

GRANDE PRAIRIE POLICE COMMISSION

POLICY AND PROCEDURE MANUAL

May 2023

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Section 1: Framework

Guidelines, policies and direction to the Grande Prairie Police Service to provide for efficient and effective policing and public safety services to the citizens of the City of Grande Prairie.

1.1 Intent

(Alberta Policing Oversight Standard OM – 1.1)

This policy manual includes policies decided to assist the Grande Prairie Police Commission in:

- (1) Governing its members, relationships, staff and activities,
- (2) Carrying out their responsibilities and obligations,
- (3) Conducting its own business as effectively, efficiently, and transparently as possible, and
- (4) Providing direction to the Chief of Police

While the [Police Act](#) outlines the legal obligations of the Commission, as a “local government body”, the Commission may be subject to a variety of other pieces of legislation/regulations depending on the nature of police service agreement. A limited alphabetical list includes:

- (1) Alberta Employment Standards Code
- (2) Alberta Labour Relations Code
- (3) Alberta Municipal Government Act
- (4) Alberta Peace Officer (Ministerial) Regulation
- (5) Alberta Peace Officer Act,
- (6) Alberta Peace Officer Regulation
- (7) Alberta Police Officers Collective Bargaining Act
- (8) Alberta Police Service Regulation
- (9) Canadian Charter of Rights and Freedoms
- (10) Criminal Code of Canada
- (11) Freedom of Information and Protection of Privacy Act
- (12) Freedom of Information and Protection of Privacy Regulations
- (13) Municipal Bylaw
- (14) Provincial Policing Standards and Evaluations
- (15) Public Inquiry Act

Any queries regarding this Policy and Procedure Manual should be forwarded to the Chair, Grande Prairie Police Commission at policecommission@cityofgp.com

DEFINITIONS

Chair	Chairperson of the Grande Prairie Police Commission
Chief, Chief of Police	Chief of Police of the Grande Prairie Police Service
City	City of Grande Prairie, a municipal corporation in the Province of Alberta
Commission, Police Commission	Grande Prairie Police Commission, a statutory body created under the <i>Police Act</i> , Grande Prairie Bylaw C-1455
Council	The elected council of the City of Grande Prairie
<i>FOIP Act</i>	<i>Freedom of Information and Privacy Act</i> , Revised Statutes of Alberta, 2000, Ch. F-25
Member	Member of the Police Commission, appointed by Grande Prairie City Council
Council Bylaw	City of Grande Prairie Bylaw C-1455
Police Service, Service	Grande Prairie Police Service (GPPS)
<i>Police Act</i>	<i>Police Act</i> , Statutes of Alberta, P-17 RSA 2000
<i>PSR</i>	<i>Police Service Regulation</i> , Alberta Regulation 356/1990
Sworn Member	Police officer employed by the Grande Prairie Police Service
Non Sworn Personnel	Civilian and volunteer staff of the Grande Prairie Police Service

1.2 Police Commission Legislative Obligations

The Police Commission is an independent organization established by Council pursuant to **Section 28(1)** of the [Police Act](#).

Council, in the *Police Commission Bylaw (C-1455)*, has:

- Prescribed the rules governing the operations of the Commission; and
- Allowed for the appointment of members to the Commission.

1.3 Mission Statement

To ensure the Grande Prairie Police Service will respond to the needs of the citizens of the City of Grande Prairie to create and maintain a safe community.

1.4 Vision Statement

For the citizens of Grande Prairie to live in a safe community facilitated by a policing model that promotes community participation, establishes and maintains effective partnerships, and excels in police service delivery.

1.5 Values

- To act at all times with Respect, Honesty and Integrity
- To promote the principles of Equality, Diversity and Inclusion
- To govern with Excellence and Commitment to the Community
- To establish trust through Transparency, Accountability and Fiscal Responsibility
- To form and maintain positive Cultural Connections within the Community

SECTION 2: POLICIES FOR THE COMMISSION

Policies, adopted by the Commission to govern its members, relationships, staff and activities and guidelines used by members and staff of the Grande Prairie Police Commission in carrying out the Commission's responsibilities and obligations under the [Police Act](#), the [Freedom of Information and Protection of Privacy Act](#) and Grande Prairie Police Commission Bylaw [C-1455](#).

Introduction

The Grande Prairie Police Commission is the civilian body to which the Grande Prairie Police Service is accountable. The Commission is a statutory body created by the [Police Act](#) and City of Grande Prairie [Bylaw C-1455](#) to oversee policing in the city. Grande Prairie City Council appoints members to the Police Commission.

The Police Commission is a link between the City and the Police with a mandate to balance the requirements of public accountability with those of Police independence. The Commission acts as an intermediary between the Police and elected officials. The Commission's authority of general supervision of the Grande Prairie Police Service derives from the [Police Act](#). The members of the Police Commission make decisions and issue instructions as a statutory body.

Under the [Police Act](#) the Commission is responsible to appoint the Chief of Police, establish policing priorities and policies, allocate funds provided by the Council and monitor public complaints against the Police. The Police Commission issues directions to the Police Service through the Chief of Police and those instructions must be consistent with the statutory duties and responsibilities of the Chief of Police under the [Police Act](#). The Chief is responsible for the day-to-day operations of the Police Service.

The [Police Act](#) preserves the Chief's independence to: uphold the law; provide Police service to the City; and to manage the Police Service while making the Chief accountable to the Commission for the operation of the Police Service, the manner in which the Chief's responsibilities are carried out and the administration of finances allocated to the Service by the City, through the Police Commission.

2.1 Selection and Appointment of Commission Members

In the selection and appointment of Commission members, Municipal Council and the Police Commission adheres to **Section 28 (1-13)** and **28.1 (1-2)** of the [Police Act](#). Applicable portions of information are also taken from *Police Commission Bylaw C-1455*. ([Alberta Policing Oversight Standards – RR1.1 – 1.3](#))

- (1) The Grande Prairie Police Commission will have five to twelve members, two of which are Council members.

Council members shall take into consideration criminal backgrounds and prior police involvement before making Commission appointments. All individuals including Council members shall submit a police information check prior to appointments being made. The police information check should reveal no adverse information at the discretion of the Council.

- (2) All those appointed to the Commission shall take the oath set out in **Schedule 1** of the [Police Act](#) and will sign and acknowledge the Grande Prairie Police Commission Code of Conduct and Ethics found in **Appendix 'A'**, of the Policy Manual.

- (3) The recruiting of Commission members will be undertaken by City Council. The Chief Administration Officer will be made aware of any vacancies in order to commence the process of advertising for applicants. The City of Grande Prairie has adopted the Grande Prairie Policy manual as the process for appointing members to the Police Commission.

- (4) All efforts will be made to select those community members who are of exemplary character and would be considered beyond reproach. Efforts will be made to recognize community diversity and take into account special skills or abilities that may enhance the overall function of the Commission and its work. ([Alberta Policing Oversight Standard – RR 2.1](#))

- (5) The City of Grande Prairie will accept applications for the vacancy. Applicants will be provided with an information package containing sections 28 and 28.1 of the [Police Act](#) as well as a copy of 1.1 – 1.5 of the Commission Policy Manual, by the Chief Administrative Office or designate. ([Alberta Policing Oversight Standard – RR 2.2](#))

- (a) Applications for commission will be provided to the Commission Chair. Commission will develop a sub-committee to review the applications and provide feedback and recommendations to Council.

- (6) An updated list of Commission members shall be provided to the Ministry of Public Safety and Emergency, by the Commission Executive Director, when any changes are made. The Executive Director will maintain a record of each name, contact information, position and appointment date to determine length of service. ([Alberta Policing Oversight Standard – RR 3.2](#))

- (7) When appointing Members, Council shall establish terms in accordance with the [Police Act](#) so that majority of Members are appointed for a three (3) year term and no Member is appointed for less than a two (2) year term. Staggered appointment by Council is desired for succession planning.

(8) In accordance with the Police Act Members cannot serve longer than 10 consecutive years on the Commission.

(9) A former member is eligible for reappointment. Members who have previously been tenured in accordance with the [Police Act](#), are eligible for reappointment to the Commission, after an absence of 12 consecutive months (e.g. January 1st to December 31st of the following year).

(10) Members upon appointment will receive orientation training from the Ministry of Public Safety and Emergency Services (formerly Solicitor General) and/or the Commission Executive Director, as soon as it is available.

(11) Members of the Commission shall be disqualified from their position if the member is:

(a) Hired in any capacity with the Police Service, the RCMP, any Province of Alberta Police Service or Bylaw Enforcement Agency, the Attorney General's Office, or any other position that could be considered to be in conflict with the oversight Commission membership;

(b) Convicted of an offence under the *Criminal Code of Canada*;

(c) Absent from three (3) regular consecutive Commission meetings without authorization by Commission motion.

(d) Involved in or engages in behaviours or practices that in the opinion of Council are in conflict with the stated vision, mission values of the Commission, according to this policy is deemed cause for dismissal.

(12) Any member of the Commission that has been charged with a criminal offence will be placed on leave from the Commission without prejudice until the matters are resolved before the courts.

(a) After a Commission member is appointed, if a Commission member is charged with a criminal offence, they shall report that charge to the Chair of the Commission. If the Chair is charged with a criminal offence, they shall report the charge to the Vice-Chair of the Commission.

(13) When a vacancy occurs, Council may appoint a successor.

(14) Members that are unable to fulfill their term, or choose to resign, must provide notice of their intention to the Chair of the Commission. ([Alberta Policing Oversight Standards – RR1.1](#))

(15) Membership may be revoked by Council for just cause as per **Section 28(12)** of the [Police Act](#).

