

Sample
Policy Manual
March 2009

Sample Police Commission

Address
City, Alberta
Postal Code

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Section 1: Framework

1.1 Intent

This policy manual includes policies designed to assist the commission in:

- conducting its own business as effectively, efficiently, and transparently as possible; and
- providing direction to the chief of police.

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

- a. *Alberta Employment Standards Code*
- b. *Alberta Labour Relations Code*
- c. *Alberta Municipal Government Act*
- d. *Alberta Peace Officer (Ministerial) Regulation*
- e. *Alberta Peace Officer Act,*
- f. *Alberta Peace Officer Regulation*
- g. *Alberta Police Officers Collective Bargaining Act*
- h. *Alberta Police Service Regulation*
- i. *Canadian Charter of Rights and Freedoms*
- j. *Criminal Code of Canada*
- k. *Freedom of Information and Protection of Privacy Act*
- l. *Freedom of Information and Protection of Privacy Regulations*
- m. *Municipal Bylaw*
- n. *Provincial Policing Standards and Evaluations*
- o. *Public Inquiry Act*

Please forward any suggested amendments to the:

Chair, Police Commission

Telephone: (XXX) XXX-XXXX

Facsimile: (XXX) XXX-XXXX

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For questions regarding the application of this information to the development of policies and procedures for your commission, please contact:

Chair, Police Commission

Telephone: (XXX) XXX-XXXX

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1.2 Police Commission Legislative Obligations

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

Council, in the *Police Commission Bylaw (25M97)*, has

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

1.3 Mission Statement

To work in partnership with the citizens to ensure transparent, effective, and responsive policing throughout the municipality.

1.4 Vision Statement

To become a model for municipal stakeholders in the civilian oversight of policing.

1.5 Values

- **Respect** : We respect our people and the community we serve.
- **Accountability**: We are accountable to each other and those we serve.
- **Honesty**: We are forthright, direct and honest with our community and ourselves.
- **Integrity**: We conduct ourselves in an ethical manner; maintaining confidentiality, trust and objectivity.

Section 2: Policies for the Commission

Policies, adopted by the commission, to govern its members, relationships, staff and activities and guidelines used by members and staff of the police commission in carrying out the commission's responsibilities and obligations under the [Police Act](#), the *Freedom of Information and Protection of Privacy Act* and *Police Commission Bylaw [25M97](#)*.

2.1 Selection and Appointment of Commission Members

In the selection and appointment of commission members, the police commission adheres to **Section 28(1-13) and 28.1(1-2)** of the [Police Act](#). Applicable portions of information are also taken directly from the *Police Commission Bylaw 25M97*.

- (1) The police commission will have seven members, two of which are either council members or employees of the municipality.
- (2) All those appointed to the commission shall take the oath set out in **Schedule 1** of the [Police Act](#).
- (3) Members may be appointed for a term of two years and cannot serve longer than 6 consecutive years on the commission. Staggered appointment by council is desired for succession planning.
- (4) Members of the commission shall be disqualified from their position if the member is:
 - (a) hired in any capacity with the police service, the RCMP, or other position that could be considered to be in conflict with the oversight commission membership;
 - (b) no longer residing within the municipality limits; or
 - (c) convicted of any offence under the *Criminal Code of Canada*.
- (5) A former member is eligible for reappointment.
- (6) When a vacancy occurs, council may appoint a successor to begin a new two year term.
- (7) Membership can be revoked by council for just cause as per **Section 28(12)** of the [Police Act](#).
- (8) Members are entitled to remuneration as outlined in **Appendix A**.
- (9) The commission will appoint a public complaint director (PCD) as per **Section 28.1(1-2)** of the [Police Act](#).
- (10) Council shall appoint an employee of the municipality to assist the commission as administrative support who shall:
 - (a) attend all meetings and keep a complete record of the minutes of the meetings;
 - (b) maintain all records, correspondence, orders and decisions of the commission;
 - (c) carry out such other functions of the commission as may be delegated; and
 - (d) not vote.

