Action Plan.	Mar, 2011 – panel launched	Unavailable	Self-assessment is contained in "Implementation of Canada's Action Plan on Open Government (Year-1) Self-Assessment Report, 2012". The self-assessment concludes that the Government has fully implemented its Year 1 deliverables for 10 of its 12 commitments as listed above.	There have been criticisms that the panel rarely actually meets, and a panel member questioned whether government could meet its action plan. Advocacy groups have also encouraged the rejection of the plan.	
Coroner's Inquest	Inquest Touching the Death of Ashley Smith: Jury Verdict and Recommendations	Death of Ashley Smith	To inquire into the circumstances surrounding the death of Ashley Smith, particularly the failure of the correctional system and health care system to provide appropriate care and support to identified high risk, mentally ill, high needs inmate.	Dr. John Carlisle Chief Coroner of Ontario	Fourteen page report	104 recommendations set out in various categories related to the treatment and incarceration of female inmates in federal correctional institutions.	Delivered December 19, 2013	Unavailable	Implementation is ongoing. A steering committee has been formed and a pilot project is underway.	Recommendations are based on the idea that the death of Ashley Smith should act as a case study to demonstrate the failures of the correctional and health care systems – identifies gaps in practice and accountability.	