2.2 Commission Responsibilities

(1) As per **Sections 28.1(1,3), 29(1), 31, 32, 36(1,2), 43, 43.1** and **44** of the

[Police Act](#), the Commission oversees the police service including the following responsibilities:

- (a) In consultation with the Chief of Police, producing an estimated budget and yearly plan specifying the level of Police service and programs, to be provided and submitted to Council;
- (b) Allocating the funds provided by Council; ([Alberta Policing Oversight Standard – RR 3.1.3.b](#))
- (c) Establishing policies providing for efficient and effective policing; ([Alberta Policing Oversight RR 3.1.3.c](#))
- (d) Issuing instructions, as necessary, to the Chief of Police in respect of the policies referred to in (c); ([Alberta Policing Oversight RR 3.1.3.d](#))
- (e) Ensuring that the Police Service employs sufficient resources for the purposes of carrying out the functions of the Police Service; ([Alberta Policing Oversight RR 3.1.3.e](#))
- (f) In consultation with the Chief of Police and police service management, establishing the priorities for policing and participating in strategic planning for police service to the city; ([Alberta Policing Oversight Standard - RR 3.1.3.a](#))
- (g) Appointing the Chief of Police, subject to ratification by Council; ([Alberta Policing Oversight RR 3.1.3.f](#))
- (h) Providing input and approving the annual public report; ([Alberta Policing Oversight Standard OM1.1.10](#))
- (i) Appointing a Public Complaint Director (PCD) as per **Section 28.1(1-2)** of the [Police Act](#); ([Alberta Policing Oversight Standard – RR 3.1.3.g](#))
- (j) Receiving complaints regarding police service, police officers and policies from the public working with the Police Service toward resolution;
- (k) Consider appeals of the Chief's decision in complaints against the Police Service or Police Service policy;
- (l) Conducting inquiries into matters respecting the police services, the actions of any police officer or any other person employed by the Police Service;
- (m) Reviewing complaints against the Chief of Police;
- (n) Developing a comprehensive review process to evaluate the performance of the Chief of Police and ensure the review is administered and finalized prior to the annual anniversary date of the Chief's contract;

Note: as per **Section 31(7)** of the [Police Act](#), Municipal Council is liable for any legal liability incurred by the Police Commission.

- (2) Employment grievances appealed to the Commission shall be subject to the relevant Collective Agreement and any other applicable agreements or legislation.
- (3) General policies of the Commission of a continuing or on-going nature may, where practical and permitted by law, be published as policy statements of the Commission.
- (4) The Commission will elect a Chair and a Vice Chair as soon as is practical at the beginning of each Calendar year.
- (5) The Commission may establish standing or ad hoc Committees and Advisory Groups as required.
 - (a) The Commission determines Committee and Advisory Group membership;
 - (b) The Commission may delegate tasks and projects to Committees and Advisory Groups;
 - (c) Committees and Advisory Groups do not have the power to make decisions on behalf of Commission, but only make recommendations to the Commission;
 - (d) The Chair of the Commission may designate Committees and Advisory Groups; and
 - (e) The standing committees of the Commission shall be:
 - (i) Finance Committee, to oversee budget presentations to City Council, and the particulars of the Commission budget;
 - (ii) Personnel Committee, to oversee selection and performance review of the Chief of Police; and
 - (iii) Policy and Governance Committee, which shall oversee the annual review of the Commission Policy Manual, By-Law and Strategic Plan.
- (6) As a statutory body, the Commission must be and be seen to be:
 - (a) Independent of Police Service administration and management, political affiliation and interest groups;
 - (b) Accessible to both the public and the Police Service;
 - (c) Publicly accountable for the Police Service;

- (d) Responsive to the community; and
 - (e) Transparent.
- (7) The Commission acts as:
- (a) An initiator of policies that reflect community need and enhance both the effectiveness of the Police and the welfare of the community;
 - (b) A liaison body that considers both the community and Police viewpoints and needs. The Commission is an important communication link to enhance the understanding and working relationships among the Service, the public it serves and their elected representatives in Council; and
 - (c) The monitor of the Police Service to ensure efficient and effective policing and compliance with legislation and policies.

2.3 Policy Review

- (1) Policies and procedures of the Grande Prairie Police Commission shall be reviewed annually by the Commission. Changes will be reported in **Appendix 'E'**.
- (2) Modifications must receive Commission approval.

2.4 Commission Member Conduct

- (1) Members of the Commission must exercise their official duties and functions and arrange their private affairs in such a manner that public confidence and trust in the integrity, objectivity and impartiality of the Commission are conserved and enhanced. All members will abide by their oath of office and code of conduct and ethics.
- (2) It is recognized that elected officials who are appointed to serve on the Commission may, in making decisions or taking actions as a member of the Commission, take into account the broader interests of their constituents, stakeholders and the municipal corporation as a whole.
- (3) Commission member action will respect the dignity of individuals in accordance with the:
 - (a) *Alberta Human Rights, Citizenship and Multiculturalism Act*;
 - (b) *Canadian Charter of Rights and Freedoms*; and
 - (c) *Freedom of Information and Protection of Privacy Act*.
- (4) Commission members will not share information deemed sensitive or

confidential. Such information will not be used for personal gain, or to benefit friends, relatives or associates. Breaches may be cause for dismissal from the Commission.

(5) Commission members will abide by, and adopt, City of Grande Prairie Bylaws, Policies, Procedures, and Codes of Conduct, where they are not at odds with relevant legislation.

(6) All members of the Commission have a responsibility to attend all scheduled Commission and committee meetings, participate in discussions and exercise their voting rights. Should a member be unable to attend a meeting he or she is expected to advise the Chair of the Commission. Non-attendance of three consecutive meetings shall be cause for dismissal from the Commission, unless such absence is authorized by resolution of the Commission and recorded in its minutes.

(7) Commission members must adhere to the guidelines in the policy of the City of Grande Prairie governing expenses and personal and corporate gifts.

(8) Members of the Commission who wish to communicate with the members of the Police Service regarding information, statistics or on business matters will do so through the Commission Chair or his/her designate, so as not to duplicate requests.

(9) A breach, or breaches, of the Code of Conduct and Ethics may result in the dismissal of a member from the Commission. A breach may include, but is not limited to:

(a) Attending a meeting while impaired by the influence of drugs or alcohol,

(b) Behaving in a disrespectful, impolite, discriminatory, or harassing manner while carrying out Commission business,

(c) Sharing confidential or sensitive information,

(d) Publicly sharing information that is deemed to be inappropriate or that lacks integrity (example: social media posts, etc.),

(e) Non-Compliance with Municipal, Provincial, or Federal laws,

(f) Non-Compliance with Commission Bylaws, Policies, and Procedures.

(10) Complaints may be received against a member of the Grande Prairie Police Commission for breaches of the Commissions Code of Conduct and Ethics.

(a) Conduct complaints made against members of the Commission will be given to the Chair. Complaints against the Chair will be dealt with by the Vice-Chair.

(b) Complaints will be in writing, and the name of the complainant and address shall be contained within the complaint. Anonymous complaints will not be addressed except through the City of Grande Prairie Whistle Blower policy.

(c) Once a complaint is made, the Chair will review the complaint and determine its merits. If the matter is criminal in nature, the Chair will notify the Chief of Police. All other complaints will be dealt with by the Chair or Vice-Chair as may be the case.

(d) The Chair may cause an investigation into the matter by striking a committee of three non-involved commission members to undertake that investigation. The Chair of the Committee may involve the assistance of an outside agency to assist with the investigation.

(e) Steps should be taken to mediate or informally resolve complaints against commission members.

(f) If the Chair is unable to informally resolve a complaint, or if the complaint is of a serious nature, the Chair will cause it to be investigated.

(g) Once an investigation is complete, a field report will be generated, and the Chair will deliberate on its merit. The Chair shall bring the complaint to the Commission with their decision.

The Chair may:

- Dismiss the complaint, or
- Find the complaint founded in part or in its entirety.

(h) On disposing of the complaint, the Chair may issue a counseling to the Commissioner, verbally or in writing. The Chair may ask Council to revoke the appointment of the Commissioner for cause.

(i) The complainant will be notified of the outcome of the complaint and may appeal the decision of the Chair to the Commission within 30 days of receipt of their notification.

(j) An appeal to the Commission will be in writing, and the reasons for the appeal clearly made out within its contents. The Commission will deliberate on the matter and render a decision. The decision of the Commission is final, and the complainant will be notified of that decision within 30 days.

2.5 Conflict of Interest

Conflict of interest means a conflict between a member's personal and/or business interests and the member's responsibility as a Commissioner Member.

(1) Commission members, personally or in relation to their colleagues, must declare all potential or perceived conflicts of interest. The Commission then determines whether the member will be excluded from voting or discussions on the matter.

(2) All declarations of conflict of interest and actions taken regarding them must be entered into the minutes.

(3) A conflict may exist whether or not a financial advantage has been, or

may be conferred, on the member.

(4) A member of the Commission has a conflict of interest when the member exercises an official authority, or performs an official duty or function in the execution of the member's office while knowing that in doing so there is the opportunity to further the member's own interest.

(5) A member of the Commission has an apparent conflict of interest where there is a perception, which a reasonably well-informed person could properly have, that a member's ability to exercise official power or perform an official duty may have been affected by the member's private interest.

(6) Members of the Commission representing clients or aligned with other interests must ensure any conflict of interest as defined above is fully disclosed and the members exclude themselves from all activities relative to matters that fall within the definition.

(7) Members concerned that another member may have a conflict of interest must bring the matter to the attention of the Chair as soon as is practicable.

(8) Conflicts brought to the attention of the Chair must be resolved in a manner that conserves and enhances public confidence and trust in the integrity, objectivity and impartiality of the Commission.

(9) Commission Members will be expected to conduct themselves with the highest ethical standards, appropriate behaviour, while conducting their Commission duties and private business. Failure to abide by this policy may result in the matter being referred to the appointing council for resolution. A 2/3 majority of Commission members may refer the matter to the council.

(10) Undisclosed conflict of interest may result in dismissal from the Commission as per the final decision of Council.

2.6 Remuneration

(1) Expenses will be reimbursed in accordance with the municipal travel and expense policy. Expenses must be authorized by the Chair before being incurred and must be approved by the Executive Director before being reimbursed.

(2) Money for reimbursement of expenses will be obtained from the Police Commission's annual budget as granted by Council following the municipal budgetary cycle.

(3) Commission honoraria will be reported bi-annually as part of the Commission's financial reporting.

(4) In keeping with **Section 28(5)** of the [Police Act](#), gratuity is allowable to the publicly appointed members of the Grande Prairie Police Commission for the following Commission related duties:

- (a) Duly constituted Commission meetings.
 - (b) Appointed committee members attending duly constituted Commission committee meetings.
 - (c) Attendance at related events that are approved by the Commission where either the Commissioner is attending on behalf of the Commission and/or which the Commission is sponsoring.
 - (d) Attendance at Commission planning sessions or retreats, approved by the Grande Prairie Police Commission.
 - (e) Attendance at conferences, seminars and training events which the Commissioner is attending pursuant to Commission policies, approved by the Grande Prairie Police Commission. NOTE: This does not include travel to and from conferences, seminars and training events.
 - (f) Attendance at meetings of external working groups established by the Commission, City of Grande Prairie Council or other orders of government.
- (5) Commission members will receive the following honoraria:

DAILY TIME COMMITMENT:	COMMISSION MEMBER:	COMMISSION CHAIR:	SUB-COMMITTEE CHAIR:
Less than four hours	\$150	\$200	\$200
Four hours or more	\$300	\$400	\$400

- (a) The Commission Chair rate will also apply to the Vice Chair or other Commission Member acting in the absence of the Chair.
 - (b) The Chair of the Commission will also receive a regular Commission member rate if not acting in the capacity of Chair such as, but not limited to, attendance at conferences, seminars, webinars, or other training events.
 - (c) If the Chair is in attendance at any Sub-Committee meeting as an ex-officio member of the Committee, they will be paid the same honoraria as a Commission Member.
- (6) Commission members are not eligible to receive honorarium for attendance at the following:
- (a) Social events;
 - (b) Attendance at committee meetings of the CAPG and AAPG, or any other external organization;
 - (c) Travel to and from conference, seminars and/or training events;
 - (d) Informal meetings.

