



LETHBRIDGE POLICE COMMISSION

POLICY AND PROCEDURE MANUAL

As of September 23, 2026

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1. Intent

This policy manual contains the policies and procedures adopted by the Lethbridge Police Commission:

- To govern its members, relationships, staff and activities, and
- The guidelines used by members and staff of the Commission in carrying out the Commission's responsibilities and obligations.

2. Definitions

Chair:	Chairperson of the Lethbridge Police Commission
Chief, Chief of Police:	Chief of Police of the Lethbridge Police Service
City – City of Lethbridge:	City of Lethbridge, a municipal corporation in the Province of Alberta
Commission, Police Commission:	Lethbridge Police Commission (LPC), a statutory body created under the <i>Police Act</i> , and Lethbridge Police Commission Bylaw
Council:	The elected council of the City of Lethbridge
<i>ATIA:</i>	<i>The Access to Information Act, Statutes of Alberta, 2025, Ch. A-2. Governs access to records.</i>
Council Bylaw:	City of Lethbridge Police Commission Bylaw
Member:	Member of the Police Commission, appointed by Lethbridge City Council or the Government of Alberta
<i>POPA:</i>	<i>Protection of Privacy Act, Statutes of Alberta, 2025, Ch. P-21. Governs collection, use, and disclosure of personal information.</i>
Police Service, Service:	Lethbridge Police Service (LPS)
<i>Police Act:</i>	Police Act, Statutes of Alberta, 2000, Ch. P-17
<i>PSR</i>	Police Service Regulation, Alberta Regulation 356/90

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Definitions Continued

Sworn Member Police Officer employed by the Lethbridge Police Service

Non-Sworn Personnel Civilian and volunteer staff of the Lethbridge Police Service

3. 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*, has prescribed the rules governing the operations of the Commission; and allowed for the appointment of municipal members to the Commission.

- 3.1 The Lethbridge Police Commission is the civilian body to which the Lethbridge Police Service is accountable. The Commission is a statutory body created by the Police Act and City of Lethbridge Bylaw to oversee policing in the City. Lethbridge City Council appoints members to the Police Commission.
- 3.2 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 Lethbridge Police Service derives from the Police Act. The members of the Police Commission make decisions and issue instructions as a statutory body.
- 3.3 Under the Police Act the Commission is responsible to appoint and monitor 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.
- 3.4 The Police Act preserves the Chief's independence to uphold the law; to 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.

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3.5 As a statutory body, the Commission must be and be seen to be:

- independent of Police Service administration and management, political affiliation and interest groups;
- accessible to both the public and the Police Service;
- publicly accountable for the Police Service; and
- responsive to the community; and transparent.

3.6 The Commission acts as:

- an initiator of policies that reflect community need and enhance both the effectiveness of the Police and the welfare of the community;
- a liaison body that considers both the community and Police viewpoints and needs;
- 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
- the monitor of the Police Service to ensure efficient and effective policing and compliance with legislation and policies.

4. Strategic Plan

The mission, vision and values of the Lethbridge Police Commission are established every four-year cycle as documented in the Strategic Plan.

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1. Selection and Appointment of Commission Members

- 1.1. In the selection and appointment of Commission members, Council and the Police Commission adheres to the Police Act. Applicable portions of information are also taken from City of Lethbridge Lethbridge Police Commission Bylaw.
- 1.2. The Lethbridge Police Commission is a board appointed by Council. There are up to seven designated citizen members-at-large and two elected officials of Council, and potentially three Government of Alberta appointees.
- 1.3. All those appointed to the Commission shall take the oath set out in Schedule 1 of the Police Act and undergo a security clearance/background check.
- 1.4. Council-appointed Members will be appointed for up to a three (3) year term, with potential for reappointment for an additional three (3) years.
- 1.5. Council-appointed commission members at-large shall be disqualified from their position if the member is:
 - 1.5.1. Removed by Council for cause, or for any of the reasons outlined below;
 - 1.5.2. Hired in any capacity with the Police Service, the RCMP, any Province of Alberta Police Service or other position that could be considered to be in conflict with the oversight role of Commission membership;
 - 1.5.3. No longer residing within in the City limits;
 - 1.5.4. Convicted of an offence under the *Criminal Code of Canada*;
 - 1.5.5. Absent from three (3) regular consecutive Commission meetings without authorization by Commission motion;
 - 1.5.6. In contravention of the Alberta Police legislation;
 - 1.5.7. Is in conflict of interest, whether real or perceived, as outlined in the LPC policy manual;
 - 1.5.8. Known to have displayed harassment/abuse towards other Commissioners, LPS staff, or LPC staff;

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- 1.5.9. Consistently failing to abide by LPC policies/procedures as outlined in the LPC policy manual currently or as amended.
- 1.5.10. Persistently negligent in completing assigned duties or persistently is not prepared for meetings
- 1.5.11. Displays harassment/abuse toward other commissioners, City staff, LPS staff or LPC staff

1.6. When a vacancy occurs, Council may appoint a successor.

1.7. Membership may be revoked by Council for just cause.

1.8. The Commission will appoint a Public Complaint Director (PCD) as required by the Police Act.

2. Commission Responsibilities

2.1. Under the Police Act, the Commission oversees the Police Service, including the following responsibilities:

- 2.1.1. 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;
- 2.1.2. Allocating the funds provided by Council;
- 2.1.3. Establishing policies providing for efficient and effective policing;
- 2.1.4. Issuing instructions, as necessary, to the Chief of Police in respect to policies.
- 2.1.5. Ensuring that the Police Service employs sufficient persons for the purposes of carrying out the functions of the Police Service;
- 2.1.6. In consultation with the Chief of Police, establishing the priorities for Policing and participating in strategic planning for Police service to the City at a high-level.
- 2.1.7. Appointing the Chief of Police using the approved Procedural guidelines for hiring; initial appointment subject to the ratification of Council;
- 2.1.8. Appointing a Public Complaint Director;

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2.1.9. Considering appeals of the Chief's decision in complaints against the Police Service or Police service policy;

2.1.10. Reviewing complaints against the Chief of Police;

2.1.11. Developing a comprehensive review process to evaluate the performance of the Chief of Police and review established goals. Ensure the review is administered and finalized on an annual basis.

3. Legal Liability:

3.1. As outlined in the Police Act, Council is liable for any legal liability incurred by the Police Commission

4. Committees:

4.1. The Commission may establish standing or ad hoc Committees as required.

4.1.1. Standing or ad hoc committees will examine and report on issues that fall under the authority and responsibility of the Commission.

4.1.2. The Committee shall appoint its Chair and recommend Committee Terms of Reference for ratification by the Commission.

4.1.3. Any Commission member may attend a committee meeting as an observer.

4.1.4. The Commission may appoint subject matter experts from the public or Commission staff to assist in committee business as non-voting members.

4.1.5. The committee must provide copies of its agenda and minutes of its meeting for record retention; alternatively, if the committee is not recording its minutes, it may provide a report instead.

4.1.6. The committee should provide options and recommendations for the Commission to consider.

4.1.7. Committees do not have the power to make decisions on behalf of Commission, but only make recommendations to the Commission. Committees may not speak or act for the Commission unless it has formally been given authority. Authority should only be for a specific or time-limited purpose.

4.1.8. The committee shall report regularly to the Commission, the schedule to be

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4.1.9. determined by the Commission.

4.1.10. The Commission may delegate tasks and projects to Committees;

4.1.11. The Chair or Acting Chair of the Commission shall recommend Committee appointments at the last meeting of the year or first meeting of the following year.

4.2. The standing committees of the Commission shall be:

4.2.1. Finance Committee

4.2.2. Human Resources Committee

4.2.3. Policy and Governance Committee

4.3. Temporary Committee Reassignments

4.3.1. Notwithstanding any other provisions in this Policy Manual, the Lethbridge Police Commission may, by resolution, temporarily designate a standing committee as a subcommittee of another standing committee. When such a reassignment is approved, references to the parent committee shall be deemed to include the delegated subcommittee and vice versa, unless otherwise specified. This authority may be exercised to promote continuity, improve oversight efficiency, or better align committee mandates, and is subject to periodic review by the Commission. Such a reassignment does not require amendments to existing Terms of Reference, as the combined committees shall be understood to hold the full scope of responsibilities outlined in both documents.

4.3.2. While such a combined structure is in effect, the Chair of the Police Commission shall serve as a non-voting member of all standing committees. This measure is intended to maintain fairness by ensuring that a majority of Commissioners does not exercise decision-making authority at the committee level, thereby preserving the role of the full Commission in final decision-making.

5. Policy Review:

5.1. Policies and procedures of the Police Commission should be reviewed annually. Modifications must receive Commission approval.

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6. Orientation of New Members

It is imperative that all Commission Members receive orientation regarding their roles and responsibilities as Police Commissioners. The Commission Chair and staff will arrange for swearing in and an orientation session for new member, as soon as practicable after their respective appointment to the Commission.