2.2 Commission Responsibilities

- (1) As per **Sections 28.1(1,3), 29(1), 31, 32, 36(1,2), 43, 43.1 and 44** of the [Police Act](#), the police commission oversees the police service including the following:
 - (a) allocating the funds that are provided by council;
 - (b) establishing policies providing for efficient and effective policing;
 - (c) issuing instructions, as necessary, to the chief of police in respect of the policies referred to in (1)(b);
 - (d) ensuring that the police service employs sufficient persons for the purposes of carrying out the functions of the police service;
 - (e) in consultation with police service management, establishing the priorities in policing and participating in strategic planning for police service;
 - (f) appointing the chief of police, subject to ratification by municipal council;
 - (g) receiving complaints regarding police service, police officers and policies from the public working with the police service toward resolution;
 - (h) reviewing complaints against the chief of police;

- (i) considering appeals of the chief's decision in complaints against the police service or police service policy; and
- (j) conducting inquiries into matters respecting the police services, the actions of any police officer or any other person employed by the police service.

Note: as per **Section 31(7)** of the [Police Act](#), municipal council is liable for any legal liability incurred by the police commission.

2.3 Policy Review

Policies and procedures of the police commission shall be reviewed annually. Modifications must receive commission approval.

2.4 Commission Member Conduct

- (1) Members of the commission must perform 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 maintained and enhanced. All members will abide by their oath of office.
- (2) Commission member actions 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*.
- (3) 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.
- (4) Commission members are required to attend all scheduled meetings of the commission and all committee meetings on which they are serving. Absences should be reported to the chair prior to meetings. Nonattendance may be cause for dismissal from the commission.
- (5) The commission will use the municipality's purchasing policy to purchase goods and services.
- (6) Commission members will follow the municipality policies regarding the acceptance of personal and corporate gifts.
- (7) Inappropriate conduct may result in dismissal from the commission as recommended by a majority of the commission and ratified by council.

2.5 Conflict of Interest

Conflict of interest refers to a conflict between a member's personal and/or business interests and the member's responsibility as a commission member. This conflict may exist whether or not there is financial gain.

- (1) Commissioners, personally or in relation to their colleagues, must declare all potential or perceived conflicts of interest. The commission will decide whether or not the member in question will be excluded from voting or discussion of the matter.
- (2) All conflicts and actions taken regarding the conflict must be entered into the minutes.
- (3) 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.

- (4) Undisclosed conflict of interest may result in dismissal from the commission as per the final decision of council.

2.6 Remuneration

- (1) Commissioners will receive remuneration for meetings and events attended as per **Appendix A**.
- (2) Expenses will be reimbursed using the municipal travel and expense policy.
- (3) Money for remuneration will be obtained from the police commission annual budget as granted by council following the municipal budgetary cycle.

2.7 Orientation of New Members

- (1) New commissioners will participate in an orientation session regarding their roles and responsibilities. This orientation shall take place as soon as practicable upon appointment. New members will be encouraged to attend the Alberta Solicitor General and Public Security Orientation.
- (2) New commissioners will be given copies of:
 - *Police Act*;
 - *Police Service Regulations*;
 - *Police Commission Bylaw [25M97](#)*;
 - *Police Commission Policy and Procedures Manual*; and
 - *Freedom of Information and Protection of Privacy Act*.
- (3) Commissioners will receive an overview from the chair or designate regarding (alphabetical):
 - Commission budget;
 - Communication strategies and policies (with members, commission staff, external services, media public, police service, etc.);
 - Current goals of the commission;
 - Event schedules and expected attendance;
 - Meeting procedures and schedules;
 - Mission and vision of the commission;
 - Organizational structure of council;
 - Organizational structure of the police service;
 - Past annual reports (commission and police service);
 - Police service business plan;
 - Policy regarding personal and corporate gifts;
 - Roles and responsibilities of commission staff;
 - Structure and function of committees;
 - Time commitments; and
 - Travel and expense policy.
- (4) Commission members will participate in ongoing developmental opportunities as time permits including but not limited to (alphabetical):
 - Attendance at conferences;
 - Introduction to community societies and non-profits;
 - Meeting council;
 - Mentoring (including for succession planning);
 - Police service tour;
 - Policing standards review;
 - Ride along;
 - Overview of victims of crime services; and

- Training provided by Alberta Solicitor General and Public Security or other provincial partners