2.7 Orientation of New Members

(1) It is imperative that all Commission Members receive orientation regarding their roles and responsibilities as Police Commissioners. The Commission Executive Director will arrange for swearing-in and an orientation session for new members, as soon as practicable after their respective appointment to the Commission.

(2) Upon appointment, the Commission Executive Director will contact appointees and circulate a package of background information including:

- A letter of welcome requesting contact particulars and any other relevant information that may be required;
- An outline of the orientation procedure;
- Commission Members' Handbook; and
- A schedule of significant Commission events in the coming term.

(3) Orientation outline:

(a) Provide copies and understanding of the legislation and policies governing the role and the mandate of the Commission including:

- The *Police Act* and *Police Service Regulation*;
- Grande Prairie Police Commission Bylaw C-1455;
- The Police Commission Policy Manual;
- The *Freedom of Information and Protection of Privacy Act*; and
- Alberta Policing Oversight Standards Manual.

(b) Advice on Commission practices and expectations, which may include:

- Mission and vision of the Commission;
- Organizational structure of Council;
- Attendance at events;
- Commission budget;
- Communication among the Commission, Commission office, Commission members;
- Communication strategies and policies (with the public; the media; City Council and City Administration; the Police Service; and external agencies and stakeholders);
- Meeting procedures and schedules;

- Current goals of the Commission;
- Organizational structure of the Police Service;
- Past annual reports;
- Police Service Business Plan;
- Policy regarding personal and corporate gifts;
- Roles and responsibilities of Commission staff;
- Structure and function of Commission committees;
- Time commitments; and
- Travel and expense policy.

(c) Orientation continues as necessary. The Chief and Commission Executive Director will arrange for further orientation as required, as well as Police Service observational tours and information sessions at the Commissioner's convenience. All Commission Members will complete the online training modules provided by the Ministry of Public Safety and Emergency Services.

2.8 Roles and Responsibilities of Chair and Vice-Chair

- (1) The Chair, ([Police Act Section 28\(1\)\(10\)](#)), is elected by the membership at the commencement of each Commission year and presides over Commission meetings. Should the Chair not be present, or vacate the position either temporarily or permanently, the Vice-Chair will act in the Chair's place.
- (2) Neither a member of Council nor an employee of the municipality may be Chair or Vice-Chair. ([Police Act Section 28\(1\)\(11\)](#)).
- (3) Should neither the Chair nor vice-Chair be available, the Commission shall elect an acting Chair for the meeting until such time the Chair or Vice-Chair is available.
- (4) The Chair/Vice-Chair, as the case may be, may engage an outside agency as required to investigate allegations of a breach. The Commission will review findings and recommend (or not) the revocation of the member's appointment to Council.
- (5) The Chair will designate a member, in the absence of the Commission Executive Director, to record minutes during all meetings, hearings or inquiries.
- (6) The Chair is the signing authority for all contracts representing the business of the Commission.
- (7) The Chair and Vice-Chair are responsible for coordinating the selection, hiring, and evaluation of Executive Director of the Commission.

(8) The Chair and Vice-Chair shall be ex-officio members of the Personnel Committee.

2.9 Selection and Role of Public Complaint Director

(1) The Public Complaint Director shall be appointed by a majority vote of the Commission, and:

(a) Shall serve until resignation or until removal by a majority vote of the Commission; and

(b) May be a member of the Commission or such other person as the Commission deems qualified and appropriate for such service.

(2) The Public Complaint Director (PCD) receives complaints from the public on behalf of the Commission. The PCD is delegated the authority by the Chair to receive complaints, liaise with the Chief and perform other duties on behalf of the Commission as per **Section 28.1(3(a,b,c))** of the [Police Act](#).

(3) Complaints are recorded in writing by the PCD and forwarded on behalf of the complainant to the Chief of Police who decides if the complaint should be managed by the Police Service or the Commission as per **Section 43 (1) or (2)** of the [Police Act](#). In appropriate circumstances, the PCD may recommend that a complaint be referred to an alternative resolution process, if the affected parties consent. At all times, complaints shall be handled in a manner that conforms to the provision of the [Police Act](#).

(4) The PCD monitors the complaints process of the Police Service as per **Section 28.1(d)** of the [Police Act](#), including review of documents or attendance at disciplinary proceedings that arise from public complaints as per **Section 24** of the [Police Service Regulation](#).

(5) If a policy complaint is appealed to the Commission, the matter shall be referred to an ad hoc committee of the Commission for study and recommendation to the whole Commission.

(6) The PCD shall ensure the provision of complaint summary reports to each regular meeting of the Commission.

(7) The PCD and the Chair shall have full access to data and records pertaining to complaints and citizen contacts that are held by the Professional Standards Unit of the GPPS, upon reasonable request by the PCD, whether such records are contained in physical files or the Professional Standards database (currently IAPro). The Chief of Police shall ensure proper instructions are issued to the Professional Standards Unit and such other Grande Prairie Police Service (GPPS) officers and staff as may be necessary to affect such access.

(8) As much as reasonably possible, the PCD shall attend meetings and training seminars, as coordinated by the Provincial Public Complaint Director as a

representative of Alberta Public Safety and Emergency Services and make use of such online training that may be developed and provided by the said Ministry from time to time.

(9) The Commission shall instruct the Chief of Police to ensure that an annual summary of complaints is included in the Police Service Annual Report, and that the same is brought to the attention of the City Council, and further that the same Annual Report is posted to the GPPS website, so that is readily accessible to the public.

(10) The Commission shall instruct the Chief of Police to ensure that the Professional Standards Unit complies with the reporting requirements mandated in **Section 52** of the [Police Act](#), on a quarterly basis, or with such frequency as may be required by the Ministry from time to time, and further, that the PCD will have opportunity to review such reporting or other provision of information to the Ministry, before the same is forwarded to the Ministry.

2.10 Selection of Chief of Police

(1) When selecting a new Chief of Police, the Commission may do one, or all of the following:

- (a) Establish a Search and Selection or Hiring Committee;
- (b) Request advice as to the process and procedures from the City of Grande Prairie Human Resources Department; and,
- (c) Hire a Consulting firm, if required to assist in the process.

(2) If a Chief of Police Hiring Committee is formed, the Committee will:

- (a) Advertise for the position;
- (b) Review and short-list the candidate applications received;
- (c) Present and review the chosen list of candidates to the Commission for review;
- (d) Interview chosen candidates;
- (e) Present the successful applicant to the Commission

(3) Once a Chief of Police candidate has been chosen, the Commission Chair will request a Request for Decision to be prepared for Council's review, and for ratification.

(a) If ratified, an employee contract will be drafted, terms negotiated, and a job offer will be presented.

(b) If ratification does not occur, the Commission must select a new candidate.

(4) If the selection is for an acting or interim Chief of Police, the Commission shall determine whether a truncated process for such appointment is warranted.

2.11 Commission Personnel

(1) The Chief of Police is the only employee of the Grande Prairie Police Commission within the Grande Prairie Police Service.

(2) The Commission may second staff resources from the City of Grande Prairie.

(3) Employees will be given official job descriptions and are subject to all applicable Federal and Provincial Legislation including, but not limited to:

- Alberta Employment Standards Code; and
- Alberta Labour Relations Code.

(4) Commission staff do not have the right to vote on Commission decisions.

(5) Employees will be evaluated on a yearly basis by the Commission.

2.12 Formation of Committees

(1) The function of a committee is to assist the Commission in completing its responsibilities.

(2) The Commission may form either standing or ad hoc committees to examine and report on issues that fall under the authority and responsibility of the Commission.

(3) The Commission sets the terms for the committee, appoints its Chair and participating members. Any Commission member may attend a committee meeting.

(4) The Commission may appoint subject matter experts from the public or Commission staff to assist in committee business.

(5) The committee must provide copies of its agenda and minutes of its meeting to the Executive Director for storage by the Commission.

(6) The committee provides options and recommendations for the Commission to consider.

(7) The committee may not speak or act for the Commission unless it has formally been given authority and then only for a specific or time-limited purpose.

(8) The committee shall report regularly to the Commission, the schedule to be determined by the Commission.

2.13 Legal and Professional Services

- (1) Legal and other professional service contracts must be approved in advance by the Commission and are only provided at the request of the Commission.
- (2) Fees are paid by the Commission.

2.14 Meetings

(1) The Commission's schedule of regular meetings must be established annually, at the organizational meeting. Meetings may be amended from time to time as the need arises. (Alberta Policing Oversight Standard OM 2.3)

- (a) The Commission will ensure the public is made aware of any changes to the schedule;
 - (b) The Chief or designate will attend all meetings as directed;
 - (c) The Chair or Vice Chair may, at any time, convene a special meeting of the Commission;
 - (i) A Special Meeting may be called at the request of three or more members of the Commission and shall be held within three business days of the request.
 - (d) Special meetings of the Commission may be held at any time without formal notice if all the Members are present or if those absent have waived notice and consented to the meeting being held in their absence;
 - (e) The Commission may, by a two-thirds (2/3) vote of members present at a regular meeting, direct that the date, time or location of a subsequent meeting be changed;
 - (f) The Commission may cancel any meeting if the circumstances require; and
 - (g) The annual meeting schedule is available on the City of Grande Prairie Website (www.cityofgp.com) under City Government – Boards, Commissions and Committees.
- (2) Grande Prairie Police Commission Bylaw **C-1455** requires that the Commission, subject to **Section 28(2)** of the [Police Act](#), where practicable, follow the City's Procedure Bylaw **5411** for the conduct of Commission meetings.
- (3) The Chair, chairs Commission meetings and votes on every resolution.
 - (4) In the absence of the Chair, the Vice-Chair or any member of the Commission, other than a member of Council or municipal employee, chairs the meeting.
 - (5) Each Commission member has one vote.