6.1. Upon appointment, the Chair will ensure the appointees receive an orientation package including background information, a letter of welcome, a confidentiality form to sign, a conflict of interest summary, and relevant information that may be required by Commissioners;

6.2. Orientation handbook will include relevant legislation, policy, advice and information that includes:

6.2.1. *The Police Act and Police Service Regulation;*

6.2.2. Police Commission Bylaw;

6.2.3. The Police Commission Policy Manual;

6.2.4. *The Access to Information Act and the Protection of Privacy Act;*

6.2.5. Alberta Policing Oversight Standards Manual.

6.2.6. Attendance at events;

6.2.7. Commission budget and member expenses;

6.2.8. Communication among the Commission, Commission office, Commission members and Office procedures;

6.2.9. Communication strategies and policies (with the public; the media; City Council and City Administration; the Police Service; and external agencies and stakeholders);

6.2.10. Meeting procedures, schedules, and time commitment;

6.2.11. The most recent LPC report to the community, strategic plan, and annual plan;

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6.2.12. The most recent Police Service Business Plan annual report, strategic plan, annual plan, and organizational structure.

6.2.13. Training opportunities

6.3. Orientation continues as necessary. Commission staff arrange for further orientation as required and Police Service observational tours and information sessions at Commissioner's convenience. All Commission Members are required to complete the online training modules provided by the Ministry of Justice and Solicitor General on an annual basis.

Policy: Member Code of Conduct and Conflict of Interest	
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1. Commission Member Conduct

- 1.1 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.
- 1.2 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.
- 1.3 Commission member action will respect the dignity of individuals in accordance with the:
 - *Alberta Human Rights, Citizenship and Multiculturalism Act;*
 - *Canadian Charter of Rights and Freedoms;*
 - *The Protection of Privacy Act;* and
 - *The Access to Information Act.*
- 1.4 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 shall be cause for dismissal from the Commission.
- 1.5 All members of the Commission have a responsibility to attend meetings, participate in discussions and exercise their voting rights. Should a member be unable to attend a meeting they are expected to advise the Commission staff.
- 1.6 Commission members must adhere to the guidelines in the policies of the City of Lethbridge governing expenses and personal and corporate gifts.
- 1.7 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 Chief of Police or designate.

2. Disqualification

The Commission may request Council to revoke the appointment of a Commission member who for cause:

- 2.1 Reasonable cause is to be determined by a majority vote of the Commission at the request of the Chair and may include reasons as defined in Policy 02.

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- 3. Conflict of Interest** means a conflict between a member's personal and/or business interests and the member's responsibility as a Police Commissioner.
- 3.1 Commission members must declare all potential or perceived conflicts of interest and the Commission then determines whether the member will be excluded from voting or discussion on the matter.
- 3.2 All declarations of conflict of interest are entered into the minutes.
- 3.3 A conflict may exist whether or not a financial advantage has been or may be conferred on the member.
- 3.4 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.
- 3.5 A member of the Commission has a 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.
- 3.6 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.
- 3.7 Members concerned that another member may have a conflict of interest must bring the matter to the attention of the Chair or the Commission as soon as is practicable.
- 3.8 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.
- 3.9 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 majority of Commission members may refer the matter to the council.
- 3.10 A declaration to abide by the Code of Conduct and Conflict of Interest policy is to be signed annually by all Commission members before their first commission meeting of the year.



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1. Composition of Executive

- 1.1 The Commission Executive is made up of a Chair and two Vice-Chairs.
- 1.2 The Commission membership elects the Chair and two Vice Chairs (first and second) as soon as is practical at the beginning of each year.
- 1.3 Neither a member of Council nor an employee of the municipality nor a government employee may be Chair or Vice-Chair.

2. Roles and Responsibilities of Chair

- 2.1 The Chair presides over Commission meetings.
- 2.2 The Chair is the signing authority for all contracts representing the business of the Commission.
- 2.3 The Chair is the official spokesperson for the Commission and represents the Commission in all governance matters.
- 2.4 All correspondence addressed to the Chair or the Commission is processed by the Chair or designated Commission staff.
- 2.5 All correspondence sent or received directly by the Chair or Commission members, will be forwarded to the Commission as a whole for response and shall be filed by staff.
- 2.6 Commission media releases and information to media outlets are distributed by the Chair or designated Commission staff.
- 2.7 Formal communication between the Police Service and the Commission shall be conducted through the Chair and the Office of the Chief, or through the Executive Director and the Service.
- 2.8 Communication between the Police Service and Commission Members is restricted to the Chair, Vice-Chair, and Executive Director. All other Commission Members shall direct any communication requests to the Chair, Vice-Chair, or Executive Director, who will determine the appropriate means of communication with the Police Service.



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2.9 Formal communication between the Commission and the Lethbridge City Council is conducted through the Chair.

2.10 The Chair, in consultation with Commission staff and the Chief where appropriate, is responsible for establishing meeting agendas and ensuring that matters requiring Commission consideration are brought forward in a timely manner.

3. Roles and Responsibilities of the Vice Chairs

3.1 Should the Chair not be present, or vacate the position either temporarily or permanently, the first Vice-Chair will act in the Chair's place. Should the first-vice Chair be unavailable, the second Vice-Chair will act in the Chair's place.

3.2 The First Vice-Chair will be responsible for acting as Public Complaint Director, and Finance Representative.

3.3 The Second Vice-Chair will be responsible for acting as Policy and Governance Representative as well as Human Resources Representative.

3.4 Vice-Chairs support the Chair in the execution of Commission business and may be delegated specific responsibilities to ensure continuity of leadership and effective governance.

4. Collective Roles and Responsibilities of the Executive

4.1 The Chair, supported by the Vice-Chairs, provides direction to the Executive Director on the implementation of Commission decisions and the coordination of Commission business.

4.2 The Chair and Vice-Chairs shall meet with the Executive Director on a quarterly basis, at minimum, to review progress on the Commission's strategic priorities, provide guidance, and address matters requiring executive direction.

4.3 The Chair and Vice-Chairs are responsible for overseeing the performance evaluation process for the Chief of Police and the Executive Director. This includes ensuring that relevant input is collected, documented, and considered, and that final evaluations are brought forward to the Commission for review and approval. Following Commission approval, the Chair and the Vice-Chairs shall communicate the results of the evaluation to the Chief of Police and the Executive Director.



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5. Public Complaint Director

- 5.1 The Public Complaint Director (PCD) shall be appointed by a motion of the Commission and shall serve until resignation or until removal by a motion of the Commission;
- 5.2 The PCD may be a member of the Commission or such other person as the Commission deems qualified and appropriate for such service;
- 5.3 The PCD is required to do enhanced police information check following their appointment and prior to receiving any confidential complaints information relating to their role;
- 5.4 The PCD is delegated the authority by the Chair to liaise with the Chief, Deputy Chief, Police Review Commission, PRC Liason, and perform other complaint related duties on behalf of the Commission;
- 5.5 As much as reasonably possible, the PCD shall attend meetings, training seminars, and make use of such online training that may be developed and provided from time to time.

6. Limitations on Authority and Conduct

- 6.1 The Chair and Vice-Chairs shall exercise their roles in a manner that preserves the independence of the Service, the integrity of the Commission's governance function, and public confidence in civilian oversight including avoiding actual or perceived undue influence.
- 6.2 The Chair, Vice-Chairs, and Commission Members shall not engage in private or social interactions with the Chief of Police or members of the Police Service where Commission business may be discussed or where such interaction could reasonably give rise to a perception of undue influence, preferential access, or impaired independence.
- 6.3 This includes, but is not limited to, attending one-on-one social engagements at private residences (e.g., one-on-one dinners in a personal home), or informal gatherings outside of official or publicly accountable settings.
- 6.4 The Chair and Vice-Chairs do not exercise independent decision-making authority on behalf of the Commission except where expressly authorized by policy or motion.



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7. Alternate Acting Authority

- 7.1 Should neither the Chair nor Vice-Chairs be available, the Commission shall elect an Acting Chair to preside over meetings and to carry out the other duties and functions of the Chair until such time as the Chair or a Vice-Chair is available.

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1. Commission Personnel

- 1.1 The Commission may hire staff or pay the City to employ Commission Staff.
- 1.2 Commission staff may be salaried employees of the Commission or contractors.
- 1.3 Employees will be given official job descriptions and are subject to all applicable Federal and Provincial Legislation.
- 1.4 Commission staff do not have the right to debate on issues or vote on Commission decisions.
- 1.5 Employees will be evaluated on a yearly basis by the Commission.
- 1.6 Employees may be given the opportunity to complete an exit interview on completion of their employment.

2. Procedural Guidelines for the selection of an Interim Chief

The following is an outline of the procedure that the Police Commission shall follow when faced with the need to recruit a Chief of Police. While this is a process many Commissions will never need to consider during their term, it is prudent to have documentation which outlines a framework to consider so that a timely response is available should circumstances require it.

