# Lethbridge Police Commission

Strategic Plan

Action Items

2022 - 2025

Approved XXXX

**Key Outcome 1.a:** Maintain compliance with the Alberta Policing Oversight standards for Municipal Police Commissions

* + - *Action Item* 1a.1 Review oversight standards and complete a separate action plan document including goals, timelines, and milestones to address any outstanding issues in order to ensure compliance.

**Key Outcome 1.b:** Establish overarching policies as required

* + - *Action Item* 1b.1 Create better separation and numbering of policies for easier review and comprehension.
    - *Action Item* 1b.2 Create a policy review schedule (ie- one policy every two months).
    - *Action Item* 1b.3 Commissioners to identify the need for new/revised policies annually, and also as special circumstances arise.
    - *Action Item* 1b.4 Establish a schedule to update the Terms of Reference for Committees annually.
    - *Action Item* 1b.5 Establish succession planning and knowledge retention within the Commission through bylaw review or other means.

**Key Outcome 1.c:** Ensure Lethbridge Police Service is compliant with all relevant municipal, provincial and federal legislation

* + - *Action Item* 1c.1 Create a Commissioner Orientation Policy and attached Orientation Agreement.
    - *Action Item* 1c.2 Update the LPC Orientation Handbook, and ensure all applicable relevant municipal, provincial and federal legislation is covered
    - *Action Item* 1c.3 Create LPC Orientation Schedule for Commissioners to take Canadian Police Knowledge modules and other training, if necessary.
    - *Action Item* 1c.4 Create Commissioners’ orientation and training records.
    - *Action Item* 1c.5 Ensure orientation requirements from the Policy are included on the City’s application information for potential candidates.
  + **Key Outcome 1.d:** Ensure timely and robust evaluations of programs and service performance
    - *Action Item* 1d.1 Review the LPS programs and services monitoring schedule, as outlined in the LPS Business Plan.
    - *Action Item* 1d.2 Ensure all LPS programs and services have monitoring data and regular analysis established, along with regular evaluation and reporting protocols
    - *Action Item* 1d.3 Create an LPC schedule of standing items for the next four years which includes dates to review the Strategic Plan and update as necessary.

**Key Outcome 1.e:** Clarify roles and responsibilities of Lethbridge Police Service, Lethbridge Police Commission, and City Council

* + - *Action Item* 1e.1 Identify and define any roles and responsibilities requiring clarification.
    - *Action Item* 1e.2 Work with the LPC, LPS and Lethbridge City Council to clarify, and appropriately document roles.
    - *Action Item* 1e.3 Discuss role delineation during employee meetings.
    - *Action Item* 1e.4 LPC orientation material update, including information on established roles and responsibilities.
    - *Action Item* 1e.5 Work with the City Clerk’s Office to add questions to the Boards, Commissions and Committees (BCC) exit survey for retiring Commissioners including questions for LPC retirees regarding role delineation.
    - *Action Item* 1e.6 Conduct a bylaw review and submit bylaw updates to Council for consideration.

**Key Outcome 2.a**: Allocate the funds that are provided by Lethbridge City Council; establish policies providing for efficient and effective policing; issue instructions, as necessary, to the Chief of Police in respect to the policies; ensure that sufficient persons are employed by the police service for the purposes of carrying out the functions of the police service

* + *Action Item* 2a.1 Review, discuss, and approve LPS Business Plan 2023-2026 and proposed budget.
  + *Action Item* 2a.2 Establish communication chain clarifying that all communication with the Chief of Police goes through the Chair of the Commission, not individual Commissioners, unless approved by LPC.
  + *Action Item* 2a.3 Advocate to City Council on behalf of LPC/LPS for adequate funding.
  + *Action Item* 2a.4 Keep City Council informed on the risks and benefits associated with Police funding changes.

**Key Outcome 2.b**: Ensure Lethbridge Police Service continues to broaden contacts through outcome driven partnerships in order to explore innovative practices in enhancing public safety and service delivery

* + - *Action Item* 2b.1 Directions clearly communicated to Chief of Police, by the LPC Chair, regarding outcome driven partnerships.

**Key Outcome 2.c**: Ensure development and implementation of an effective evaluation of human resource policies and practices

* + - *Action Item* 2c.1 Perform internal policy review as noted above in 1(b), by creation and implementation of an LPC Policy Review Schedule, with a focus on HR policies
    - *Action Item* 2c.2 Ensure that LPS is reviewing HR policies and reporting on their review through the Chief of Police, at least annually
    - *Action Item* 2c.3 Create standing items for Chief of Police to cover in monthly reports.
    - *Action Item* 2c.4 Create template documents for the Chief of Police to use when creating reports, as required.