- (6) A motion is lost when the vote is tied.
- (7) The Chief of Police, staff and other attendees have an advisory capacity and therefore no voting privileges.
- (8) A majority of Commission members will form quorum. A meeting of the Commission, where notice has been given, and at which a quorum is present, is competent to exercise all or any of the authorities, powers and discretion vested in or exercisable by the Commission generally.
- (9) An electronic vote can be completed provided a majority of members of Commission participate and vote electronically. The result of such a vote will be based on the majority vote of those participating members. An electronic vote can be waived at the specific request of at least one member who wishes such a discussion and vote to take place at the next meeting, regular or special meeting of Commission. The results and date of any electronic vote shall be read into the minutes of the next meeting of Commission.
- (10) All members of the Commission have a responsibility to attend meetings, participate in discussion and exercise their voting rights.
- (a) Should a member be unable to attend they are expected to advise the Chair of the Commission;
 - (b) Commission Members may attend the meetings via video-conferencing, meaning a suitable electronic method to participate in the live (real-time) meeting, allowing Members to participate in discussion, debate, resolutions, and voting.
 - (c) Commission members who wish to use video-conferencing communication services to participate in the meeting must provide notice to the Chair and the Executive Director, or their designates, at least 3 days, where possible, prior to the meeting date.
 - (d) The Chair shall impose a time limit on discussions to ensure efficiency.
- (11) Where practicable, the Commission Office must be advised of any matter to be brought before the meeting by a Commission member, at least five (5) days prior to the meeting.
- (12) The agenda for each meeting is set by the Chair in consultation with the Executive Director and the Police Chief, and if necessary, Commission members. The Agenda is to be finalized five (5) days prior to the meeting, accompanied by supporting materials.
- (a) Agenda materials are distributed to: Commission members, the Chief of Police, Police Executive and media as they request;
 - (b) It is expected that members review all material prior to the

meeting and be prepared to discuss in detail at that time;

(c) The public is notified of the time and place of public meetings by a posting on the City of Grande Prairie website and a notice outside Council Chambers. Public meeting agendas are available on the Police Commission webpage and a printed copy is available, upon request, through the Commission office;

(d) A list of agenda highlights is released to the media two (2) days prior to public meetings; and

(e) Approved minutes of public meetings are posted on the City of Grande Prairie Website (www.cityofgp.com) and are available upon request.

(13) Before the end of each public Commission meeting, the Chair will inquire whether any member of the public wishes to raise a question, whether with respect to an item on the agenda or to make a general inquiry. **(Complaints about officer conduct are not topics for this forum).**

(a) Members of the public will be asked to state their name and clearly state their question. If warranted, the Chair may direct the question to a member of the GPPS for a response; and

(b) A member of the public shall be limited to no more than FIVE (5) minutes of speaking time, but the Commission may, by a two-thirds (2/3) majority vote agree to hear a member of the public for such longer time as the Commission may determine.

(14) Meetings shall be open to the public however, under **Section 18(1)** of the *Freedom of Information and Protection of Privacy Regulation*, Commission meetings may be held in the absence of the public if the subject matter being considered concerns:

(a) Security of the Commission's property;

(b) Personal information of an individual, including an employee of the Commission or Police Service;

(c) Labour relations or employee negotiations;

(d) A law enforcement matter (as defined under the *Freedom of Information and Protection of Privacy Act*);

(e) Litigation or potential litigation, including appeals to the Commission or matters before administrative tribunals affecting the Commission; or

(f) The consideration of a request for access to information under the *Freedom of Information and Protection of Privacy Act*.

(15) The conduct of all participants will be respectful, using appropriate language and following the rules as outlined by the Chair. Attendees displaying poor conduct may be asked by the Chair to leave the meeting.

(16) Members of the Commission may advance a point of order to the Chair if they deem the meeting is out of conduct. The Chair will accept the point of order and pause the meeting to address the point of order before continuing with the meeting.

(17) The general order of business for Commission meetings as coordinated by the Chair will be as follows:

- I. Call to Order
- II. Land Acknowledgement
- III. Approval of Agenda
- IV. Approval of the Minutes
- V. Business Arising from the Minutes
- VI. Standing Items
- VII. New Business
- VIII. Inquiries by the Police Commission
- IX. Inquiries by the Public
- X. Meeting Adjournment

(18) Minutes of meetings are an honest expression of the group's opinions and a summary of what was discussed and decided. Unbiased, accurate minutes will include:

- Time the meeting was called to order;
- Names of attendees and those sending regrets;
- Persons who motioned and seconded, adoption of the agenda, approval of previous minutes, and all decisions made during the meeting;
- Concise summaries of discussions and presentations;
- Items that have been held over to another meeting with deadlines; and
- Time the meeting was adjourned.

(18) Notes kept to prepare the official minutes of the Commission are considered transitory records and are destroyed upon approval of the minutes.

(19) All records of the Commission are stored and archived as per the policies and procedures of the City. All minutes will be posted to the City of Grande Prairie website. (Alberta Policing Oversight Standards OM 4.1, 4.2, 4.3)

2.15 Records Management and Access to Information

(1) The Grande Prairie Police Commission supports the principle of reasonable public access to records in its custody or control that facilitates public participation in the development and maintenance of a safe city.

(2) The Commission, as a statutory body under the *Police Act*, is designated as the head of the local public body under **Section 95** of *the Freedom of Information and Protection of Privacy* (FOIP) Act for the purposes of the Act.

(3) Pursuant to **Section 85(1)** of the *FOIP Act*, the Commission delegates the City of Grande Prairie FOIP Coordinator as the Freedom of Information and Protection of Privacy (FOIP) Coordinator for the Commission.

(4) Pursuant to **Section 85(2)** of the *FOIP Act*, the Commission delegates its responsibilities in accordance with the Delegation Table (**Appendix 'B'**), subject to the Commission's right to over-ride the noted delegation and make decisions under the *FOIP Act* that are normally delegated.

(5) Pursuant to **Section 10** of the *FOIP Act*, the Commission and staff make every reasonable effort to assist applicants, and to respond to each applicant openly, accurately, and completely.

(6) Pursuant to **Part 2, Division 1, 2, and Part 3** of the *FOIP Act*, Commission records management policies and procedures comply with the manner in which personal information can be collected, used and disclosed.

(7) Pursuant to **Section 87 and 89** of the *FOIP Act*, the Commission's Directory of Records (**Appendix 'C'**) and the Commission Policy and Procedure Manual are available, at the Commission office and on the Commission's website (www.cityofgp.com), for inspection or copying by the public.

(8) All records of the Commission are stored, archived and destroyed as set out in the Commission's Classification System and Retention Schedule. The Executive Director of the Commission is responsible for storing, classifying and archiving the Commission's records. Any destruction of records will be done in accordance with the Schedule and in conjunction with the City of Grande Prairie Records Management Team.

(9) Commission staff record minutes of Commission meetings without note or comment. Upon Commission approval of the minutes as recorded, notes of Commission staff are destroyed under the direction of the Recording Secretary of the

Commission. Notes kept to prepare the official minutes of the Commission are considered transitory records.

(10) Transitory records are defined as recorded information that is not required to meet legal obligations or to sustain administrative or operational functions of the Grande Prairie Police Commission. Police Commission transitory records may include (but are not limited to): notes taken to prepare official records or minutes; duplicates; drafts and working materials; personal messages and announcements; e-mail which does not solely document a decision or transaction of the Commission; and voice- mail messages.

(11) Under the *FOIP Act*, material considered in a public meeting of the Commission is available without making a request under the *Act*. This includes: agendas, minutes and reports made to the Commission by the Grande Prairie Police Service.

(12) Requests for information not routinely available at public meetings are subject to the Commission Fee Schedule (**Appendix 'D'**).

(13) Disclosure of records of public meetings that contain personal information is subject to the provisions of the *FOIP Act*.

(14) Requests for Disclosure of Commission Records under the *Freedom of Information and Protection of Privacy Act*.

(a) Applications for disclosure of Grande Prairie Police Commission records that are not considered in public meetings are processed according to the provisions of the *FOIP Act*;

(b) Exceptions to disclosure are made in accordance with the provisions of the *FOIP Act*;

(c) The Commission FOIP Coordinator determines whether a request can be processed informally or as a request under the *FOIP Act*;

(d) Informal requests are for records that are available without a request under the *FOIP Act*. Fees for processing informal information requests are as given in the Commission Fee Schedule; (**Appendix 'E'**)

(e) Fees for requests under the *FOIP Act* and for informal requests must be paid before the information will be provided. Fees are assessed in accordance with the Commission Fee Schedule; (**Appendix 'D'**)

(f) If the request is determined to be under the *FOIP Act*, the Commission FOIP Coordinator determines if the request is for personal or general information;

(g) An administration fee as set out in the Commission Fee Schedule (**Appendix 'D'**) must accompany requests for general information. Processing of a request does not commence until this fee has been paid;

(h) Upon receipt of the initial fee, the Commission FOIP Coordinator provides the applicant with an estimate of the total fees to process the request. Processing of the request ceases until the applicant agrees to pay the fees as estimated; gives reasons why the fees should be waived; or asks for a review under **Part 5** of the *FOIP Act*;

(i) If the applicant chooses to cancel or abandon the request, the initial fee is non-refundable; and

(j) The balance of any fees owing are payable when the information is delivered to the applicant.

(15) Disclosure of Police Service Reports made to the Police Commission:

(a) Notwithstanding that reports made by the Police Service to the Commission are in the custody of the Commission, the Grande Prairie Police Service is considered to be the originator of Police Service reports.

(b) Under the *FOIP Act*, requests for disclosure of reports made to the Commission by the Police Service will be transferred to the Grande Prairie Police Service Freedom of Information and Protection of Privacy Section for processing; and

(c) Fees for requests under the *FOIP Act* and for informal requests must be paid before the information will be provided. Fees are assessed in accordance with the Commission Fee Schedule. (**Appendix 'D'**)

(16) Unless otherwise specified, the records of the Commission shall be kept in a secure, segregated container, under the supervision of the Executive Director. Any required indexing of the Commission records shall be overseen by the Executive Director.

2.16 Use of the Commission Logo

(1) The Commission Executive Director has the rights to use the Commission logo for official Commission business and will store and protect the digital files for the logo in the formats in which they were originally approved.

(2) Logo components must not be altered in any way.

(3) When using the Police Commission logo in digital designs, files are provided in a PNG file format. This file may be able to be expanded and reduced in size with minimal to no resolution loss. When creating a design that is intended to be both digital and printed, please use the PNG version.