Depending on the length of lead-time to fill the vacancy an interim appointment may be required while the actual recruitment process is initiated. In the event an interim solution is required before the vacancy is filled permanently, the following options could be considered to appoint an interim Chief of Police:

- 2.1 Anyone interested in applying for the Chief position shall not be named Interim Chief. This is for the fairness of the selection process and to mitigate the risk of negative morale if the person isn't the named successful candidate.
- 2.2 Appoint the Deputy Chief or an Inspector, to be determined by Commission, as the Interim Chief of Police; or
- 2.3 Appoint the Deputy Chief or Inspector(s) on a month-long rotation as the Interim Chief of Police.
- 2.4 Appoint an Interim Chief from an external agency (of a qualified rank).

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2.5 Utilize an executive recruitment firm to provide fill any critical gaps in service that in coordination with the seasoned executives present, typically within 10 to 15 days, on a per diem basis.

2.6 Appoint an Interim Chief of Police selected from external qualified candidates identified by the Corporate Human Resources Manager, (e.g., retired Chief or retired Deputy Chief) screened by the Selection Panel and approved by Commission.

2.7 While discussion and recommendations are to come from the Commission Human Resources (HR) Committee, a motion is required from the Police Commission as a whole in order to proceed.

2.8 Recommendations by the Commission for the Interim Chief appointment needs to be ratified by the City Council, after which time the person will be referred to as Interim Chief.

3. Procedural Guidelines for the recruitment of a permanent Chief

This process is to be initiated upon receipt of the Chief of Police's letter of resignation and/or notice of retirement and/or termination for any other reason.

3.1 Commission Chair to issue directive to Present and/or Interim Chief that all permanent promotions are to be held in abeyance until the next Chief is sworn in. Exceptions may be made upon discussion with the Police Commission HR Committee.

3.2 Commission HR Committee Chair is to contact City of Lethbridge Corporate HR Manager for assistance and coordination of recruitment efforts. HR Committee is to take a lead role in the recruitment process.

3.3 City of Lethbridge Corporate HR Manager can be authorized to utilize the City procurement process to secure the services of an Executive Search Consultant(s) firm.

3.4 In collaboration with the City Corporate HR Manager, the LPC HR Committee is to prepare communications materials – both internal and external - on the hiring process. Communications should be relevant and continual as required.

3.5 Arrange regular meetings between the Interim Chief and the Chair of the Commission, Chair(s) of HR Committee, Finance Committee and the Policy and Governance Committee to ensure continuity of operations.

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- 3.6 In collaboration with Corporate HR Manager and executive search consultant(s), a method of seeking input from stakeholders on the qualities required for the next Chief – both internal and external community input as well as political input (City Council, MLAs) to be determined. Community engagement as well as the internal engagement is paramount to the success of hiring a new Chief.
- 3.7 Commission members will be polled to determine their opinion on the current state of the Lethbridge Police Service; review the LPC strategic plan; asked to consider the attributes required of the person to lead the LPS in successfully fulfilling the strategic direction and the successes/challenges of the previous Chief of Police. Discussion would include what worked and what could be improved upon. This will help form the criteria for what is required from the next Chief of Police.
- 3.8 The Executive Search Consultant will undertake key stakeholder consultations, summarize findings and report back to the LPC HR Committee.
- 3.9 In collaboration with the Corporate HR Manager and the executive search consultant(s), the HR Committee will determine a position profile. Any changes to the job profile which sets out the duties and responsibilities of the Chief of Police will be brought forward to Commission prior to starting an executive search process.
- 3.10 Key questions to consider are included in the Procedural Guidelines for Hiring a Chief of Police document in the Commission files.
- 3.11 The Corporate Human Resources Manager will work with the Executive Search Consultant(s) to develop and finalize the advertisement to be posted in appropriate media sources nationally.
- 3.12 The Corporate Human Resources Manager will continue to liaise with the HR Committee and Executive Search Consultant(s) throughout the search process. The Executive Search Consultant(s) will complete initial fact-finding interviews with their top prospective candidates and present a list of candidates to the HR Committee to determine the short-list for in-person interviews. The HR Committee may determine to include an external Chief from another jurisdiction to assist as a third party observer in the interview process.
- 3.13 The HR Committee in collaboration with the Corporate HR Manager will identify the top two candidates for final consideration. The Executive Search Consultant will arrange for the two final candidates to undergo a leadership assessment to confirm fit and suitability for the position.

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3.14 All other steps in the hiring process to finalize the position will follow the procedural guidelines for hiring a Chief of Police document in the Commission files.

3.15 Once the new Chief has accepted the position, a communication action plan will be established between the Lethbridge Police Commission, LPS, City of Lethbridge and the municipality or location of the successful candidate to ensure coordination of the hiring announcement. The hiring decision will be announced by the Chair of the Commission. HR Committee is required to determine on-boarding/orientation for the new Chief.

3.16 The City of Lethbridge Corporate HR Manager shall negotiate the terms of the employment agreement as per City standards for Management positions and will consult with the Chief and LPC HR Committee. A copy of the signed agreement shall be filed with the City of Lethbridge Corporate HR Manager.

4. Procedural Guidelines for the selection of an Interim Deputy Chief

The Deputy Chief position for LPS is an integral role within the LPS. The Lethbridge Police Commission recognizes that the hiring and appointment of the Deputy Chief is the sole responsibility of the Chief of Police using the following procedure.

In the event an interim solution is required before the vacancy is filled permanently, the following options may be considered by the Chief of Police to appoint an interim Deputy Chief.

LPC shall direct the Chief that anyone interested in applying for the Deputy Chief position not be named Interim Deputy Chief. This is for fairness of the selection process and to mitigate the risk of negative morale if the person isn't the named successful candidate.

4.1 Appoint an Inspector with the most in-depth experience as the Interim Deputy Chief;
or

4.2 Appoint rotating Inspector(s) on a month-long basis as the Interim Deputy Chief;
or

4.3 Appoint an Interim Deputy Chief selected from an external Police Force (of a qualified rank).

5. Procedural Guidelines for the recruitment of the permanent Deputy Chief

Upon receipt of the Deputy Chief's letter of resignation and/or notice of retirement and/or termination for any other reason the Chief is to consider the following process in recruitment of a replacement.

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- 5.1 Chief of Police to contact City of Lethbridge Corporate HR Manager for assistance and coordination of recruitment efforts.
- 5.2 Recruitment team (the “team”) composition: Chief of Police, Corporate HR Manager, a representative from LPC HR committee, and a Police Chief from another jurisdiction that does not have a current member applying for the position of Deputy Chief.
- 5.3 Under the Chief’s direction, the City of Lethbridge Corporate HR Manager may be authorized to utilize the city procurement process to secure the services of an Executive Search Consultant(s) firm.
- 5.4 The Chief is to determine the best person to be named Interim Deputy Chief (as above) and will inform the Commission.
- 5.5 In collaboration with corporate HR, LPS will prepare an internal communications memo on the hiring process. Communications should be relevant and continual to LPS employees as required.
- 5.6 Commission Chair to issue direction to the Chief that all promotions at LPS directly reporting to the Deputy Chief are to be held in abeyance until the next Deputy Chief is sworn in.
- 5.7 The Chief will arrange regular meetings between the Interim Deputy Chief and executive to ensure continuity of operations.
- 5.8 In collaboration with Corporate HR Manager the Chief will establish a method of seeking input from internal stakeholders on the qualities required for the next Deputy Chief. This internal engagement is paramount to the success of hiring a new Deputy Chief.
- 5.9 Commission members may be polled to determine their opinion on the necessary attributes and qualifications required of the next Deputy Chief.
- 5.10 In collaboration with the Corporate HR manager the Chief will determine a position profile, consulting with the Commission if desired.
- 5.11 The Corporate HR Manager will develop and finalize the advertisement to be posted in appropriate media sources nationally.

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- 5.12 The Corporate HR Manager will continue to liaise with the “team” during the recruitment process and will complete initial fact-finding interviews with the top prospective candidates and present a list of candidates to the “team” to determine the short-list for in-person interviews.
- 5.13 Upon completion of the in-person interviews of the short-listed candidates selected, the “team” will determine the final candidate. Once consensus is reached within the “team” the final candidate may be required to undergo a leadership assessment to confirm fit and suitability for the position. Concurrently, the Corporate HR Manager will complete in depth reference checks, including community stakeholder(s) in the community from which the candidate is from. The findings of the reference checks shall be presented to the “team”. Alternative options for different assessment tools (e.g., a presentation to the “team” and/or additional formal leadership styles testing) would also be available for consideration.
- 5.14 The Corporate HR Manager may negotiate the terms of the employment agreement as per City standards for Management positions and will consult with the Chief and HR Committee representative. A copy of the signed agreement shall be filed with the City Corporate HR Manager.
- 5.15 Once the new Deputy Chief has accepted the position, a communications action plan will be established between LPS, LPC, City of Lethbridge and the municipality or location of the successful candidate to ensure coordination of the hiring announcement.