2.8 Roles and Responsibilities of Chair and Vice-chair

- (1) The chair ([Police Act Section 28\(10\)](#)) as elected by the membership at the commencement of each year, presides over commission meetings. Should the chair not be present, or vacate the position either temporarily or permanently, the vice-chair ([Police Act Section 28\(10\)](#)) will act in the chair's place.
- (2) Neither a member of council nor an employee of the municipality may be chair or vice-chair. ([Police Act Section 28\(11\)](#))
- (3) Should neither the chair nor vice-chair be available, the commission shall elect an acting chair for the meeting until such time the chair or vice-chair is available.
- (4) The chair is to be advised of a breach/potential breach by a member or chief of police. Breaches by the chair should be referred to the vice-chair.
- (5) The chair/vice-chair as the case may be may engage an outside agency as required to investigate allegations of a breach. The commission will review findings and recommend (or not) the revocation of the member's appointment to council.
- (6) The chair will designate a member, in the absence of the council appointed employee of the commission, to record during all meetings, hearings or inquiries.
- (7) The chair is the signing authority for all contracts representing the business of the commission.
- (8) The chair and vice-chair have signing authority for budgeted items on behalf of the commission to an amount not exceeding \$5000.00. Non-budgeted amounts require prior commission approval.
- (9) The chair and vice-chair are responsible for coordinating the selection, hiring, evaluation and paying of employees of the commission via the funds allocated by the municipality.

2.9 Role of Public Complaint Director

- (1) The public complaint director (PCD) receives complaints from the public on behalf of the commission. The PCD is delegated the authority by the chair to receive complaints, liaise with the chief and perform other duties as on behalf of the commission as per **Section 28.1(3 (a,b))** of the [Police Act](#).
- (2) Complaints are recorded in writing by the PCD and forwarded on behalf of the complainant to the police chief who decides if the complaint should be managed by the police service or the commission as per **Section 43(1,2)** of the [Police Act](#).
- (3) The PCD monitors the complaints process of the police service as per **Section 24** of the [Police Service Regulation](#) including reviewing documents or attending disciplinary proceedings arising from public complaints.
- (4) The PCD reports monthly to the commission.
- (5) The PCD attends meetings as coordinated by the provincial public complaint director as a representative of Alberta Solicitor General and Public Security.
- (6) The PCD consults with the FOIP coordinator with regard to file/record management including storage and destruction.

2.10 Commission Personnel

- (1) The commission may hire staff.
- (2) Employees will be given official job descriptions and are subject to all applicable Federal and Provincial Legislation including, but not limited to:
 - *Alberta Employment Standards Code*; and
 - *Alberta Labour Relations Code*.
- (3) Commission staff does not have the right to vote on commission decisions.
- (4) Employees will be evaluated on yearly basis by the commission.

2.11 Formation of Committees

- (1) The function of a committee is to assist the commission in completing its responsibilities.
- (2) The commission may form either standing or ad hoc committees to examine and report on issues that fall under the authority and responsibility of the commission.
- (3) The commission sets the terms for the committee, appoints its chair and participating members. Any commission member may attend a committee meeting.
- (4) The commission may appoint subject matter experts from the public or commission staff to assist in committee business.
- (5) The committee must provide copies of its agenda and minutes of its meetings for storage by the commission.
- (6) The committee provides options to the commission.
- (7) The committee may not speak or act for the commission unless it has formally been given authority and then only for a specific or time-limited purpose.
- (8) The committee shall report regularly to the commission, the schedule to be determined by the commission.

2.12 Legal and Professional Services

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

2.13 Meetings

- (1) At the first meeting of the year, the chair shall schedule all meetings occurring in that year. The yearly schedule is made public. The meetings generally occur the 3rd Wednesday of each month. Unless notified one (1) week in advance, all meetings begin at 5:00PM, at the City Hall in Room 313. The commission may choose to hold meetings at differing places within the community.
- (2) A majority of commissioners shall form a quorum. Each member has one vote. The chief of police, staff and other attendees have an advisory capacity only and therefore no voting privileges. In the event of a tie, the chair will vote to maintain status quo.
- (3) Meetings shall be open to the public. However, in-camera sessions may be held respecting *Freedom of Information and Protection of Privacy* items (FOIP) when issues deal with:
 - Security of the commission's property;