- (4) Digital formats are to be kept in the Police Commission Secretary's digital filing system.
- (5) The Commission's logo may only be used digitally for the following reasons:
 - Official Commission webpage on the City-owned and operated website(s);
 - Commission and City of Grande Prairie-owned and operated social media sites;
 - Digital publications that are created by the Commission and City;
 - On websites when the Commission is involved with the program and/or organization through sponsorship, funding, collaboration, servicing, or project implementation (use of the logo must be pre-authorized prior to being placed on a website);
 - Digital publications where the Commission is sponsoring and/or involved in the information being publicized.
- (6) Social Media Design Standards

While social media platforms each have a standard design size, they are more forgiving for larger or smaller designs. It is recommended staff make their designs to the social media post sizes.

2.17 Communication

- (1) The Chair of the Grande Prairie Police Commission is the official spokesperson for the Commission and represents the Commission in all matters before municipal, provincial and federal government. Municipal Council inquiries about the Police Service may be addressed to those Councillors who sit on the Commission, they can provide information to the Council or arrange for information sessions deemed necessary.
- (2) All correspondence addressed to the Chair or the Commission, that is not a public complaint under the [Police Act](#), is processed by the Chair or designate.
- (3) All correspondence sent or received directly by the Chair, or Commission members, is forwarded to the Commission for information, response and filing.
- (4) The Chair is the media spokesperson for the Commission, however, media releases shall receive approval of the Commission body; such approval to be obtained by most expedient means. **(Alberta Policing Oversight Standard OM 5.1)**
- (5) Formal communication between the Police Service and the Commission is conducted through the Chair and the Office of the Chief.
- (6) Formal communication between the Commission and the Council and Administration of the City of Grande Prairie is conducted through the Chair.
- (7) Each commission member will have their own commission email address. Commission email addresses are to be used for all email communications. Communication of Commission business is not to take place on personal email

accounts.

2.18 Commission Annual Plan

Annually the Grande Prairie Police Commission will develop a Strategic Plan for the Commission that includes the Commission's goals and objectives for the year, as well as the identification of any long-term goals that the Commission deems appropriate. The Commission may choose to develop its Strategic Plan through the advice and recommendation of the Policy and Governance Committee.

2.19 Complaints

In general there are 4 types of complaints that the [Police Act](#) identifies (**Section 43,44,45,46 and 46.1**). They include complaints concerning:

- A police officer;
- The chief of police;
- Policies and services of a police service; and
- Serious incidents (including sensitive issues).

Note: Complaints should be submitted in writing where practicable as per **Section 42.1(4)** of the [Police Act](#), and may be transmitted by electronic mail as per **Section 42.1(5)**.

Complaints must be submitted within one year of the incident as per **Section 43(11,13)** of the [Police Act](#).

In accordance with the [Police Act](#), complainants must be advised at least once each 45 days regarding the status of their complaint. See **Section 44(11)** policies and services, **Section 45(7)** police officers, **Section 46(7)** chiefs of police, and **Section 46.1(7)** serious incidents. The Public Complaint Director monitors the process on behalf of the Commission to ensure complainants are kept informed.

The Commission must report all complaints and their subsequent dispositions to the Director of Law Enforcement as per **Section 52** of the [Police Act](#).

(1) Complaints Regarding Police Officers

(a) Complaints concerning a police officer are the responsibility of the Chief. The Public Complaint Director forwards concerns regarding Police Officers to the Chief as per **Section 28.1(3)** of the [Police Act](#).

(b) Complaints against police officers may be resolved informally at any time before or during an investigation with consent as per **Section 43.1(1)** of the [Police Act](#).

(c) The Commission may become involved in these types of complaints if the Chief requests that the Chair arrange for investigation of the complaint by another Police Service. **Section 45(5-7)** of the [Police Act](#).

(d) A copy of the final decision regarding the complaint is sent to the Commission as per **Section 45(8)** of the [Police Act](#).

- (e) The Commission may be asked by the Chief to consider dismissing a complaint when the Chief considers the complaint frivolous, vexatious or made in bad faith as per **Section 43(7-8, 12-14)** of the [Police Act](#). Review of the decision is provided to the complainant by the Commission if the Commission agrees it is frivolous, vexatious or made in bad faith.
- (f) Police Officers under investigation for misconduct (as per **Section 5** of the [Police Service Regulation](#) must be charged within the time limits as set out in **Section 7** of the [Police Service Regulation](#) unless an extension is filed and granted by the Commission.
- (2) Complaints Regarding the Chief of Police
- (a) Complaints concerning the Chief are submitted to the Chair of the Commission for action as per **Section 32(2)** of the [Police Act](#).
- (b) Complaints may be dealt with informally by the Chair as per **Section 43.1(2)** of the [Police Act](#), if both the Chief and complainant consent;
- (c) **Section 46(1-7)** of the [Police Act](#) outlines the handling of complaints submitted to the Commission regarding the Chief of Police; and
- (d) The Commission may dismiss complaints against the Chief per **Section 43(9,12,14)** of the [Police Act](#) at any time before or during the Investigation if the Commission believes the complaint is frivolous, vexatious or made in bad faith. Documentation explaining the decision and the right to request a review of the decision is provided to the complainant and the Chief.
- (3) Complaints Regarding Police Services or Policy
- (a) Complaints concerning Police Services or Service Policies, as per **Section 44(1)(b)** of the [Police Act](#), are referred to the Chief who may:
- Deal with the complaint; or
 - Refer the matter to the Commission;
- (b) The Chief of Police must provide a copy of the final decision regarding service or policy complaints to the Commission as per **Section 44(10)** of the [Police Act](#).
- (c) Complaints made regarding Police Services or Policy can be appealed to the Commission as per **Section 44(3-9)** of the [Police Act](#).
- (d) The Commission must provide a copy of the final decision regarding service or policy appeals to the complainant as per **Section 44(9)** of the [Police Act](#).
- (e) The Commission, **Section 43(10,12,14)** or Chief, **Section 43(7)** may dismiss such complaints at any time before or during the investigation it is

believed the complaint is frivolous, vexatious or made in bad faith. Documentation explaining the decision and the right to request a review of the decision is provided to the complainant and the Chief.

(4) Serious Incidents and Complaints

(a) Serious incidents or complaints (including issues of a sensitive nature), as defined by Alberta Public Safety and Emergency Services are managed according to **Section 46.1** of the [Police Act](#).

(b) The Chief shall notify the Commission and the Minister as soon as practicable of incidents or complaints involving serious injury or death of any person that may have resulted from the actions of a Police Officer as per **Section 46.1(1)** of the [Police Act](#).

(c) The Chief shall notify the Commission and Minister as soon practicable of situations of a serious or sensitive nature that may have related to the actions of a Police Officer as per **Section 46.1(1)** of the [Police Act](#).

(d) The Minister, via their designate, the Director of Law Enforcement, will decide how the matter is investigated as per **Section 46.1(2)(a-d)** of the [Police Act](#).

(5) Complaint Analysis

(a) As per the *Provincial Policing Standards*, **PA 7.9** the Police Service shall analyze, annually, all complaints to evaluate and resolve any trends that may adversely affect public confidence in either the conduct of an individual member or the quality of service delivered. The results of the analysis shall be reported annually to the Police Commission with identification of strategies to address concerns. (*Alberta Policing Oversight Standard PA 7.9*)

SECTION 3: POLICIES FOR THE GOVERNANCE AND OVERSIGHT OF THE POLICE SERVICE

*Guidelines, policies and directions
for the provision of efficient and effective police services.*

3.1 Approach to Policing

(1) The Grande Prairie Police Commission endorses a community-based approach to policing and adopts the following definition:

A Community based Police Service Delivery Model defines the way a Police organization conducts its business. It is based on four key pillars/foundations:

- **Partnerships:** The Police must be a community catalyst and advocate in resolving community problems. Forming partnerships with community agencies is essential to the enhancement of quality of life in the City of Grande Prairie.
- **Ownership:** Police Officers must be given ownership of the neighbourhoods they police and of the problems in those neighbourhoods. Police Officers must feel empowered to resolve problems with the cooperation of the public they serve.
- **Problem Solving:** Problem solving is the foundation of Community Policing. The Grande Prairie Police Service is committed to identifying root causes of community problems and to developing strategies designed to have a sustainable impact.
- **Quality Customer Service:** A strong commitment to quality customer service will result in enhanced public trust and confidence in the Police. Quality customer service internally and externally is a basic tenet of professionalism in policing.
- **Tiered Response:** Ensuring the right resources are dispatched to each call.

(2) The Chief of Police must lead the Grande Prairie Police Service in a manner that will uphold the Commission's commitment to community-based policing.

3.2 Management of the Police Service

(1) The Chief of Police has command of the Police Service subject to the policies and general supervision by the Police Commission.

(2) The Chief of Police may delegate authority but shall NOT relinquish control or cease to be responsible for the professional administration of the Grande Prairie Police Service.

(3) If the Chief of Police is unable to fulfill his or her assigned duties, upon written notice from the Commission chair, the Deputy Chief shall assume the duties of Chief.

(4) The Commission supports the Grande Prairie Police Service in maintaining a high level of professionalism and directs the Chief to ensure that the Service maintains the high standards of professionalism common to the policing community.

(5) The Chief shall present an annual report to the Commission covering the operations of the Police Service during the previous fiscal year ([Alberta Policing Oversight Standard OM 3.2](#)).

(6) The Chief shall receive, from the Commission, an annual evaluation of his performance in managing the Police Service. The annual evaluation shall be in keeping with modern day human resource competency-based performance management system, such as the Canadian Police Sector Council recommended forms and procedures as outlined in **Appendix G**” of this Policy Manual.

3.3 Jurisdiction

(1) Police Officers have jurisdiction throughout the province of Alberta as per **Section 38(2)** of the [Police Act](#), unless restricted by the Commission as per **Section 31(2a)** and **Section 38(3)**.

(2) Police Officers are subject to the jurisdiction of the Commission and shall obey the direction of the Commission, **Section 31(2)**. In accordance with **Section 31(3)** of the [Police Act](#), instructions will be issued through the Chief.

(3) The Commission recognizes the corporate limits of Grande Prairie as the jurisdiction for Police Officers of the Grande Prairie Police Service however, in accordance with **Section 38 (4)** of the [Police Act](#), if an officer is in immediate pursuit, powers can be exercised beyond that jurisdiction.

(4) The Police Service policy provides guidelines under **Part 1 Chapter A** as to the jurisdiction of members.

(5) In situations that require extended investigation taking members outside of the jurisdiction of Grande Prairie, the Chair of the Commission will be advised.