Policy: Meeting Procedure	
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1. Process:

Lethbridge Police Commission Bylaw requires that the Commission, subject to the Police Act, where practicable, follow the City's Procedure Bylaw for the conduct of Commission meetings.

- 1.1. The Chair, chairs Commission meetings and votes on every resolution.
- 1.2. In the absence of the Chair, the Vice-Chair or any member of the Commission, other than a member of Council, Government of Alberta appointee, or municipal employee, chairs the meeting.
- 1.3. A quorum of the Commission is a majority of the appointed members. 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.
- 1.4. 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 of Commission. The results and date of any electronic vote shall be ratified at the next meeting of Commission.
- 1.5. A motion does not require a seconder.
- 1.6. All members of the Commission have a responsibility to attend meetings, participate in discussion and exercise their voting rights.
- 1.7. The Chair may impose a time limit on discussions to ensure efficiency.
- 1.8. The Commission's schedule of regular meetings must be established annually, at the last meeting of the calendar year. Meetings may be amended from time to time as the need arises.
- 1.9. The Commission will ensure the public is made aware of any changes to the schedule.
- 1.10. The Chief or designate will attend all meetings as directed.
- 1.11. The Commission may cancel any meeting, if the circumstances require.



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- 1.12 It is expected that members review all material prior to the meeting and be prepared to participate in discussion on the material at the meeting.
- 1.13 The general order of business for Commission meetings is coordinated by the Chair and staff.
- 1.14 Minutes of meetings are not to include a summary of what was discussed, but decisions only. Unbiased, accurate minutes will include:
- time the meeting was called to order;
 - names of attendees;
 - persons who motioned, adoption of the agenda, approval of previous minutes, and all decisions made during the meeting; and
 - time the meeting was adjourned.

2. Special Meetings

- 2.1. The Chair or Vice Chair may, at any time, convene a special meeting of the Commission;
- 2.2. A Special Meeting may be called at the request of three or more members of the Commission and shall be held within a week of the request, or on a date that is acceptable to the majority of Commission members.
- 2.3. 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;
- 2.4. 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;

3. Notifications

- 3.1. Where practicable, the Commission Office (meaning the Chair and the staff) 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.
- 3.2. Notice of regular meetings is given four (4) days prior to the meeting, accompanied by the proposed agenda and any supporting materials.
- 3.3. Agenda materials are distributed to: Commission members, the Chief of Police, Police Executive.



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- 3.4. Agenda materials are distributed to media as they request.
- 3.5. The public is notified of the time and place of public meetings by a posting on the Lethbridge Police Commission website. Public meeting agendas are available, upon request, through the Commission Office, or on the Commission website.
- 3.6. A list of agenda highlights may be released to the media two (2) days prior to public meetings; and
- 3.7. Approved minutes of public meetings are posted on the Commission website and are available upon request.

4. Public Attendance and Participation

Meetings of the Commission shall be open to the public, except where all or part of a meeting is lawfully held in closed session in accordance with applicable legislation.

- 4.1. Members of the public may attend a public meeting as either:
 - 4.1.1. an observer, who attends to view the proceedings but does not participate in the meeting; or
 - 4.1.2. a participant, who has received approval to address the Commission on a matter within its governance and oversight mandate.
- 4.2. Members of the public who wish to attend as observers are requested to register in advance. Advance registration is not a condition of attendance as an observer, however advance registration assists the Commission in:
 - 4.2.1. ensuring that the meeting space can safely accommodate those wishing to attend;
 - 4.2.2. maintaining the safety and security of Commission members, staff, presenters, and attendees; and
 - 4.2.3. supporting the orderly and efficient conduct of the meeting.
- 4.3. Public access may be limited where:
 - 4.3.1. the capacity of the meeting space has been reached;
 - 4.3.2. reasonably necessary safety or security measures cannot otherwise be maintained; or
 - 4.3.3. an individual's conduct disrupts or is reasonably expected to disrupt the orderly conduct of the meeting.
- 4.4. Members of the public who wish to address the Commission must register in advance as a participant and provide:



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- 4.4.1. their name;
 - 4.4.2. the subject on the agenda they wish to address or a subject relevant to the agenda and Commission;
 - 4.4.3. a brief description of the matter; and
 - 4.4.4. any supporting material they wish the Commission to consider.
- 4.5. A request to participate must relate to a matter within the Commission's statutory governance and oversight mandate. The following matters will not be heard through the public participation portion of a meeting:
- 4.5.1. complaints concerning the conduct of an individual police officer;
 - 4.5.2. operational policing matters that could be addressed to LPS directly;
 - 4.5.3. individual personnel or employment matters;
 - 4.5.4. matters that are confidential, privileged, or otherwise restricted from public disclosure by law;
 - 4.5.5. matters that fall outside the Commission's jurisdiction; or
 - 4.5.6. matters that are substantially repetitive of a previous presentation and do not raise significant new information.
- 4.6. Commission staff, in consultation with the Chair, and at the advice the service where necessary shall determine whether a request to participate meets the requirements of this policy.
- 4.7. A participant shall be limited to no more than five minutes unless the Commission, by majority vote, agrees to allow additional time.
- 4.8. Participants shall address their remarks through the Chair. Commission members may ask questions for clarification but shall not debate with a participant.
- 4.9. The Commission is not required to provide an immediate response to a question or presentation. The Commission may:
- 4.9.1. provide a response during the meeting;
 - 4.9.2. refer the matter to the Chief of Police, Commission staff, or another appropriate body;
 - 4.9.3. request additional information; or
 - 4.9.4. direct that a written response be provided following the meeting.
 - 4.9.5. Members of the public attending as observers shall not participate in the meeting unless recognized by the Chair.
- 4.10. All attendees shall conduct themselves respectfully, use appropriate language, and comply with the directions of the Chair.



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4.11. The Chair may interrupt, limit, or end a presentation, or require an attendee to leave the meeting where an individual:

- 4.11.1. uses abusive, discriminatory, threatening, defamatory, or inappropriate language;
- 4.11.2. discloses or attempts to disclose confidential or personal information;
- 4.11.3. repeatedly addresses matters outside the Commission's mandate;
- 4.11.4. disrupts the meeting;
- 4.11.5. refuses to comply with the Chair's direction; or
- 4.11.6. otherwise interferes with the safe, respectful, and orderly conduct of the meeting.



Policy: Reporting Structure	
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The purpose of this policy is to establish how plans, reports, and budget information are developed, reviewed, and communicated between the Police Service and the Commission and to identify the reporting necessary to support effective Commission oversight. The policy also identifies how best the Commission can communicate necessary information to Council.

1. Commission Strategic Plan

The Lethbridge Police Commission will develop a Strategic Plan for the Commission that provides long-term direction by identifying the organization's priorities and desired outcomes.

- 1.1 The Commission may choose to develop its Strategic Plan through the advice and recommendation of the Policy and Governance Committee.

2. Commission Annual Plan

The Lethbridge Police Commission will develop an Annual Plan for the Commission as early as is practicable in the year. The plan will identify annual goals in relation to the priorities of the Strategic Plan and outline measurements of success.

- 2.1 The Commission may choose to develop its Annual Plan through the advice and recommendation of the Policy and Governance Committee.

3. Commission Annual Report

The Lethbridge Police Commission will develop an Annual Report after the financial reports for the previous year are complete. The report will include the Commission's progress on goals outlined in the Annual Plan, as well as any other notable occurrences from the previous year.

4. Police Service Reporting

The Commission shall establish the priorities of the police service, taking into account the priorities for policing in the province. The Chief shall provide information, reports, recommendations, and other reporting as necessary to support the Commission in fulfilling its governance, oversight, planning, and reporting responsibilities under the Police Act, including monitoring progress toward established priorities.

Unless otherwise directed by the Commission, any plans, reports, or other documents required to be submitted by the Police Service to the Minister under the Police Act shall be provided to the Commission at the same time they are submitted to the Minister.



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4.1. Lethbridge Police Service (LPS) Strategic Plan

The Lethbridge Service will develop a Strategic Plan in coordination with the Commission that provides long-term direction to the Service by identifying the organization's priorities and desired outcomes.

4.2. LPS Annual Policing Plan

The Lethbridge Service will develop an Annual Policing Plan to identify annual goals in relation to the priorities of the Service's Strategic Plan and outlines measurements of success.

4.3. LPS Annual Report

The Lethbridge Service will develop an Annual Report outlining its progress toward achieving its annual goals and objectives, including progress made in advancing the priorities and outcomes identified in the Strategic Plan.

4.4. LPS Policing Priorities Progress Summary.

The Lethbridge Service will develop an Annual Policing Priorities Progress Summary demonstrating an organizational alignment with the provincial policing priorities.

4.5. Community Safety Plan

The Commission shall develop a Community Safety Plan in conjunction with the Police Service that includes a plan for collaboration with community agencies. The Police Service shall provide information and updates as necessary to support the Commission in fulfilling this responsibility. The Commission will ensure that the Service reports annually to the Minister on the implementation of, and any updates to, the Plan.

