

**PROVINCIAL POLICE STANDARDS AUDIT:  
LETHBRIDGE POLICE SERVICE 2019**



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## EXECUTIVE SUMMARY

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Policing Standards Audits are conducted under the authority of Section 8(2) of the *Police Act*. This section tasks the Director of Law Enforcement, on behalf of the Minister, with the responsibility to ensure that all policing provided in Alberta

- a. Is adequate and effective; and,
- b. Complies with the Alberta Policing Standards

This year marks the start of the Fourth Cycle of Policing Standards Audits. The methodology of the Fourth Cycle has been enhanced to build on the lessons of the previous three Cycles and allows the auditors to carry out more extensive tests of police practices.

Cycle Four audits are performed in two stages. In Stage 1, auditors conduct offsite reviews of documents to evaluate Standards compliance and compile and review performance data. Stage 1 runs from January to June providing the audit team the time to more closely examine the information provided. In Stage 2, the audit team attends each agency being audited for three days in the fall to perform tests of targeted processes and to observe specific facility and equipment requirements.

The Lethbridge Police Service (LthPS) was the first police agency to complete a Cycle Four Audit. LthPS was specifically selected as the first agency to participate because of their very good performance in past audits.

This report summarizes the findings of their 2019 Policing Standards Audit.

### ADEQUATE AND EFFECTIVE

Using available data and information, the Audit Team found LthPS

- a. Provided the required policing services to the communities they serve (Adequate)
- b. Met the needs and expectations of the communities served (Effective)

Overall the performance of Lethbridge Police Service was very good across the period examined for this audit. Of note, LthPS readily adopted a collaborative and innovative approach to providing policing to the communities they serve.

### STANDARDS COMPLIANCE

The Audit Team found that LthPS was compliant with all (152-152) Policing Standards.

### OPPORTUNITIES FOR IMPROVEMENT

The Audit team identified the following opportunities that the agency and their oversight body should consider to improve performance.

- a. Business Planning and Annual Reports: Agency should review processes to develop goals and related performance measures including the structure and characteristics of goals and the measures linked to those goals. The resulting changes would improve the agency's capacity to align work performed with goals and enhance your capacity to recognize all the essential work performed across your agency.
- b. Data collection and analysis: Agency should review the processes employed and the resources assigned to data collection and analysis. The review should examine the data collected and information generated through analysis to more fully support decision-makers at all levels.

### CONCLUSION

LthPS performance throughout the audit was very good. The Team found that the Lethbridge Police Service and its staff enthusiastically engage with their community and other agencies to provide safe and secure communities in which to live, work and raise families.

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## INTRODUCTION

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1. The Government of Alberta introduced Policing Standards (Standards) in 2006. The Standards were developed in consultation with policing stakeholders to provide a tool that would allow the stakeholders to assess whether the service police were providing was adequate and effective.
2. Alberta Justice and Solicitor General (AJSG) created the Policing Standards and Audits Section (PSAS) of the Law Enforcement and Oversight Branch (LEOB) to manage the Standards and conduct audits and reviews of police performance to evaluate compliance.
3. The PSAS audit and review responsibilities include all standards listed in the Alberta Policing Standards Manual as well as any other auditable topic requested by the Minister.

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### MANDATE OF THE STANDARDS AND AUDITS SECTION

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4. PSAS was created under the authority of section 3.1 of the *Police Act*. The mandate of the PSAS is to evaluate police performance in accordance with section 8(2) (a) of the *Police Act*.
5. The PSAS reports to the Director, Policing Standards and Audits of the LEOB.