- Personal information of an individual, including an employee of the commission or police service;
 - Labour relations or employee negotiations;
 - A law enforcement matter (as per FOIP definition), litigation or potential litigation, including appeals to the commission or matters before administrative tribunals affecting the commission; or
 - The consideration of a request for access to information under (FOIP).
- (4) The conduct of all participants will be respectful, using appropriate language and following the rules as outlined by the chair. Attendees displaying poor conduct may be asked by the chair to leave.
- (5) The agenda for each meeting is set by the chair in consultation with commission staff, the police chief, and commission members and is to be finalized 5 working days before the meeting. In-camera items are to be clearly marked.
- (6) The agenda is distributed to all commission members and staff, the chief of police and his deputies, other attendees and the public, five (5) working days before the meeting. In general, no items will be added to the agenda after this notification. All support material (reports, briefs, letters, last session minutes, etc.) needs to be included. **It is expected that members review all material prior to the meeting and be prepared to discuss in detail at that time.**
- (7) Members of the public (delegation) who wish to address the commission must request permission from the chair seven (7) working days prior to the meeting. The delegation must detail the names of those attending and the subject to be discussed. Presentations are limited to 5 minutes unless otherwise indicated by the chair. Complaints about officer conduct are not topics for this forum.
- (8) During the meeting, the chair may coordinate requests from the audience to address the commission regarding items on the agenda. Complaints about officer conduct are not topics for this forum.
- (9) The general order of business for commission meetings as coordinated by the chair is as follows:
- Call the meeting to order
 - Regrets
 - Adoption of the agenda
 - Approval of previous Minutes
 - Executive/Committee Reports (correspondence)
 - Other new business
 - Delegations
 - Old business
 - Closing question period
 - Adjournment
- (10) Minutes of meetings are an honest expression of the group's opinions and a summary of what was discussed and decided. Unbiased, accurate minutes will include:
- Time the meeting was called to order;
 - Names of attendees and those sending regrets (and if only attending part of the meeting);
 - Persons who motioned and seconded adoption of the agenda and approval of previous minutes, and all decisions made during the meeting;
 - Concise summaries of discussions and presentations;
 - Items that have been held over to another meeting (for tracking) with deadlines; and
 - The time the meeting adjourns.

- (11) Notes kept to prepare the official minutes of the commission are considered transitory records and are destroyed upon approval of the minutes.
- (12) All records of the commission are stored and archived as per the policies and procedures of the municipality.
- (13) The commission, as a public body must comply with *Freedom of Information and Protection of Privacy* (FOIP) Legislation. The FOIP coordinator for the municipality has been designated in Bylaw [25M97](#) as responsible for ensuring that personal information is managed in accordance with FOIP legislation including the destruction of information following meetings or terms of members. Requests for information involving the commission should be directed to the FOIP coordinator for the municipality subject to their fees and policies.

2.14 Communication

- (1) The chair of the police commission is the official spokesperson for the commission and represents the commission in all matters before municipal, provincial and federal government.
- (2) All correspondence addressed to the chair that is not a public complaint under the [Police Act](#), is processed by the chair.
- (3) All correspondence sent or received directly by the chair or commission members are forwarded to the commission for response and filing.
- (4) Formal communication between the police service and the commission is conducted through the chair and the office of the chief.
- (5) The chair is the media spokesperson for the commission.

2.15 Commission Annual Plan

This section refers only to the annual plan for the commission. Please refer to **Section 3.4 Financial** of this document for equivalent with regard to the police service.

- (1) The commission, in consultation with the chief of police, will write an annual plan that at a minimum contains:
 - Priorities, goals and objectives;
 - Implementation strategies;
 - Benchmarks for success; and
 - A budget.
- (2) The plan will be submitted to council for amendments, ratification, and provision of funds.
- (3) Changes to the plan and/or budget need approval from the commission and council. All changes must be recorded in commission minutes and reported on in the next quarterly report.
- (4) The commission will report quarterly to council on the status of the plan including financial statements.
- (5) The financial records of the commission may be audited at any time by auditors appointed by the municipality.
- (6) The commission will prepare a final annual report for submission to both council and made available to the public. At a minimum the report will contain:
 - Introduction;
 - Overview;
 - Composition of the commission;

- Committee summaries (as they exist);
- Statistical information regarding meetings and activities (such as: attendance, activities, training and development, membership, conference attendance etc.);
- Initiatives;
- Self-Evaluation;
- Public complaint summary; and
- Concluding comments.

2.16 Complaints

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

- a police officer
- the chief of police
- policies and services of a police service
- serious incidents (including sensitive issues)

Note: Complaints should be submitted in writing where practicable as per **Section 43(3)** of the [Police Act](#).

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

Complaints must be advised at least once each 45 days regarding the status of their complaint as **per Section 44(11)** policies and services, **45(7)** police officers, **46(7)** chiefs of police, and **46.1(7)** serious incidents of the [Police Act](#). The public complaint director monitors the process on behalf of the commission to ensure complaints are kept informed.