4.6. Equity, Diversity, Inclusion and Accessibility Plan

The Commission shall develop a diversity and inclusion plan in conjunction with the police service.

4.6.1. The plan shall have a focus on merit and increased community engagement

4.6.2. The plan will be reviewed every other year by the Commission

4.7. Policy Reporting

The Commission delegates responsibility for the development, implementation, review, and amendment of Police Service operational policies to the Chief of Police. The Chief shall provide regular reports to the Commission regarding policies reviewed, amended, or implemented by the Service.

4.7.1. Section 4.5 shall not limit the Commission's authority to request information



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4.7.2. regarding any Police Service policy or to review policies that the Commission considers significant to its governance and oversight responsibilities under the Police Act specifically the requirement to establish policies providing for efficient and effective policing.

4.7.3. Where the Commission determines that a policy has significant governance, legal, financial, strategic, or public interest implications, the Commission may establish policy direction, require a policy to be created or presented for Commission review, or approve a policy directly as necessary to fulfill its responsibilities under the Police Act.

5. Budget Planning and Financial Reporting

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.

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

5.2. 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;

5.3. The Commission shall approve the Police Service budget and direct the submission of such to the City Council for budget allotment.

5.4. The Chief will present Monthly Reports or Quarterly Reports on the LPS budget to the Commission as directed, including but not limited to:

5.4.1. A recommendation regarding the Carry Over at the end of a budget cycle will be reported by the Police Service to the Commission with the Police Service's intended use.

5.4.2. A recommendation for the creation and use of reserves (BAUs or Lifecycle) will be made by the Police Service to the Commission for approval as needed as well as at the end of each budget cycle.

5.5. The Chief will advise the Commission of all Capital expenditures or commitments.

5.6. Expenses that total up to \$75, 000 will not require a written report.



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5.7. Expected significant budget variances or trends that may occur as a result of the expenditures or commitments require a written report.

6. Other Annual Reporting

In addition to the reports identified above, the Lethbridge Police Service shall provide the following annual reports and presentations to the Commission. Where practicable, these reports should be scheduled and distributed throughout the year to support effective review by the Commission.

6.1. Alberta Law Enforcement Response Teams (ALERT) Annual Presentation

6.2. Professional Standards Annual Report

6.3. Subject Behavior Officer Response Presentation

7. General Guidelines for Police Service Reports

The Lethbridge Police Service reports to the Commission for information, discussion and/or action, and will follow rules of confidentiality as outlined in the [Access to Information Act or the Protection of Privacy Act](#).

7.1. 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;

7.2. 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

7.3. 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.

7.4. ATIA - Police Service reports that need to be kept confidential will be included in a closed report according to the relevant ATIA section.



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8. Reports to Council

- 8.1. The Commission, in consultation with the Chief of Police, shall cause to be prepared annual budget estimates and a yearly policing plan specifying the level of police service and programs to be provided within the municipality and shall submit those estimates and plans to Council through the appropriate standing committee.
- 8.2. Upon request, the Commission shall provide Council with information necessary to enable Council to assess the efficiency and financing requirements of the Police Service during the development of the municipal budget.
- 8.3. The Commission may, at its discretion, provide additional reports, presentations, or updates to Council regarding matters within its governance and oversight responsibilities. Such reporting may include, but is not limited to, Police Service and Commission strategic plans, annual reports, community safety plan updates, provincial policing priorities progress reports, significant organizational achievements, community engagement initiatives, and high-level crime, policing, and community safety trends that could benefit the Council in their role.
- 8.4. Reports to Council should focus on financial and community safety matters. The Commission shall not provide information that could compromise operational independence of either the Commission or the service, ongoing investigations, intelligence activities, individual personnel matters, disciplinary processes, privacy interests, solicitor-client privilege, or other confidential matters, except where authorized or required by law.
- 8.5. Where necessary to support Council, the Service, and the Commission in fulfilling their individual responsibilities, the Commission may provide confidential reports or information to Council in accordance with applicable legislation, provided such reporting does not compromise the operational independence of the Commission or the Police Service.



Policy: Finance	
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1. An annual summary of spending by the Commission on its own operations shall 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.
2. In the context of the budget planning cycle utilized by the City of Lethbridge, the Commission shall estimate its own operating expenses for each year of the City's budget cycle.
3. Commission invoices and expenses within the approved budget will be processed by the Executive Director and reviewed by the LPS Finance Management team. Any invoices or expenses outside the approved budget, or exceeding \$2,000, must receive prior written approval from the Executive (Chair and Vice-Chairs). Commission invoices and expenses will be approved by the Chair and will be processed by the LPS Finance Manager.
4. Hosting expenses will be preapproved by the Commission and can include the purchase of alcohol upon a decision of the Commission.
5. When contracting for services or materials, the Chief shall ensure the City of Lethbridge Purchasing Policies and Procedures are followed.
6. The Chief's travel is to be approved by the Commission. The Chief will submit a list of conferences or events they wish to attend throughout the year as soon as is practicable in the year of travel, or in the months before if possible. The list will include identification of events requiring LPS funding, estimated costs for each event, and a summary of total LPS expenditures for the Chief's conference and travel attendance in the previous year. The list will be approved or denied at the will of the Commission through a recommendation of the Finance Committee. Any additional travel can be approved throughout the year as requested to the Chair by the Chief.



Policy: Complaints and Citizen Contacts	
Authorized by: LPC	Policy Source: Policy & Governance
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1. Purpose

The purpose of this policy is to define the role of the Lethbridge Police Commission (“the Commission”) in providing civilian oversight of public complaints involving the Lethbridge Police Service, in accordance with the Police Act.

This policy establishes:

- 1.1 the oversight and assurance role of the Commission,
- 1.2 the mandate of the Public Complaints Director (PCD), and
- 1.3 the reporting expectations of the Chief and Deputy Chief of Police respecting complaints and citizen contacts.

2. Definitions

- 2.1 For the purposes of this policy manual, complaints are categorized in line with the Police act, with levels generally delineated as follows: Level 1 complaints are related to Death, serious injury, or serious/sensitive allegations; Level 2: Criminal or statutory offences. Level 3: Non-criminal misconduct tied to human-relations errors. Level 4: Job performance complaints. Level 5: Policy complaints.
- 2.2 For the purposes of this policy manual, Citizen contact is defined as a general concern by a citizen expressed to the Lethbridge Police Service that has not been classified as a complaint and is being addressed informally.

3. Governance Role of the Commission

- 3.1 The Commission does not investigate, adjudicate, or resolve individual public complaints. Complaint intake, investigation, disposition, and appeal processes are governed by the Police Act and associated regulations and are not prescribed by Commission policy
- 3.2 In accordance with the Police Act, the Commission’s role is limited to:
 - 3.2.1 providing civilian oversight of the complaint system;
 - 3.2.2 receiving assurance that complaints are handled lawfully, fairly, and in a timely manner;
 - 3.2.3 identifying systemic or governance-level issues arising from complaints; and
 - 3.2.4 promoting transparency and public confidence in policing.



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4. Public Complaints Director (PCD)

- 4.1 The Commission shall establish the position of Public Complaints Director (PCD) to support its oversight responsibilities.
- 4.2 The PCD acts as an independent governance and assurance function on behalf of the Commission and does not exercise operational or investigative authority.
- 4.3 The responsibilities of the PCD include:
 - 4.3.1 receiving regular summary reporting from the Deputy Chief of Police regarding public complaints;
 - 4.3.2 monitoring systemic compliance with statutory requirements, including timeliness and notification obligations;
 - 4.3.3 identifying trends, patterns, or recurring issues arising from complaints or citizen contacts;
 - 4.3.4 preparing briefing materials and summaries for the Commission; and
 - 4.3.5 providing an overview of complaint and citizen contact trends at regular Commission meetings.
- 4.4 The PCD shall not direct investigations, interfere with complaint handling, or access individual complaint files except where authorized by law for oversight purposes.

5. Reporting Requirements

- 5.1 The Chief of Police or designate shall provide a monthly summary report to the Commission through the Public Complaints Director respecting:
 - 5.1.1 the number of complaints received by both the Police Review Commission and the Service;
 - 5.1.2 categories or levels of complaints;
 - 5.1.3 The number of citizen contacts received by the service;
 - 5.1.4 general status information;
 - 5.1.5 high-level outcomes or dispositions, where appropriate.
 - 5.1.6 complaint trends and emerging issues;
 - 5.1.7 compliance with statutory timelines; and
 - 5.1.8 Other complaint matters that may require Commission awareness.
- 5.2 While the briefings between the PCD and LPS shall include some operational information, they are intended for governance purposes and shall not



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include operational direction from the PCD or Commission to police service staff members.