(6) The Chief will direct that the GPPS work cooperatively with other police agencies and services.

(7) In circumstances where GPPS members are able to provide a more immediate response to emergencies outside the boundaries, Service members will respond when appropriate, provided Police Service operations and the safety of citizens of Grande Prairie are not jeopardized.

(8) The Chief will notify the Chair of the Police Commission on all significant occasions where GPPS resources are deployed outside the City.

(9) The consent of the Police Commission must be obtained if the Minister directs a Police Officer to work outside of the restricted territorial jurisdiction as indicated in **Section 33(1)**.

3.4 Personnel

(1) The Grande Prairie Police Commission delegates to the Chief of Police the authority to appoint qualified sworn and non-sworn employees to the Grande Prairie Police Service, with the exception of the Chief of Police.

(2) The Commission shall direct the Chief to develop and maintain guidelines for

the conduct of sworn members and non-sworn personnel.

(3) The Commission delegates to the Chief the authority to approve special leave requests from sworn members and non-sworn employees with the following conditions:

- (a) Requests for special leave that are denied may be appealed to the Commission and the Commission's decision is final;
- (b) A sworn member seeking public office must request an unpaid leave of absence from the Commission prior to accepting the nomination and the Commission must not unreasonably deny such a request;
- (c) If the nomination for public office is successful, the member must commence an unpaid leave of absence when the election is called;
- (d) Between the time when an unpaid leave is approved and the unpaid leave commences, members must use annual leave or personal leave from the Police Service for any political activity; and
- (e) If elected, the employee shall resign his/her employment with the Grande Prairie Police Service forthwith.

(4) Under **Section 37(2)** of the [Police Act](#), the Commission may terminate the services of a police officer for reasons other than disciplinary reasons.

- (a) When requesting that the Commission terminate the services of a police officer, the Chief must ensure that thorough documentation of the reasons for termination are placed before the Commission at the same time as the request;
- (b) At the Commission's discretion, an officer identified for termination under **Section 37(2)** may be given an opportunity to make written representation to the Commission prior to the Commission's decision regarding the Chief's recommendation of termination; and
- (c) The Commission's decision is final.

(5) The Commission is bound by **Section 8 (11-13)** of the [Police Service Regulation](#) with respect to relief of duty without pay.

3.5 Reporting

- (1) The Chief of Police will report to the Commission on an annual basis:
 - (a) The number of pursuits conducted by the Police Service; and
 - (b) The circumstances of each pursuit conducted by a sworn member in which significant property damage or personal injury is sustained, as soon as

is practicable.

(2) The Chief of Police (or designate) presents reports to the Commission as requested or directed including recording reports as identified in **Appendix 'F'** as verified by Commission from time to time.

(3) Once submitted to the Commission office, reports may be placed on a meeting agenda, referred to a Commission committee, circulated to Commission members for information and/or released to the public as directed by the Commission.

(4) All Police Service reports must clearly specify the level of confidentiality of the information contained in accordance with the requirements of the Alberta *Freedom of Information and Protection of Privacy Act*.

(5) The Chief of Police (or designate) reports to the Commission for information, discussion and/or action:

(a) **Information** - When the purpose of the report is to inform the Commission about an issue or upcoming event but no input or decision is required, the report is for information. Information may be given in written form prior to or verbally during a meeting, or by circulation;

(b) **Discussion** - When the report is intended to generate feedback from the Commission on a particular strategic issue, initiative, idea or plan but no decision is required, the report is for discussion. Written background material must be included to ensure meaningful consideration and effective use of time; and

(c) **Action** - When the Chief requires a decision from the Commission the report is for action. Background information and clearly stated recommendations must be included in pre-circulated materials to allow Commission members to consider the recommendations and their impact prior to the meeting. On reports for action, the Commission may:

- Postpone action to a specific time to allow for further study;
- Receive or file the report without committing to specific action;
- Approve or adopt the report;
- Make recommendations for follow up;
- Reject the report, in part or entirely;
- Return the report to the Police Service with specific instructions for further work, including a specific date for further reporting; or
- Refer the report to a Commission member or a committee of the Commission for study, clarification or further recommendations.

(6) As much as possible in coordination with the provision of the Police Service Annual Report to City Council, the Chair may provide correspondence to the Council advising of any achievements that the Commission wishes to note. Any such information also may be posted to the Commission's website page.

3.6 Financial

(1) In accordance with the budget cycle of the City, the Commission, in consultation with the Chief of Police, will prepare a budget plan specifying the level of Police services and programs to be provided to meet the needs of the citizens.

(Police Act Section 29(1-3))

(a) The Chief presents a policing plan and proposed budget detailing police services, programs and capital expenditures designed to best meet community needs to the Commission for approval;

(b) In consultation with the Chief, the Commission determines if community conditions and general community welfare warrant the addition, elimination, reduction, continuation or expansion of specific programs or the level of police service;

(c) The Commission submits the Police Service budget, as approved, to Council in accordance with the specified timetable of the City of Grande Prairie.

(2) The Chief will present Quarterly Reports on the GPPS budget programs and business plan to the Commission as directed.

(a) Operating funds approved by the Commission in the annual operating or capital budget that are unexpended at year-end (in excess of \$50,000), cannot be spent on operational activities or capital projects that have not been approved by the Commission;

(b) The Chief may reallocate funds between account categories where necessary to achieve annual objectives or to reflect adjustments to annual objectives based on community requirements and shall report those allocations to the Commission at the next regular meeting for information;

(c) The reporting threshold will be a minimum of \$ 50,000.00; and

(d) The Chief will advise the Commission of all budgetary expenditures or commitments exceeding \$50,000 in total, together with expected significant budget variances or trends that may occur as a result of the expenditures or commitments.

(3) When contracting for services or materials, the Chief shall ensure systems are in place to obtain best value for the money following City of Grande Prairie Purchasing Policy and Procedure.

(4) In the context of the four year budget planning cycle utilized by the City of Grande Prairie, the Commission shall estimate its own operating expenses for each year of the City's budget cycle, and present the request for funding the Commission's operations in conjunction with the request for GPPS services for the same budget cycle. The preparation of the Commission budget and funding request may be effected through the Commission Finance Committee.

(5) An annual summary of spending by the Commission on its own operations may be posted to the Commission's web page, and otherwise made available for public review in such manner as the Commission deems appropriate and prudent from time to time.

3.7 Police Service Policies

The policies and procedures for the police service must adhere to provincial policing standards developed by Alberta Solicitor General and Public Security. Commission members are responsible for ensuring that the police service has policies that address the standards in the Provincial Policing Standards Manual, as amended.

3.8 Rewards

(1) The Grande Prairie Police Commission endorses the use of rewards in cases where all other avenues of investigation have been exhausted.

(2) The Chief will submit to the Commission any proposal for the establishment of a reward fund other than Northern Alberta Crime Stoppers:

(a) The proposal must include recommendations regarding the funding, posting and the amount of the reward; and

(b) The Commission's decision is final.

(3) The Chief will establish policy for disbursement of reward money and the safeguarding of same.

Appendix A

GRANDE PRAIRIE POLICE COMMISSION

CODE OF CONDUCT AND ETHICS

The purpose of this Code of Conduct and Ethics is to outline the minimum standard of conduct expected and to guide appointed members of the Grande Prairie Police Commission. The expectation is that Commission Members carry out their entrusted duties in a way that displays respect, integrity, transparency, accountability, and to acknowledge that the function of the Grande Prairie Police Commission is, at all times, to serve its community and the public.

Grande Prairie Police Commission members shall govern their conduct in accordance with the requirements and obligations set out in the Province of Alberta Police Act and Regulations, and the bylaws and policies enforced by the City of Grande Prairie. This Code of Conduct and Ethics supplements the Grande Prairie Police Commission Policy Manual and the City of Grande Prairie Policies referred to in the Commission Policy.

Therefore, Commission members shall:

1. At all times conduct themselves at the highest standard on both a personal and professional level. They are to be respectful and courteous of other Commission members, Commission staff, members of the Grande Prairie Police Service, and the public in order to demonstrate the values of the Grande Prairie Police Commission, retaining the trust, respect, and confidence of the public.

A breach may include, but is not limited to:

- Attending a meeting while impaired by the influence of drugs or alcohol
- Behaving in a disrespectful, impolite, discriminatory, or harassing manner while carrying out Commission business
- Sharing confidential or sensitive information
- Publicly sharing information that is deemed to be inappropriate or that lacks integrity (example: social media posts, etc.)
- Non-Compliance with Municipal, Provincial, or Federal laws
- Non-Compliance with Commission Bylaws, Policies, and Procedures

2. Abide by their Oath of Office to preserve the integrity of the Commission and retain the trust, respect, and confidence of the community.

3. Ensure they are available for orientation, training, and educational opportunities that are offered or required that would assist them in effectively and successfully carrying out their duties.

4. Commission members will abide by, and adopt City of Grande Prairie Bylaws, Policies, Procedures, and Code of Conducts, where they are not at odds with relevant provincial legislation.

5. Attend and actively participate in all Commission meetings and report absences

to the Chair prior to the meeting. Nonattendance may be cause for dismissal from the Commission.

6. Not share information deemed sensitive or confidential discussed or disclosed at in-camera or closed meetings.

7. Declare all potential or perceived conflicts of interests to the Chair. In the case that the breach is related to the Chair, it must be reported to the Vice-Chair. Conflicts of interest can be but are not limited to:

- (a) personal interests (financial or other),
- (b) professional/occupational interests (financial or other),
- (c) interest that may or appear to affect their objectivity,
- (d) interests that may or appear to affect their judgement,
- (e) interests that may or appear to affect their ability to act in the best interest of the Commission.

7.1 Conflicts, personally or in relation to a colleague, must be brought to the attention of the Chairperson and handled in a manner that preserves the public confidence, integrity, and impartiality of the Commission. Failure to disclose a conflict of interest may result in dismissal from the Commission.

7.2 If a Commissioner is not certain whether there is a potential, real or perceived conflict of interest, they must bring it forward to the Commission.

7.3 The Commission will determine by majority vote if a conflict exists. The Commissioner potentially in conflict shall be absent from the discussion and shall not vote on the issue of whether a conflict exists.

7.4 Where a Commissioner has declared a conflict in a matter or a majority of the Commission has voted that a conflict of interest exists for a specific Commissioner in the matter, the affected Commissioner shall leave the meeting room for the duration of any discussion on the matter, abstain from participating in any discussion on the matter, shall not attempt to personally influence the outcome, and shall not vote on the matter.

8. Not use their position to advance their interests or the interests of any person or organization that they are associated with.