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

(1) Complaints Regarding Police Officers

- (a) Complaints concerning a police officer are the responsibility of the chief. The public complaint director forwards concerns regarding police officers to the chief as per **Section 28.1(3)** of the [Police Act](#).
- (b) Complaints against police officers may be resolved informally at any time before or during an investigation with consent as per **Section 43.1(1)** of the [Police Act](#).
- (c) The commission may become involved in these types of complaints if the chief requests that the chair arrange for investigation of the complaint by another police service. **Section 45(5-7)** of the [Police Act](#).
- (d) A copy of the final decision regarding the complaint is sent to the commission as per **Section 45(8)** of the [Police Act](#).
- (e) The commission may be asked by the chief to consider dismissing a complaint when the chief considers the complaint frivolous, vexatious or made in bad faith as per **Section 43(7-8, 12-14)** of the [Police Act](#). Documentation explaining the decision and the right to request a review of the decision is provided to the complainant by the commission if the commission agrees it is frivolous, vexatious or made in bad faith.

- (f) Police officers under investigation for misconduct (as per **Section 5** of the [Police Service Regulation](#)) must be charged within the time limits as set out in **Section 7** of the [Police Service Regulation](#) unless an extension is filed and granted by the commission.
- (2) **Chief of Police Complaints**
- (a) Complaints concerning a chief are submitted to the chair of the commission for action as per **Section 43(2)** of the [Police Act](#)
- (b) Complaints may be dealt with informally by the chair as per **Section 43.1(2)** of the [Police Act](#) if both the chief and complainant consent.
- (c) **Section 46(1-7)** of the [Police Act](#) outlines the handling of complaints submitted to the commission regarding the chief of police.
- (d) The commission may dismiss complaints against the chief per **Section 43(9,12,14)** of the [Police Act](#) at any time before or during the investigation if the commission believes the complaint is frivolous, vexatious or made in bad faith. Documentation explaining the decision and the right to request a review of the decision is provided to the complainant and the chief.
- (3) **Police Services or Policy Complaints**
- (a) Complaints concerning police services or service policies, as per **Section 44(1)(b)** of the [Police Act](#), are referred to the chief who may:
- deal with the complaint; or
 - refer the matter to the commission.
- (b) The chief of police must provide a copy of the final decision regarding service or policy complaints to the commission as per **Section 44(10)** of the [Police Act](#).
- (c) Complaints made regarding police services or policy can be appealed to the commission as per **Section 44(3-9)** of the [Police Act](#).
- (d) The commission must provide a copy of the final decision regarding service or policy appeals to the complainant as per **Section 44(9)** of the [Police Act](#).
- (e) The commission **Section 43(10,12,14)** or chief **Section 43(7)** may dismiss such complaints at any time before or during the investigation if it is believed the complaint is frivolous, vexatious or made in bad faith. Documentation explaining the decision and the right to request a review of the decision is provided to the complainant and the chief.
- (4) **Serious Incidents and Complaints**
- Serious incidents or complaints (including issues of a sensitive nature), as defined by Alberta Solicitor General and Public Security are managed according to **Section 46.1** and **Section 46.2** of the [Police Act](#).
- (a) The chief shall notify the commission and the Minister as soon as practicable of incidents or complaints involving serious injury or death of any person that may have resulted from the actions of a police officer as per **Section 46.1(1)** of the [Police Act](#)

- (b) The chief shall notify the commission and Minister as soon practicable of situations of a serious or sensitive nature that may have related to the actions of a police officer as per **Section 46.1(1)** of the [Police Act](#).
 - (c) The Minister, via his/her designate, the Director of Law Enforcement, will decide how the matter is investigated as per **Section 46.1(2)(a-d)** of the [Police Act](#). This may include:
 - assistance of a police officer from another police service;
 - investigation by another police service;
 - appointing of the public as overseers; or
 - as per **Section 46.2** of the [Police Act](#), direction to the Alberta Serious Incident Response Team to investigate, assist in the investigation, or take over the investigation.
 - (d) Copies of documentation provided to the complainant during the investigation will also be provided to the commission as per **Section 46.1(8)** of the [Police Act](#). The investigation findings will be shared with the commission as per **Section 46.1(4)** of the [Police Act](#).
- (5) **Complaint Analysis**

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

Section 3: Policies for the Governance and Oversight of the Police Service

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

3.1 Approach to Policing

- (1) The police commission endorses a community-based approach to policing based on the following definition:

Community policing, which is based on the principles of partnership, ownership, problem solving and quality service, allows police services to respond to the unique policing needs of their communities. Implementing community policing requires ongoing dialogue with the community, taking a collaborative and proactive approach and identifying community needs.

- (2) The chief of police must manage the police service in a manner that upholds the commission's commitment to community-based policing.