- 5.3 The Public Complaints Director shall then provide a high-level governance overview report (verbal) to the Commission at its next regular meeting, addressing:
- 5.3.1 complaint and citizen contact volumes and trends;
 - 5.3.2 systemic or recurring issues;
 - 5.3.3 governance or policy implications; and
 - 5.3.4 any matters that may require Commission awareness.
- 5.4 The Commission may request additional written or verbal summary information where necessary to fulfill its oversight mandate.

Policy: Police Oversight	
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1. Police Oversight

The Lethbridge 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:

- 1.1. 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 Lethbridge.
- 1.2. 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.
- 1.3. Problem Solving: Problem solving is the foundation of Community Policing. The Lethbridge Police Service is committed to identifying root causes of community problems and to developing strategies designed to have a sustainable impact.
- 1.4. 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.
2. The Chief of Police must lead the Lethbridge Police Service in a manner that will uphold the Commission's commitment to community-based policing.
3. The Chief of Police has command of the Police Service subject to the policies and general supervision by the Police Commission.
4. The Chief of Police may delegate authority but shall NOT relinquish control or cease to be responsible for the professional administration of the Lethbridge Police Service.
 - 4.1. If the Chief of Police is unable to fulfill his or her assigned duties, the Deputy Chief shall assume the duties of Chief.
5. The Commission supports the Lethbridge 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.
6. The Chief shall present an annual report to the Commission covering the operations of the Police Service during the previous fiscal year.
7. The Chief shall receive, from the Commission, an annual evaluation of his performance in managing the Police Service.

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8. Police Officers have jurisdiction throughout the Province of Alberta, unless restricted by the Commission as per Section 31(2a) and Section 38(3).
9. 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.
10. The Chief will direct that the LPS work cooperatively with other police agencies and services.
11. The Commission recognizes the corporate limits of Lethbridge as the jurisdiction for Police Officers of the Lethbridge 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.
12. The Police Service policy provides guidelines as to the jurisdiction of members.
 - 12.1. In situations that require extended investigation taking members outside of the jurisdiction of Lethbridge, the Chair of the Commission will be advised.
 - 12.2. In circumstances where LPS members are able to provide a more immediate response to emergencies outside the boundaries, Service members will respond when appropriate, provided Police Service and the citizens of Lethbridge are not jeopardized.
 - 12.3. The Chief will notify the Chair of the Police Commission on all significant occasions where LPS resources are deployed outside the City.
 - 12.4. The consent of the Police Commission must be obtained if the Minister directs a Police Officer to work outside of the restricted territorial jurisdiction.
13. The Lethbridge Police Commission delegates to the Chief of Police the authority to appoint qualified sworn and non-sworn employees to the Lethbridge Police Service, with the exception of the Chief of Police.
14. The Commission shall direct the Chief to develop and maintain guidelines for the conduct of sworn members and non-sworn personnel.

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15. The Commission delegates to the Chief the authority to approve special leave requests from sworn members and non-sworn employees.
16. Under Section 37(2) of the Police Act, the Commission may terminate the services of a police officer for reasons other than disciplinary reasons.
 - 16.1. 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
 - 16.2. The Commission's decision is final.
 - 16.3. The Commission is bound by Section 8 (11-13) of the Police Service Regulation with respect to relief of duty without pay.
17. The Lethbridge Police Commission endorses the use of rewards in cases where all other avenues of investigation have been exhausted.
 - 17.1. The Chief will submit to the Commission any proposal for the establishment of a reward fund other than Southern Alberta Crime Stoppers.
 - 17.2. The proposal must include recommendations regarding the funding, posting and the amount of the reward; and
 - 17.3. The Commission's decision is final.
 - 17.4. The Chief will establish policy for disbursement of reward money and the safeguarding of same.

Policy: Records Management and Access to Information	
Authorized by: LPC	Policy Source: Policy and Governance Committee
Effective Date: Sept 24, 2025	Page: 1 of 3

1. The Lethbridge Police Commission supports the principle of reasonable public access to records.
2. The Commission, as a statutory body under the Police Act, is designated as the head of the local public body under the Access to Information Act (ATIA) for the purposes of the Act.
3. The Commission shall delegate the ATIA Coordinator.
4. The Commission delegates its responsibilities in accordance with the Delegation Table (Appendix 1), subject to the Commission's right to over-ride the noted delegation and make decisions under the ATIA that are normally delegated.
5. The Commission and staff make every reasonable effort to assist applicants, and to respond to each applicant openly, accurately, and completely.
6. The Commission will ensure records, management policies, and procedures comply with the manner in which personal information can be collected, used, and disclosed.
7. The Commission's Directory of Records (Appendix 2) and the Commission Policy Manual are available at the Commission Office and on the Commission's website.
8. All records of the Commission are stored, archived, and destroyed as set out in the Commission's Classification System and Retention Schedule. Commission staff are responsible for storing, classifying, and archiving the Commission's records. Any destruction of records will be done in accordance with the Schedule.
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. 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 Lethbridge 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 ATIA, 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 Lethbridge Police Service.

Policy: Records Management and Access to Information	
Authorized by: LPC	Policy Source: Policy and Governance Committee
Effective Date: Sept 24, 2025	Page: 2 of 3

12. Requests for information not routinely available at public meetings are subject to the Commission Fee Schedule (Appendix 4).

13. Disclosure of records of public meetings that contain personal information is subject to the provisions of the *ATIA and POPA*.

14. Requests for Disclosure of Commission Records under the *ATIA*:

14.1. Applications for disclosure of Lethbridge Police Commission records that are not considered in public meetings are processed according to the provisions of the *ATIA*.

14.2. Exceptions to disclosure are made in accordance with the provisions of the *ATIA*.

14.3 The Commission FOIP Coordinator determines whether a request can be processed informally or as a request under the *ATIA*.

14.4 Informal requests are for records that are available without a request under the *ATIA*. Fees for processing informal information requests are as given in the Commission Fee Schedule.

14.5 Fees for requests under the *ATIA* and for informal requests must be paid before the information will be provided. Fees are assessed in accordance with the Commission Fee Schedule.

14.6 If the request is determined to be under the *ATIA*, the Commission *ATIA* Coordinator determines if the request is for personal or general information; An administration fee as set out in the Commission Fee Schedule must accompany requests for general information. Processing of a request does not commence until this fee has been paid.

14.7 Upon receipt of the initial fee, the Commission *ATIA* 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 3 of the *ATIA*

14.8 If the applicant chooses to cancel or abandon the request, the initial fee is non- refundable.

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

Policy: Records Management and Access to Information	
Authorized by: LPC	Policy Source: Policy and Governance Committee
Effective Date: Sept 24, 2025	Page: 3 of 3

15. Disclosure of Police Service Reports made to the Police Commission:

15.1. Notwithstanding that reports made by the Police Service to the Commission are in the custody of the Commission, the Lethbridge Police Service is considered to be the originator of Police Service reports.

15.2. Under the *ATIA Act*, requests for disclosure of reports made to the Commission by the Police Service will be transferred to the Lethbridge Police Service ATIA and POPA Section for processing.

15.3. Fees for requests under the *ATIA* and for informal requests must be paid before the information will be provided. Fees are assessed in accordance with the Commission Fee Schedule.

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



Policy: Travel	
Authorized by: LPC	Policy Source: Policy & Governance Committee
Effective Date: January 2026	Page: 1 of 1

1. Members of the Lethbridge Police Commission and the Executive Director may travel to conferences such as those hosted by the Alberta Association of Police Governance, the Canadian Association of Police Governance, and other police governance–related events from time to time.
2. The annual draft budget will be prepared on the assumption that all Commission members and the Executive Director may attend conferences and related events. If budget constraints require limiting attendance, the Commission may determine the number of attendees and designate which members will attend either during budget approval or by motion later in the year.
3. For travel under 1,000 km round trip, Commissioners are recommended to travel by vehicle. For travel by vehicle, Commissioners shall be reimbursed at a rate of \$0.55 per kilometre, regardless of whether a personal vehicle or a rental vehicle is used.
 - 3.1 Carpooling is encouraged where practical, but is not required.
 - 3.2 No additional reimbursement shall be provided for fuel or other vehicle-related costs, as these are considered to be included in the mileage rate.
 - 3.3 The Commission is not financially responsible for any loss of or damage to a personal or rental vehicle incurred during travel. Travellers are responsible for ensuring appropriate insurance coverage is in place.
 - 3.4 Where a traveller elects to use an alternative method of travel that exceeds the cost of vehicle travel, reimbursement shall be limited to the amount that would have been incurred had the traveller used a vehicle in accordance with this section.
4. For travel exceeding approximately 1,000 km round trip, air travel is the preferred method. Where an alternative method is used, reimbursement shall not exceed the equivalent cost of reasonable economy airfare.
 - 4.1 Any additional costs incurred as a result of the alternative method of travel, including but not limited to additional accommodation, meals, ferry charges, or parking, shall not be reimbursed where they exceed what would reasonably have been required for air travel.
5. Meals during Commission-related travel events are reimbursed using the per diem amounts established by the City of Lethbridge and the Lethbridge Police Service. Meals included with conference registration, or in similar situations where the claimant does not incur an expense, may not be claimed.