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### COMPLIANCE AUDIT OBJECTIVE, SCOPE AND CONDUCT

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6. The Lethbridge Police Service (LthPS) audit had two objectives:
  - a. Evaluate the adequacy and effectiveness of policing provided by the agency; and
  - b. Evaluate the agency's compliance with the Alberta Policing Standards (2018)<sup>1</sup> in accordance with Section 3.1 of the Alberta *Police Act*
7. The scope of Standards audits encompasses any areas of practice required to meet the audit objectives.
8. Standards audit teams (Team) apply the following definitions when assessing the adequacy and effectiveness of policing provided to Alberta's communities.
  - a. Adequate: Police provide service that is acceptable in quality and quantity. It is evaluated on two dimensions:
    - i. Equitable: Delivered all necessary Services in fair and impartial manner
    - ii. Efficient: Benefits of providing equitable service balances with the costs
  - b. Effective: Police successfully meet community goals and/or expectations
9. Police agencies are the primary source of data and information used to evaluate police service organization, resources, work and performance. Other sources include Police Commission and municipal government business plans, annual reports, agendas and meeting minutes.
10. PSAS standardizes the assessment of adequacy and effectiveness using a framework developed from legislated duties and research on police practices.<sup>2/3</sup> The framework groups' police work into five Service Categories each with critical sub-processes. The framework is described below.

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<sup>1</sup> Alberta Justice and Solicitor General (2018) Alberta Provincial Policing Standards Manual


<sup>2</sup> *Police Act*, RSA 2000, c P-17, Sections 38(1) and 41 (1). Retrieved on 2019 Dec 19 from <http://canlii.ca/t/52vnj> on 2019, Dec 19

<sup>3</sup> CCA (2014) *Policing in Canada in the 21st Century: New Policing for New Challenges*. Ottawa: Expert Panel-Policing (Ch 2) / Moore & Braga (2003) *The Bottom Line of Policing...* / National Institute of Justice (1999) *Measuring What Matters (Proceedings)...*