**Key Outcome 2.d:** Ensure transparency and accountability

* + - *Action Item* 2d.1 Discuss the LPC meeting Agenda items that should be held in open session.
    - *Action Item* 2d.2 Ensure motions arising from a closed session are recorded in detail in the open minutes unless it is absolutely essential that the motion remain in confidence.
    - *Action Item* 2d.3 Publish open LPC Agendas on the website the Friday prior to Wednesday Commission meetings.
    - *Action Item* 2d.4 Review LPC and LPS Financial statements at the Finance Committee meeting one month after the financial documents are completed.
    - *Action Item* 2d.5 Create LPC media releases on important matters, in keeping with the LPC Communication Policy (to be developed)
    - *Action Item* 2d.6 Keep LPC website up to date.
    - *Action Item* 2d.7 Create and use LPC logo (to be determined) and letterhead in conjunction with the City graphic designer and communications team

**Key Outcome 2.e:** Ensure robust succession and recruitment plans

* + - *Action Item* 2e.1 LPS develops, implements and evaluates a robust succession and recruitment plan
    - *Action Item* 2e.2 Meet with the boards, Commissions, and Committees (BCCs) Legislative team to review the skills matrix and recruitment process. Participate in the BCC recruitment video and engage in other portions of the recruitment campaign. Discuss and implement an LPC recruitment plan.
    - *Action Item* 2e.2 Create a standing item in the LPC meeting schedule for the selection of the executive.
    - *Action Item* 2e.3 Discuss committee assignments and whether the LPC needs more executive positions or committees.

**Key Outcome 2.f:** Successfully implement internal change management strategies

* + - *Action Item* 2f.1 Support the Chief of Police to implement and evaluate LPS change management strategies

**Key Outcome 3.a:** Strengthen existing outcome driven partnerships

* + *Action Item* 3a.1 Broaden relationships and sharing of resources/ideas with partner organizations, cities, police forces and social agencies
  + *Action Item* 3a.2 Identify existing partnerships- delineate which are outcome driven.
  + *Action Item* 3a.3 Reach out to partners through networking.
  + *Action Item* 3a.3 Host outcome driven activities with LPC partners.

**Key Outcome 3.b**: Develop process to encourage new, mutually beneficial capacity through partnerships with other commissions and with provincial and federal related organizations

* + *Action Item* 3b.1 Identify outstanding issues that could be addressed through a new partnership, and determine the desired outcome for the new partnership.
  + *Action Item* 3b.2 Establish communications with other Commissions, both Commissioners and staff.
  + *Action Item* 3b.3 Advocate to government agencies, in order to support the LPS.

**Key Outcome 3.c**: Establish Lethbridge Police Commission Communication Plan

* + *Action Item* 3c.1 Engage a communication consultant to develop an LPC Communication Plan, including a branding strategy based on the new LPC mission, vision and values, and strategic priorities.
  + *Action Item* 3c.2 Create a communication policy.

**Key Outcome 4.a:** Create an engagement strategy to involve community in public discourse

* + *Action Item* 4a.1 Define the desired target audience, engagement level, engagement methods, and how to measure success in an LPC Community Engagement Strategy.
  + *Action Item* 4a.2 Hold community town hall meetings at least annually
  + *Action Item* 4a.3 Purposefully engage with diverse communities, SES, racial, gender, ages etc.

**Key Outcome 4.b:** Demonstrate listening and responsiveness to issues identified by the public

* + *Action Item* 4b.1 Advocate for issues identified by the public that serve to enhance public safety.
  + *Action Item* 4b.2 Respond to media inquiries, in keeping with the LPC Communication Policy (to be developed)
  + *Action Item* 4b.3 In collaboration with the LPS, review the outcomes of LPC community engagement, and determine any necessary next-steps

**Key Outcome 4.c:** Identify neutral spaces to hold community discussions/meetings

* + *Action Item* 4c.1 LPC will research neutral spaces to identify and create a list. Community discussions and events will be held in these locations on a rotating schedule

**Key Outcome 4.d:** Revitalize Lethbridge Police Commission agenda process to encourage and facilitate public participation

* + *Action Item* 4d.1 Determine objectives and desired outcomes for LPC public agenda revision, including implementation and evaluation components.
  + *Action Item* 4d.2 Create an annual schedule of all committee dates.
  + *Action Item* 4d.3 Hold committee meetings following the second week of a given month and prior to the week before the LPC meeting in order to improve time management for agenda items.
  + *Action Item* 4d.4 Move more items into the open LPC agenda, as appropriate.
  + *Action Item* 4d.5 Ensure a member of the public is able to address the LPC as early as possible in the Agenda.
  + *Action Item* 4d.6 Consider improvements to public engagement such as giving public 2 minutes at meeting to ask a question (pre-registration of questions, not complaints), livestreaming meetings, ads in the paper, or social media presence.