LETHBRIDGE POLICE COMMISSION – POLICY MANUAL

POLICY NO: 12

6. Accommodation will normally be booked at the hotel associated with the conference or event where available. Where alternative accommodation is required, rooms will be selected at a reasonable mid-range rate. Luxury or premium accommodations, as well as budget accommodations that would be inconsistent with professional travel standards, will be avoided.
7. Alcohol purchased during travel will not be reimbursed unless it is included as part of a hosted or organized event and is consistent with Commission policy.
8. Costs associated with spouses, partners, or guests accompanying a Commissioner or the Executive Director will not be paid by the Commission.
9. Commissioners and the Executive Director may combine personal travel with Commission-related travel; however, the Commission will only reimburse costs that would have been incurred for the Commission-related portion of the travel.
10. Expense claims must be submitted to the Executive Director within 30 days of the completion of travel for the expense being incurred and must include appropriate supporting documentation.



Appendix 1

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 LPC
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 LPC
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 LPC
Exceptions - Release and Refusal Decisions				
Business Interests of a third party	16	No	Yes	Subsequent advice to LPC
Personal privacy	17	No	Yes	Subsequent advice to LPC
Protection of individual or public health and safety	18	No	Yes	Subsequent advice to LPC



Appendix 1 Cont.

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 LPC
Law Enforcement	20	No	Yes	Subsequent advice to LPC
Intergovernmental Relations	21	No	Yes	Subsequent advice to LPC
Local public body confidences	23	No	Yes	Subsequent advice to LPC
Advice from officials	24	No	Yes	Subsequent advice to LPC
Economic Interests of a public body	25	No	Yes	Subsequent advice to LPC
Testing procedures, tests and audits	26	No	Yes	Subsequent advice to LPC
Privileged information	27	No	Yes	Subsequent advice to LPC
Information that is or will be available to the public	29	No	Yes	Subsequent advice to LPC
Third party intervention				
Third party notice	30	No	Yes	Subsequent advice to LPC
Notice of decision	31	No	Yes	Subsequent advice to LPC
Other notice	17 32	No	Yes	Subsequent advice to LPC
Approval of disclosure in public interest	32	No	Yes	Prior advice to LPC



Appendix 1 Cont.

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 LPC
Authority to request IPC to disregard repetitious or frivolous and vexatious requests	55	No	Yes	Prior advice to LPC
Make representations to the IPC	68 69	No	Yes	Prior advice to LPC
Assert burden of proof	71	No	Yes	Prior advice to LPC
Duty to comply with IPC's orders	74	No	Yes	Subsequent advice to LPC
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



Appendix 1 Cont.

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
Make manuals available	89	No	Yes	None
Fees				
Authority to assess and collect fees	93	No	Yes	None
Authority to waive fees	93 (4)	No	Yes	Subsequent advice to LPC



Appendix 2

Lethbridge 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:

Lethbridge Police Commission Policy and Procedure Manual

City of Lethbridge Police Commission Bylaw 5969

City of Lethbridge Procedure Bylaw 5411



Appendix 2

Lethbridge Police Commission

Freedom of Information and Privacy Act – Records

Directory

Lethbridge Police Commission Classification System and Retention Schedule

Code: LPC010 - Lethbridge 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: LPC020 - Complaints, Requests, Correspondence

Description: All records that are produced in response to a specified request, complaint or correspondence made to the Lethbridge 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: LPC030 - 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: LPC040 - Policies

Description: Policies passed by the Lethbridge 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 3

Freedom of Information and Privacy Act - Records Directory with Locations

NAME	<i>Correspondence and Requests for Service</i>
LOCATION	Lethbridge Police Commission; City of Lethbridge shared J drive.
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	Lethbridge Police Commission, Lethbridge 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	Lethbridge Police Commission; City of Lethbridge shared J drive.
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	Lethbridge Police Commission, Lethbridge Police Service
LEGAL AUTHORITY FOR COLLECTION	Police Act; Police Service Regulation; Municipal Government Act; Police Commission Bylaw 5969; Freedom of Information and Protection of Privacy Act
NAME	<i>Public Complaints</i>
LOCATION	Lethbridge Police Commission; City of Lethbridge shared J drive.
INFORMATION MAINTAINED	Name, address, phone number of complainant; the complaint
USE	Audit of the citizen complaint process as required under the Police Act.
USERS	Lethbridge Police Commission, Lethbridge Police Service



Appendix 3

Freedom of Information and Privacy Act - Records Directory

LEGAL AUTHORITY FOR COLLECTION	Police Act; Police Service Regulation; Municipal Government Act; Police Commission Bylaw 5969; Freedom of Information and Protection of Privacy Act
NAME	<i>Police Chief Employment Records</i>
LOCATION	Lethbridge Police Commission
INFORMATION MAINTAINED	Hiring information; employment contract and details; performance evaluations
USE	Hiring and employment of the Police Chief
USERS	Lethbridge Police Commission
LEGAL AUTHORITY FOR COLLECTION	Police Act; Police Service Regulation; Municipal Government Act; Police Commission Bylaw 5969; Freedom of Information and Protection of Privacy Act
NAME	<i>Employment Records - Commission Staff</i>
LOCATION	Lethbridge Police Commission
INFORMATION MAINTAINED	Hiring information; employment contract and details; performance evaluations
USE	Employment of Commission Staff
USERS	Lethbridge Police Commission, City of Lethbridge Human Resources Department
LEGAL AUTHORITY FOR COLLECTION	Employment Standards Code; Freedom of Information and Protection of Privacy Act



Appendix 4

Freedom of Information and Protection of Privacy Act - Fee Schedule

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



APPENDIX 5

Lethbridge Police Commission

History of Policy Amendments and Approval

<u>Policy Amended /Consolidated</u>	<u>Date of Approval</u>
Policy Consolidated	<i>2002 March 1</i>
Policy Amended	<i>2004 October 4</i>
Policy Consolidated	<i>2011 March 30</i>
Policy Consolidated	<i>2013 October 30</i>
Policy Amended	<i>2014 February 26</i>
Policy Amended	<i>2014 April 30</i>
Policy Amended	<i>2016 February</i>
Policy Amended	<i>2017 May</i>
Policy Amended	<i>2018 May</i>
Policy Manual Redacted and Replaced	<i>2023 September</i>



APPENDIX 6

Lethbridge Police Commission

Reporting Schedule

1. Annually

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

2. Semi-Annually

- (a) LPS Goals and Objectives

3. Quarterly/Monthly

- (a) Budget Variances and Object
- (b) Calls For Service
- (c) ALERT Report
- (d) Professional Standards and Compliments
- (e) Chief of Police Report on Progress with Evaluation Goals

4. Every Four Years

- (a) Strategic Plan
- (b) Four year Budget



APPENDIX 7

Lethbridge Police Commission *Commission Member Conduct Declaration*

I, _____, the undersigned, do hereby declare that I understand and agree to abide by the following LETHBRIDGE POLICE COMMISSION – Member Conduct and Conflicts of Interest policy

1. Commission Member Conduct

- 1.1 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.
- 1.2 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.
- 1.3 Commission member action will respect the dignity of individuals in accordance with the:
 - *Alberta Human Rights, Citizenship and Multiculturalism Act;*
 - *Canadian Charter of Rights and Freedoms;* and
 - *Freedom of Information and Protection of Privacy Act.*
- 1.4 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.
- 1.5 All members of the Commission have a responsibility to attend 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 Secretary of the Commission.
- 1.6 Commission members must adhere to the guidelines in the policy of the City of Lethbridge governing expenses and personal and corporate gifts.
- 1.7 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 Chief of Police or his/her designate.

2. Disqualification

The Commission may request Council to revoke the appointment of a Commission member who is absent from three (3) consecutive meetings without reasonable cause.

- 2.1 Reasonable cause is to be determined by a majority vote of the Commission at the request of the Chair after the Chair holds a meeting with the individual.



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

3.1 Commission members must declare all potential or perceived conflicts of interest and the Commission then determines whether the member will be excluded from voting or discussion on the matter.

3.2 All declarations of conflict of interest are entered into the minutes.

3.3 A conflict may exist whether or not a financial advantage has been, or may be conferred on the member.

3.4 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.

3.5 A member of the Commission has an 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 must have been affected by the member's private interest.

3.6 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.

3.7 Members concerned that another member may have a conflict of interest must bring the matter to the attention of the Chair or the Commission as soon as is practicable.

3.8 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.

3.9 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.

3.10 A declaration to abide by the Code of Conduct and Conflict of Interest policy is to be signed annually by all Commission members at the first commission meeting.