9. Not interfere with Grande Prairie Police Service's operational decisions, responsibilities, and day to day operations of police services. Commissioners will not attempt to exercise individual authority over the Commission or the Grande Prairie Police Service. Commission members have no individual authority over the Chief of Police or other Grande Prairie Police Service members.

10. Not speak to the media on behalf of the Commission unless delegated to do so by the Commission Chair. The Chair will be the spokesperson for the Commission. Delegation of this authority may be made as required to designated members of the Commission.

- (a) If speaking to the media in their individual capacity, individual Commissioners must

notify the media that they are not speaking as a spokesperson for the Commission.

(b) A Commissioner who expresses disagreement with a decision of the Commission shall make it clear that the member is expressing a personal opinion, and not the opinion of the Commission.

11. Any unbecoming conduct, either personal, electronic, professional, or otherwise, from a member of the Police Commission may be grounds for dismissal as evaluated by either Council, as it relates to the Grande Prairie Police Commission Bylaw, or the Police Commission, after assessment by the Chair or designate, upon recommendation to Council.

12. Report themselves or a colleague of the Commission if they have breached their Oath of Office or Code of Conduct and Ethics, real or alleged, and shall bring that information forward to the Commission.

13. Withdraw as a member of the Commission for the duration of an investigation or inquiry if their conduct or performance is being investigated by the Commission without prejudice.

13. If a Commission member is aware they are being criminally investigated by a police agency they shall take a leave of absence from their Commission duties without prejudice until the investigation ceases or criminal prosecutions are resolved.

14. For a period of twelve months after leaving the Commission, abide by the ethical standards of conduct listed above, except those related to confidential information which shall apply in perpetuity.

Commission members should not assume that any unethical actions not specifically prohibited in the Grande Prairie Police Commission Code of Conduct and Ethics are therefore tolerated. If in doubt about specific action(s) Commission members are encouraged to seek advice from the Chair or from legal counsel.

I acknowledge that I have read and agree to abide by the Grande Prairie Police Commission Code of Conduct and Ethics.

Signed the _____ day of _____, 20____

Commissioner Member Name (Print)

Commissioner Member Signature

Chair or Designate Name (Print)

Chair or Designate Signature

Appendix B
Grande Prairie Police Commission
Freedom of Information and Protection of Privacy Act - Delegation Table

Description (Appendix 1 - Policies and Procedures)	Section Number	Retained by Head	Delegated to FOIP Coordinator	Conditions on Delegation
Right of Access				
Authority to grant continuing requests	9 (2)	No	Yes	Prior advice to GPPC
Duty to assist applicants	10 (1)	No	Yes	None
Duty to create records	10 (2)	No	Yes	None
Authority to decide on content of response	12	No	Yes	Subsequent advice to GPPC
Authority to decide how access will be given	13	No	Yes	None
Authority to extend time limit	14	No	Yes	None
Authority to request Commissioner permission for extension of more than 30 days	14	No	Yes	None
Authority to transfer a request	15	No	Yes	Subsequent advice to GPPC
Exceptions - Release and Refusal Decisions				
Business Interests of a third party	16	No	Yes	Subsequent advice to GPPC
Personal privacy	17	No	Yes	Subsequent advice to GPPC
Protection of individual or public health and safety	18	No	Yes	Subsequent advice to GPPC

Appendix B

Grande Prairie Police Commission

Freedom of Information and Protection of Privacy Act - Delegation Table

Description (Appendix 1 - Policies and Procedures)	Section Number	Retained by Head	Delegated to FOIP Coordinator	Conditions on Delegation
Confidential Evaluations	19	No	Yes	Subsequent advice to GPPC
Law Enforcement	20	No	Yes	Subsequent advice to GPPC
Intergovernmental Relations	21	No	Yes	Subsequent advice to GPPC
Local public body confidences	23	No	Yes	Subsequent advice to GPPC
Advice from officials	24	No	Yes	Subsequent advice to GPPC
Economic Interests of a public body	25	No	Yes	Subsequent advice to GPPC
Testing procedures, tests and audits	26	No	Yes	Subsequent advice to GPPC
Privileged information	27	No	Yes	Subsequent advice to GPPC
Information that is or will be available to the public	29	No	Yes	Subsequent advice to GPPC
Third party intervention				
Third party notice	30	No	Yes	Subsequent advice to GPPC
Notice of decision	31	No	Yes	Subsequent advice to GPPC
Other notice	17 32	No	Yes	Subsequent advice to GPPC
Approval of disclosure in public interest	32	No	Yes	Prior advice to GPPC

Appendix B

Grande Prairie Police Commission

Freedom of Information and Protection of Privacy Act - Delegation Table

Description (Appendix 1 - Policies and Procedures)	Section Number	Retained by Head	Delegated to FOIP Coordinator	Conditions on Delegation
Collection, Protection and Retention of Personal Information				
Ensuring proper collection	34	No	Yes	None
Ensuring protection of personal information	38	No	Yes	None
Reviews and Complaints				
Authority to ask the Information and Privacy Commissioner (IPC) for advice	54	No	Yes	Subsequent advice to GPPC
Authority to request IPC to disregard repetitious or frivolous and vexatious requests	55	No	Yes	Prior advice to GPPC
Make representations to the IPC	68 69	No	Yes	Prior advice to GPPC
Assert burden of proof	71	No	Yes	Prior advice to GPPC
Duty to comply with IPC's orders	74	No	Yes	Subsequent advice to GPPC
General Provisions				
Duty to provide directory of personal information banks	87	No	Yes	None
Specify categories of records available without a formal request	88	No	Yes	None
Make manuals available	89	No	Yes	None

Appendix B

Grande Prairie Police Commission

Freedom of Information and Protection of Privacy Act - Delegation Table

Description (Appendix 1 - Policies and Procedures)	Section Number	Retained by Head	Delegated to FOIP Coordinator	Conditions on Delegation
Fees				
Authority to assess and collect fees	93	No	Yes	None
Authority to waive fees	93 (4)	No	Yes	Subsequent advice to GPPC

Appendix C
Grande Prairie Police Commission
Freedom of Information and Privacy Act - Records Directory

DESCRIPTION OF RECORDS

The following is a listing of the types of records summarized by subject matter:

Police Chief Search
Police Chief Remuneration
Police Commission Appointments
Police Commission Oaths
Police Commission Complaints, Requests, or Correspondence
Police Commission FOIP
Police Commission Grievances
Police Commission Meeting Minutes and Agendas
Police Commission Policy, Procedure

MANUALS

The manuals used by the Commission in carrying out its mandate are as follows:

Grande Prairie Police Commission Policy and Procedure Manual

City of Grande Prairie Bylaw C-1455

Appendix C
Grande Prairie Police Commission
Freedom of Information and Privacy Act - Records Directory

Grande Prairie Police Commission Classification System and Retention Schedule

Code: GPPC010 - Grande Prairie Police Commission Management Documents

Description: Records related to the management of the Police Commission. Documents include board meeting minutes and agendas, commission appointments, Oaths, Chief search and remuneration

Retention: Permanent

Trigger Event: Fiscal Year

Code: GPPC020 - Complaints, Requests, Correspondence

Description: All records that are produced in response to a specified request, complaint or correspondence made to the Grande Prairie Police Commission. Records include actual request or complaint, responsive material, working papers, notes, correspondence, investigations and activities related to the satisfaction of the request or in response to the complaint.

Retention: 10 years

Trigger Event: Case Closed

Code: GPPC030 - Grievances

Description: All documents related to an official union grievance. Each grievance has an assigned unique name/identifier.

Retention: Permanent

Trigger Event: Settlement Date

Code: GPPC040 - Policies

Description: Policies passed by the Grande Prairie Police Commission. Records relating to the formulation and implementation of Commission Policies. Each policy must identify the originating business function (e.g. legal, administrative, etc.) Records may include policy proposals, both approved and not approved, research, drafts and consultation documents and any other documents related to developing the policy

Retention: 10 years

Trigger Event: Superseded

Appendix C
Grande Prairie Police Commission
Freedom of Information and Privacy Act - Records Directory

NAME	<i>Correspondence and Requests for Service</i>
LOCATION	Grande Prairie Police Commission
INFORMATION MAINTAINED	Name, address, phone number of correspondent, correspondence or record of contact (if not written)
USE	To respond to requests for service or information
USERS	Grande Prairie Police Commission, Grande Prairie Police Service
LEGAL AUTHORITY FOR COLLECTION	Police Act; Police Service Regulation; Municipal Government Act; Police Commission Bylaw; Freedom of Information and Protection of Privacy Act
NAME	<i>Public Appeals</i>
LOCATION	Grande Prairie Police Commission
INFORMATION MAINTAINED	Name, address, phone number of complainant; the written request for an appeal.
USE	To provide an independent review of complaints against Police service or policy.
USERS	Grande Prairie Police Commission, Grande Prairie Police Service
LEGAL AUTHORITY FOR COLLECTION	Police Act; Police Service Regulation; Municipal Government Act; Police Commission Bylaw C-1455; Freedom of Information and Protection of Privacy Act
NAME	<i>Public Complaints</i>
LOCATION	Grande Prairie Police Commission
INFORMATION MAINTAINED	Name, address, phone number of complainant; the complaint
USE	Audit of the citizen complaint process as required under the Police Act.
USERS	Grande Prairie Police Commission, Grande Prairie Police Service

Appendix C
Grande Prairie Police Commission
Freedom of Information and Privacy Act - Records Directory

LEGAL AUTHORITY FOR COLLECTION	Police Act; Police Service Regulation; Municipal Government Act; Police Commission Bylaw C-1455; Freedom of Information and Protection of Privacy Act
NAME	<i>Police Chief Employment Records</i>
LOCATION	Grande Prairie Police Commission
INFORMATION MAINTAINED	Hiring information; employment contract and details; performance evaluations
USE	Hiring and employment of the Police Chief
USERS	Grande Prairie Police Commission
LEGAL AUTHORITY FOR COLLECTION	Police Act; Police Service Regulation; Municipal Government Act; Police Commission Bylaw C-1455; Freedom of Information and Protection of Privacy Act
NAME	<i>Employment Records - Commission Staff</i>
LOCATION	Grande Prairie Police Commission
INFORMATION MAINTAINED	Hiring information; employment contract and details; performance evaluations
USE	Employment of Commission Staff
USERS	Grande Prairie Police Commission, City of Grande Prairie Human Resources Department
LEGAL AUTHORITY FOR COLLECTION	Employment Standards Code; Freedom of Information and Protection of Privacy Act

Appendix D
Grande Prairie Police Commission
Freedom of Information and Protection of Privacy Act - Fee Schedule

The Fee Schedule for the Grande Prairie Police Commission is as outlined in the *Freedom of Information and Protection of Privacy Act and Regulations*

APPENDIX E
Grande Prairie Police Commission
History of Policy Amendments and Approval

Policy Section Revised /Amended _____ Date of Approval

Policy Amended:

APPENDIX F
Grande Prairie Police Commission
Reporting Schedule

REPORTING SCHEDULE

1. Annually

- (a) Budget and Variances
- (b) Subject Behaviour – Officer Response (Use of Force)
- (c) Failure to Stop (Pursuits)
- (d) Professional Standards
- (e) Community Survey
- (f) GPPS Annual Report

2. Semi-Annually

- (a) GPPS Goals and Objectives

3. Quarterly

- (a) Budget Variances and Object

4. Monthly

- (a) Calls For Service
- (b) ALERT Report
- (c) Professional Standards and Compliments

APPENDIX G
Grande Prairie Police Commission
Reporting Schedule

Performance Management Template

IDENTIFICATION	
Employee Name:	Position Title: Chief of Police
Supervisor Name:	
Review Period: From:	To:

COMPENTENCY REVIEW

- Both supervisor and employee complete the form on their own and discuss their ratings during the performance review meeting.
- Note that in addition to competencies, performance criteria may be included, such as specific technical knowledge, quality of work, meeting deadlines, helping colleagues, and good attendance.