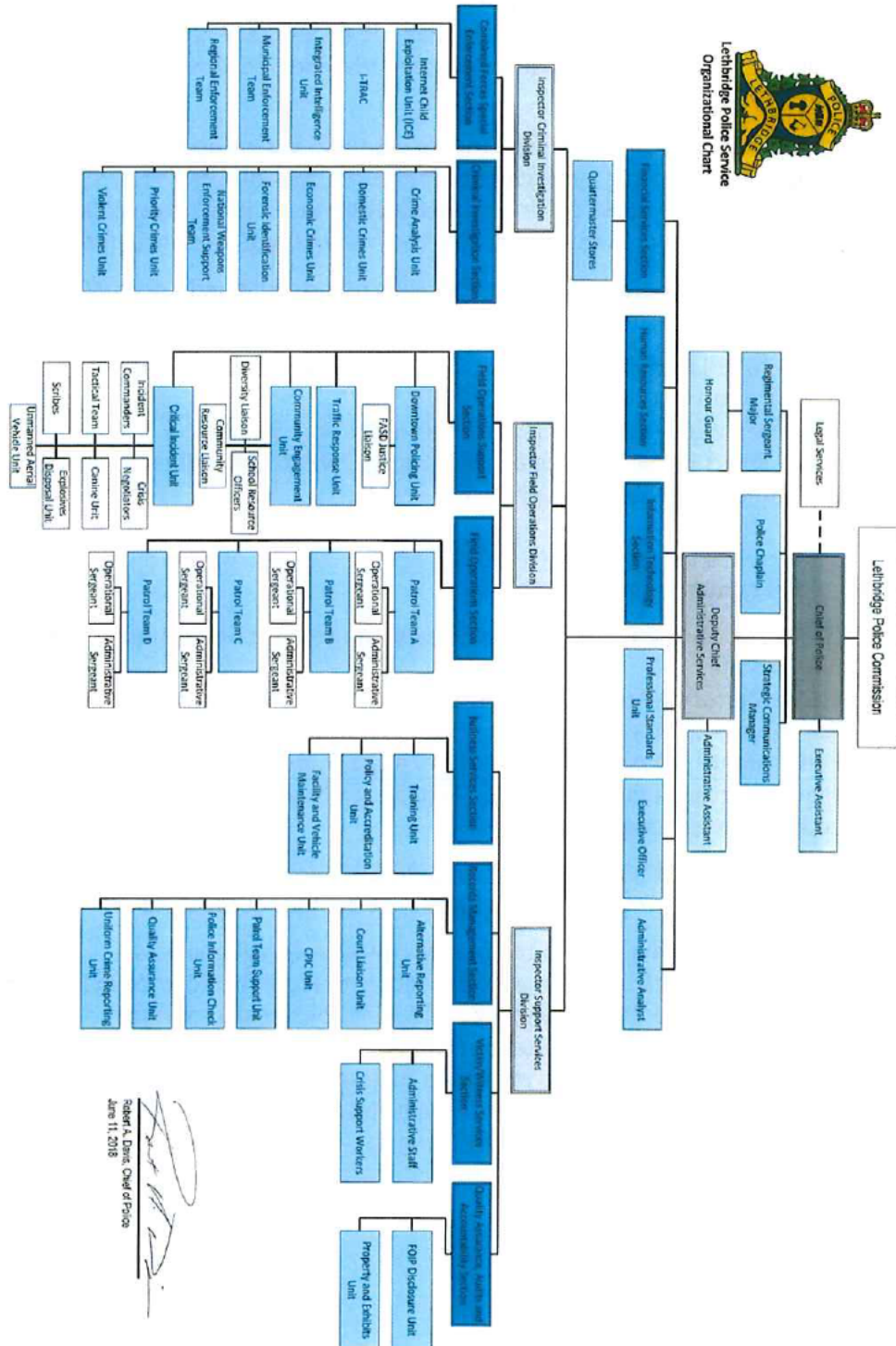


- a. **Enforcement:** Identify, respond, investigate, and provide required support for the administration of justice and to keep the peace.
  - i. Call evaluation / dispatch: Facilitate the management of police resources and risk
  - ii. Respond / investigate: Facilitate timely and professional resolution of citizen requests
  - iii. Support to crown / victim: Support prosecution and aid victim / witness trauma management
- b. **Problem solving:** Identify crime and social disorder issues within a community, examine root causes and establish strategies to assist in resolving and preventing them.
  - i. Scan / analyze: Break complex topics into smaller parts to identify and describe problems and develop viable solutions
  - ii. Plan: Direction on actions to take and resources assigned to effectively resolve identified issues
  - iii. Implement / assess: Apply resources to address issues and evaluate outcomes
- c. **Awareness:** Promote an accurate perception of safety, prevent and reduce crime and victimization and ensure effective communication between police and their communities.
  - i. Scan / analyze: Break complex topics into smaller parts to identify and describe problems and produce factual (reliable and valid) "safety" statistics
  - ii. Communicate: Ensure public access to information that informs community and individual understanding of risk from crime and actions to take to reduce crime and victimization
- d. **Community coordination:** Cultivate and maintain positive, productive and creative public safety relationships with communities.
  - i. Cultivate: Actively acquire and develop relationships with the community at all levels resources
  - ii. Maintain: Preserve trusting and cooperative relationships with the community
- e. **Professionalism:** Promote and maintain organizational and individual competence through internal performance management systems.
  - i. Individual competence: Establish and maintain behaviour and practice expectations
  - ii. Supervision and guidance: Employ policies, procedures, and management and supervision to direct and monitor individual, unit and agency to meet expectations
  - iii. Organization and planning: Develop, implement and coordinate agency actions and deploy resources to identify and address community needs through business planning, management, awareness and feedback



11. For each of the Service Categories the Team examines available performance data and information using the following questions.
  - a. Equitable: Did police provide required Service?
    - i. Resources: What resources were used to deliver each Service?
    - ii. Workload: What work (outputs) was performed in each Service?
  - b. Efficient: How did the cost of providing the Services balance with benefits?
    - i. What were the costs to provide the Service?
    - ii. What were the direct benefits from receiving that Service?
    - iii. Are the costs acceptable? What should change?
  - c. Effective: Did efforts achieve desired results?
    - i. "Overall" service provision: Was quality / quantity acceptable?
    - ii. Evaluate goals set for service: Was progress toward goal acceptable?
12. The Cycle 4 2019 Audit Team comprised:  