Signature

Witness

Date

Date



APPENDIX 8

Lethbridge Police Commission ***Privacy Management Program***

PART I — PRIVACY MANAGEMENT PROGRAM FRAMEWORK

1. Purpose and Scope

- 1.1. The Lethbridge Police Commission (“Commission”) is committed to protecting personal information in its custody or under its control in accordance with the Protection of Privacy Act (“POPA”) and applicable regulations.
- 1.2. This Privacy Management Program (“PMP”) establishes the policies and procedures used by the Commission to promote compliance with POPA.
- 1.3. The PMP applies to Commission members, employees, contractors, service providers, and other persons who access or manage personal information on behalf of the Commission.
- 1.4. The PMP applies to personal information in all formats that is in the custody or under the control of the Commission.

2. Governance and Privacy Officer

- 2.1. The Commission retains overall accountability for compliance with POPA and may delegate powers, duties, and functions in accordance with applicable legislation and a Commission’s approved POPA Delegation Table.
- 2.2. The Commission shall designate or identify a Privacy Officer responsible for overseeing compliance with POPA and administration of this PMP.

Privacy Officer: Elizabeth Thompson-Wensveen

Position: Executive Director

Email: admin@lethbridgepolicecommission.com

- 2.3. The Privacy Officer is responsible for administering the PMP, providing privacy advice, coordinating privacy incidents, complaints and correction requests, overseeing required training and privacy assessments, and maintaining documentation necessary to demonstrate compliance.
- 2.4. Commission members, employees, contractors, service providers, and other persons acting on behalf of the Commission are responsible for protecting personal information accessed through their duties; limiting access, use, and disclosure to authorized purposes; complying with applicable privacy and security requirements; completing required privacy training; and immediately reporting actual or suspected privacy incidents to the Privacy Officer.
- 2.5. Actual or suspected privacy incidents shall be reported immediately to the Privacy Officer.

3. Personal Information Management

- 3.1. Personal information shall only be collected, used, and disclosed where authorized



by law.

- 3.2. The Commission shall take reasonable steps to ensure that personal information used to make a decision affecting an individual is accurate and complete.
- 3.3. Personal information shall be retained and securely disposed of in accordance with the Commission's approved records classification and retention requirements.
- 3.4. The Privacy Officer shall maintain sufficient information about the Commission's personal information holdings to support privacy administration, security classification, correction requests, Privacy Impact Assessments, and other obligations under POPA.
- 3.5. Where contractors or service providers manage personal information on behalf of the Commission, appropriate privacy and security requirements shall be established through contracts or other documented arrangements.
- 3.6. Where consent is relied upon as authority for the collection, use, or disclosure of personal information, consent shall be informed and meaningful and shall be obtained and documented in accordance with POPA and applicable regulations. Consent may be obtained orally, electronically, or in writing where permitted by law.

4. Security Classification and Safeguards

- 4.1. The Commission shall maintain a security classification system for personal information, data derived from personal information, and non-personal data in its custody or under its control.
- 4.2. Information shall be classified according to its sensitivity and the potential harm that could result from unauthorized access, use, disclosure, alteration, loss, or destruction.
- 4.3. The Commission shall use the following classifications:
 - 4.3.1. Public — information approved or intended for public disclosure.
 - 4.3.2. Internal — information intended for internal administrative use where unauthorized disclosure would create limited risk.
 - 4.3.3. Confidential — personal, confidential, privileged, or otherwise sensitive information where unauthorized access or disclosure could reasonably cause harm.
 - 4.3.4. Restricted / Highly Sensitive — information requiring the highest level of protection because unauthorized access or disclosure could reasonably result in significant harm.
- 4.4. The Commission shall document and implement administrative, technical, and physical safeguards appropriate to the classification, sensitivity, and volume of the information being protected. Information systems that hold personal information shall be subject to appropriate monitoring to assess the effectiveness of security measures and identify and mitigate privacy risks. Technical monitoring may be carried out by an appropriate service provider or other responsible party.
- 4.5. Information systems that hold personal information, data derived from personal information, or non-personal data shall be subject to appropriate proactive monitoring



to assess the effectiveness of security measures and identify and mitigate privacy risks. Such monitoring may be performed by an authorized service provider on behalf of the Commission.

5. Privacy Impact Assessments

- 5.1. The Commission shall consider privacy risks when introducing or substantially changing a program, activity, information system, technology, service, or information-sharing practice involving personal information.
- 5.2. The Privacy Officer shall determine whether an internal privacy review or formal Privacy Impact Assessment is required.
- 5.3. Where a Privacy Impact Assessment is required, it shall be completed in accordance with applicable POPA requirements and guidance issued by the Office of the Information and Privacy Commissioner.

6. Privacy Training

- 6.1. Privacy training is mandatory for Commission employees, contractors, service providers, and other individuals where required by POPA or applicable regulations.
- 6.2. Commission members shall also complete privacy training appropriate to their responsibilities.
- 6.3. Initial privacy training shall be completed as part of orientation or within a reasonable period after assuming responsibilities involving Commission personal information.
- 6.4. Mandatory privacy training shall expire after four years after which retraining is required.
- 6.5. The Privacy Officer shall maintain a record of required privacy training.

7. Monitoring and Review

- 7.1. The Privacy Officer shall review and assess the PMP at least annually and recommend amendments where required.
- 7.2. The review shall consider changes to legislation, Commission operations, information holdings, technology, privacy incidents, complaints, Privacy Impact Assessments, training requirements, and identified privacy risks.
- 7.3. Material amendments to the PMP shall be submitted to the Commission for approval.
- 7.4. Administrative forms, inventories, checklists, and other tools used to implement the PMP may be maintained and updated by the Privacy Officer without formal amendment of this Appendix, provided they remain consistent with POPA and this PMP.

8. Public Access

- 8.1. The Commission shall provide a copy of its applicable PMP policies and procedures, or directions to where they may be accessed, within 30 business days of receiving a request.
- 8.2. Information may be withheld or redacted where disclosure would compromise the security of personal information or information systems or where otherwise



authorized by law.

PART II — OPERATIONAL PROCEDURES

1. Correction Requests

- 1.1. An individual may request correction of personal information about themselves in accordance with POPA.
- 1.2. Correction requests shall be directed to the Privacy Officer.
- 1.3. The Privacy Officer shall determine whether the requested correction concerns factual information, review any supporting information, and make or refuse the correction in accordance with POPA.
- 1.4. Where a correction is not made, the Commission shall annotate or link the requested correction to the record where required by POPA.
- 1.5. Where corrected information has previously been disclosed to another party, notification shall be provided where required by POPA.

2. Consent

- 2.1. Where consent is relied upon for the collection, use, or disclosure of personal information, the Commission shall ensure that consent is informed and meaningful and is obtained and documented in accordance with POPA and applicable regulations.
- 2.2. Consent may be obtained orally, electronically, or in writing where permitted by law.

3. Privacy Incidents

- 3.1. An actual or suspected loss of, unauthorized access to, or unauthorized disclosure of personal information shall be reported immediately to the Privacy Officer.
- 3.2. The Privacy Officer shall take reasonable steps to contain and investigate the incident, determine its cause, identify the information and individuals affected, assess the risk of significant harm, and identify measures necessary to prevent recurrence. Where an incident could result in a real risk of significant harm, notification shall be made in accordance with POPA and applicable regulations.
- 3.3. Where notification is required by POPA, the Privacy Officer shall coordinate notification to affected individuals, the Office of the Information and Privacy Commissioner, the Minister, and any other required party without unreasonable delay.

4. Privacy Complaints

- 4.1. A person may submit a complaint concerning the Commission's collection, use, disclosure, protection, or other management of personal information.
- 4.2. Complaints shall be directed to the Privacy Officer.
- 4.3. The Privacy Officer shall review the complaint, obtain relevant information, assess compliance with POPA and Commission policy, document the outcome, and provide an appropriate response to the complainant.



5. Non-Personal Data

- 5.1. Where the Commission creates non-personal data from personal information, the purpose, source personal information, method of creation, and applicable quality-assurance measures shall be documented. Reasonable measures shall be taken to reduce the risk that an individual could be re-identified.
- 5.2. Where the Commission does not create, use, or disclose non-personal data, this procedure does not apply.

6. Automated Systems and Artificial Intelligence

- 6.1. Where the Commission uses personal information in an automated system to generate content or make decisions, recommendations, or predictions, the Privacy Officer shall ensure that appropriate privacy, security, and technical safeguards are documented and implemented.
- 6.2. Personal information shall not be entered into an unapproved public or generative artificial intelligence system.
- 6.3. Where the Commission does not use personal information in an automated system for these purposes, this procedure does not apply.

7. ADMINISTRATIVE TOOLS

- 7.1. The Privacy Officer may maintain administrative tools supporting implementation of the PMP, including:
 - 7.1.1. Privacy Incident Report Form
 - 7.1.2. Privacy Impact Assessment Screening Checklist
 - 7.1.3. Personal Information Inventory and Personal Information Bank Register
 - 7.1.4. Security Classification Guide
 - 7.1.5. Privacy Training Record
 - 7.1.6. Annual Privacy Management Program Review Checklist