<p>Change Management</p> <p>Facilitates the transition to new organizational processes in response to internal and external needs.</p> <p>Champions change (Level 5)</p> <ul style="list-style-type: none"> • Formulates a clear and compelling vision for change and its implications for the organization • Communicates change initiative and impact to police service employees, police services board, community members, and government agencies • Advocates for the necessary resources for the change initiative with authorities • Launches the initiative and celebrates its success • Reinforces the change message with one’s own actions, behaviours and attitudes • Creates an environment within the executive team that encourages innovation and continuous improvement • Implements monthly meetings to review performance measures within each business area for the purpose of celebrating success and problem-solving for improvements 						
1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		
Comments:						

Community Relations and Media Management

Uses media and community events/resources effectively to create a positive public image of the police service, build strong relationships with the community, and to assist in the detection and investigation of crime

Establishes the philosophy and direction of the organization's relationship with the public and media (Level 5)

- Aligns the corporate public affairs and media relations strategy with organizational and public safety priorities
- Represents the organization and the jurisdiction at local, provincial, federal, and international events
- Balances the organization's needs for media exposure with jurisdictional public affairs and media relations philosophy and priorities.
- Makes decisions on how to best leverage public affairs and media relations functions in the best interests of public safety.
- Communicates the expected image that the police service wants to project to the public
- Determines an effective organizational strategy for using media resources proactively and dealing with the media reactively, e.g., major issues or incidents
- Defines the organizational strategy for promoting a positive image of the police service to the public
- Represents the police service during major incidents/operations

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Decision Making

Makes decisions involving varied levels of risk and ambiguity.

Makes high-risk decisions in the face of ambiguity (Level 5)

- Makes high-risk strategic decisions that have significant consequences
- Uses principles, values and sound business sense to make decisions
- Makes decisions in a volatile environment in which the weight given to any factor can change rapidly
- Reaches decisions assuredly in an environment of public scrutiny

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Ethical Accountability

Takes responsibility for actions and makes decisions that are consistent with high ethical policing standards

Sets the standard for policing ethics and values (Level 5)

- Communicates the organization's values and ethics
- Ensures that standards and safeguards are in place to protect the organization's integrity
- Develops policies and measures to integrate ethics within the organization (applies)
- Facilitates research on best practices
- Participates in defining ethical policing practice

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Financial Management

Applies financial management principles and tools to effectively manage organizational resources (operating, capital, and people)

Leads the organizational financial management strategy (Level 5)

- Identifies and communicates the broader context which impacts policing as a public service – on local, provincial, federal and/or global level as relevant
- Negotiates and advocates with jurisdictional authorities regarding fiscal needs of police service in light of context
- Approves the prioritization of fiscal strategies
- Presents budget to police services board

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Fostering Relationships

Seeks and builds alliances with internal and external stakeholders to meet their needs and further the organization's objectives. Uses an understanding of stakeholder needs, desires and critical success factors to influence priorities, initiatives and objectives and teaches other to do the same.

Sets strategic direction for partnering (Level 5)

- Establishes an infrastructure that supports effective stakeholder relationships
- Identifies and supports creative ways to partner with harder to reach stakeholders
- Profiles excellent examples of partnering within policing organizations and promotes them to other policing groups

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Human Resource Management

Applies, implements, and directs the development of human resource management strategies, processes, policies, and practices

Directs the development of human resources management strategy for an organization (Level 5)

- Anticipates and plans for future human resource requirements based on the long-term vision and strategic direction
- Identifies new ways in which human resource management can support the achievement of long-term organizational objectives
- Identifies objectives for human resource management in an organization

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Interactive Communication

Utilizes communication strategies in an effort to achieve common goals, influence and gain others' support

Communicates strategically (Level 5)

- Communicates strategically to achieve specific objectives
- Uses varied communication vehicles and opportunities to promote dialogue, shared understanding and consensus
- Understands the underlying needs, interests, issues and motivations of others. Interprets complex and possibly contradictory or competing signals/messages
- Gains support by capitalizing on the understanding of political forces affecting the organization

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Organizational Awareness

Understands and uses organizational awareness to deliver optimal services. Seeks to understand the critical concerns and most important issues of stakeholders to find optimal solutions

Operates effectively in a broad spectrum of political, cultural and social milieu (Level 5)

- Demonstrates broad understanding of social and economic context that can impact policing work
- Understands and anticipates the potential trends of the political environment and the impact these might have on policing work
- Operates successfully in a variety of social, political and cultural environments

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Information Technology Management

Maximizes the use of state-of-the-art technology to support operational and administrative work of a police organization

Ensures organizational technical capacity to achieve public safety objectives (Level 5)

- Encourages staff to continuously look for ways to optimize current technology and introduce new one
- Establishes benchmarks for effective use of technology
- Secures funding from authorities to introduce new technology in the organization

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Public Accountability

Works effectively within parameters of jurisdictional governance structure (local, municipal, regional, provincial, and national) and associated policing frameworks. Adheres to values of public service. Understands and uses internal and external structures of authority and understanding the roles and responsibilities of external stakeholders in police operations

Leads by example to safeguard and sustain public trust (Level 5)

- Develops effective working relationships with the external stakeholders to which a police service is accountable
- Models behaviour that reinforces openness and transparency in decision making
- Consults with necessary authorities and vets high profile actions and/or communications before going public
- Obtains approval of the organization's strategic plan from the police board, commission, minister
- Advocates with authorities for sufficient funds to support the responsibilities the service takes on
- Effectively maintains independence of the police service from political roles and relationships to ensure transparency and alleviate concerns of political interference

1	2	3	4	5	Self Rating	Supervisor Rating
Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		

Comments:

Public Safety

Promotes an intelligence-led and problem-oriented policing philosophy that emphasizes partnerships with community, intelligence gathering, and proactive problem-solving that addresses conditions that can raise issues for public safety

Promotes vision for intelligence-led and problem-oriented policing (Level 5)

- Articulates clear messages, internally and externally, to support an approach that blends intelligence –led and problem-oriented policing.
- Directs the development of policy and procedures to implement an integrated approach to intelligence-led and problem- oriented policing
- Works across multiple jurisdictions in support of the intelligence-led and problem oriented policing
- Participates in national and transnational policing initiatives to develop strategic alliances
- Educates key stakeholders about the approach and outcomes to gain their support
- Presents business case for adequate resources from the police services board, municipality, provincial and federal to ensure sustainability of intelligence capabilities

1	2	3	4	5	Self Rating	Supervisor Rating

Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		
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Comments:

Strategic Management

Creates a strategic plan for the police organization, translates strategic objectives into operational goals, and works toward their implementation. Creates opportunities for continuous improvement through an ongoing evaluation of external environment and internal issues that hinder organizational sustainability.

Determines a vision and strategic objectives (Level 5)

- Identifies the short and long-term impact of current trends arising from environmental scan (e.g., demographic changes, government policies, etc) on the police service
- Formulates a clear and compelling vision for the police service
- Considers local, regional, provincial, federal and/or transnational policing issues in determining organizational priorities
- Advocates with key jurisdictional partners and authorities to support the achievement of organizational strategic objectives

organizational strategic objectives

1	2	3	4	5	Self Rating	Supervisor Rating
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Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		
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Comments:

Valuing Diversity

Understands one's personal attitudes and values related to diversity and enhancing one's own and other's skills, knowledge, behaviours and actions related to diversity.

Promotes a policing culture that embraces diversity (Level 5)

- Actively promotes and supports programs that are designed to increase diversity practices in policing
- Reviews current and emergent demographic trends to determine policing service improvements
- Establishes professional standards and service delivery guidelines that respect diversity
- Develops workplace strategies to encourage the retention of police officers from culturally and linguistically diverse backgrounds

1	2	3	4	5	Self Rating	Supervisor Rating
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Well below expectations	Somewhat below expectations	Meets expectations	Somewhat exceeds expectations	Clearly exceeds expectations		
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Comments:

Section 2 – Core Tasks for Current Assignment

Core Tasks	Meets	Requires Development
OVERSEES THE DEVELOPMENT OF POLICE SERVICE STRATEGIC PLAN		
EVALUATES THE SUCCESS OF IMPLEMENTING THE STRATEGIC PLAN		
HOLDS ACCOUNTABILITY FOR POLICE OPERATIONS		
HOLDS ACCOUNTABILITY FOR MANAGEMENT OF FINANCIAL RESOURCES		
HOLDS ACCOUNTABILITY FOR HUMAN RESOURCE MANAGEMENT		
CHAMPIONS THE USE OF INTELLIGENCE-LED AND PROBLEM-ORIENTED POLICING STRATEGIES, PROGRAMS AND TACTICS		
SETS THE DIRECTION FOR AND EVALUATE THE IMPLEMENTATION OF CHANGE		
HOLDS ACCOUNTABILITY FOR COMMUNITY AND MEDIA RELATIONS		
INSTILLS ETHICAL CONDUCT IN OTHERS		
DEVELOPS RELATIONSHIPS WITH LEADERS, ORGANIZATIONS, AND OVERSIGHT AND GOVERNING BODIES		

Requested Training:

Member's Comments:

Chief's Signature

Date

Chair's Signature