3.2 Management of the Police Service

- (1) The chief of police has command of the police service subject to the policies and general supervision of the police commission.
- (2) The chief of police may delegate authority but cannot relinquish control or cease to be responsible for the professional administration of the police service.
- (3) If the chief of police is unable to fulfill his or her assigned duties, the commission appoints an interim chief.
- (4) The chief shall present an annual report to the commission covering the operations of the police service during the previous fiscal year (**Provincial Policing Standards OM 3.2**).
- (5) The chief shall receive an annual evaluation of his performance in managing the police service from the commission.

3.3 Jurisdiction

- (1) Police officers have jurisdiction throughout the province as per **Section 38(2)**, unless restricted by a commission as per **Section 31(2a)** and **Section 38(3)**. Even when restricted, however, if the officer is in an immediate pursuit as per **Section 38(4)** powers can be exercised beyond that jurisdiction.
- (2) The consent of the police commission must be obtained if police officers are to work outside of their restricted territorial jurisdiction as per **Section 33(1)** of the [Police Act](#).

3.4 Personnel

- (1) The police commission delegates to the chief of police the authority to appoint sworn members and civilian employees to the police service, with the exception of the chief of police.
- (2) The commission delegates to the chief the authority to approve special leave requests from sworn members and civilian employees.
- (3) Under **Section 37(2)** of the [Police Act](#), the commission may terminate the services of a police officer for reasons other than disciplinary reasons.

- When requesting that the commission terminate the services of a police officer, the chief must ensure that thorough documentation of the reasons for termination is placed before the commission at the same time as the request.
 - At the commission's discretion, an officer identified for termination under **Section 37(20)** 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. The commission's decision is final.
- (4) The commission is bound by **Section 8 (11-13)** of the [Police Service Regulation](#) with respect to relief of duty without pay.

3.5 Financial

- (1) In accordance with the budget cycle of the municipality, the commission, in consultation with the chief of police, will prepare a plan specifying the level of police services and programs to be provided to meet the needs of the citizens. ([Police Act Section 29\(1-3\)](#))
- The chief presents a policing plan and proposed budget detailing police services, programs and capital expenditures designed to best meet the community needs to the commission for approval.
 - 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.
 - The budget must reflect all police court fine revenue from the previous year's experience.
 - The commission submits the police service budget, as approved, to council in accordance with the specified timetable of the municipality.
- (2) The chief will present quarterly reports on the budget of the police service to the commission. Those reports will be presented to council by the commission.
- The chief reports anticipated variances in the annual budget to the commission as soon as practicable.
 - Operating funds approved by the commission in the annual operating or capital budget that are unexpended at year-end (in excess of \$50,000), cannot be spent on operational activities or capital projects that have not been approved by the commission.
 - The chief may reallocate funds between account categories where necessary to achieve annual objectives or to reflect adjustments to annual objectives based on community requirements. Reallocations of funds that exceed \$50,000 must be reported quarterly to the commission.
 - The chief must advise the commission of all new leases exceeding \$50,000 over the life of the lease, before these items are presented to council or a committee of council.
- (3) The chief wherever practicable will contract for services or materials through the municipality supply management business unit. In all other contracts the chief must:
- Obtain competitive bids by formal advertised contract;
 - Advise the commission of all sole source contracts including the reason for sole sourcing;
 - Review ongoing contracts for re-tender every 5 years or less, and
 - Advise the commission of all contracts awarded for amounts greater than \$50,000.
- (4) The following are designated signing authority levels for procurement and payment of professional services through the municipality of supply management business unit:

- Up to \$10,000 – area commanders and civilian managers
 - Up to \$25,000 – deputy chief
 - Up to \$50,000 – chief
 - Over \$50,000 – commission approval.
- (5) Application for expense reimbursement by the chief of police in excess of \$1000 is submitted to the chair for review and approval. Monthly summaries of all expenses for the chief are submitted to the chair for review and approval.
- (6) Private sector donations to the police service must be approved by the chair and will only be approved if the impartiality of police does not come into question. Amounts in excess of \$1000 will be directed for use as approved by the commission if not designated to a specific program of the police service. A summary of such donations shall be submitted to the chair of the commission at the close of the year.

3.6 Police Service Policies

The policies and procedures for the police service must adhere to provincial policing standards developed by Alberta Solicitor General and Public Security. Commission members are responsible for ensuring that the police service has policies that address the standards in the [Provincial Policing Standards Manual](#). Attached is the table of contents to the *Provincial Policing Standards Manual*.

Provincial Policing Standards

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