13. PSAS audits are conducted in three phases: Planning (Phase 1), Auditing (Phase 2), and reporting (Phase 3). The 2019 Audit Phase 1 was completed in November 2018. Phase 2 was executed in two stages between January and December 2019.
  - a. Stage 1 (Offsite: January to May 2019): Police agencies sent their standards compliance files and performance information to the Team for review and evaluation.
    - i. Review policy, procedure and documents to evaluate standards compliance
    - ii. Interview stakeholders
    - iii. Analyze organization and performance data
    - iv. Test risk and quality control function in selected processes
    - v. Develop follow-up plans to correct identified compliance issues
  - b. Stage 2 (Onsite: fall 2019): Team attended each police agency to conduct tests of specific processes.
    - i. Observe facilities and selected operational processes
    - ii. Complete tests of risk and quality control function in selected processes
    - iii. Interview identified staff
14. In Phase 3 (Reporting) the Team analyzed the information gathered in Phase 2 to evaluate LthPS compliance with the Standards and their performance in the community. All conclusions are based on the information available to the Team at the time of the audit. PSAS reserves the right to amend the findings and conclusions should the Team receive new information.
15. Team findings presented in this report are organized into four sections:
  - a. Overview of the community and the police service
  - b. Analysis of work
  - c. Police performance
  - d. Standards compliance

## APPENDIX 1: ORGANIZATION CHART



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**APPENDIX 3: OFFSITE STANDARDS FILE REVIEW**


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**POLICING STANDARDS FILE REVIEW LEDGER: Organization Management (OM)**

<b>OM (2018): STANDARD - LEDGER</b>	<b>C</b>	<b>NC</b>	<b>P</b>	<b>NA</b>
<b>OM 1.1</b> – Formally consult with the community every four years (at a minimum) to identify community needs, concerns and expectations regarding policing.	X			
<b>OM 1.2</b> – Police services shall take steps to address identified community needs, concerns and expectations.	X			
<b>OM 2.1</b> – Police services shall ensure all personnel have access to a current organizational chart with a written description of the organization's structure and a policy describing each organizational component or function.	X			
<b>OM 2.2</b> – Police service policy shall outline command protocol for various situations.	X			
a. The Chief of Police is absent, off duty, or incapacitated.	X			
b. Involving personnel from different jurisdictions in a joint operation.	X			
c. Day-to-day operations.	X			
<b>OM 2.3</b> – Police service policy shall require members to obey any lawful order received from a supervisor. Procedures shall also be in place to deal with situations where the member receives a conflicting or unlawful order.	X			
<b>OM 2.4</b> – The police service shall have a system of policy and procedures.	X			
<b>OM 2.5</b> – Police service policy shall include mission and values statements of the service.	X			
<b>OM 2.6</b> – Police services shall adopt a Code of Conduct and ensure all members abide by the Code.	X			
<b>OM 3.1</b> – Police services shall develop a multi-year plan that includes.	X			
<b>OM 3.2</b> – Police services shall produce an annual report covering their operations during the previous fiscal year.	X			
<b>OM 4.1</b> – Police services shall have an accounting system that complies with generally accepted accounting principles.	X			
<b>OM 4.2</b> – Police service policy shall outline financial considerations.	X			
a. Budget process.	X			
b. Responsibilities for the budget preparation.	X			
c. Responsibilities for the fiscal management.	X			
<b>OM 5.1</b> – Police services shall have policy which describes internal audits.	X			



## POLICING STANDARDS FILE REVIEW LEDGER: Personnel Administration (PA)

PA (2018): STANDARD - LEDGER	C	NC	P	NA
PA 1.1 – Police service policy shall outline the position(s) which have the responsibility for recruitment of members.	X			
PA 1.2 – Police services shall ensure position(s) responsible for recruiting members have the skills and competencies required to fulfill responsibilities.	X			
PA 1.3 – Police services shall have a written recruiting plan which includes, at a minimum, member requirements accounting for community diversity and a documented process for evaluating the recruitment plan considerations.	X			
PA 1.4 – Police services shall, at the time of the application, provide written information to applicants, about the recruiting process and any costs associated with the application process which must be borne by the applicant.	X			
PA 2.1 – Police services shall ensure their recruit selection complies with Alberta Police Recruit Selection Guidelines.	X			
PA 2.2 – Police service policy shall outline who has the responsibility for the selection of members.	X			
PA 2.3 – Police services shall ensure position(s) responsible for selecting members have the skills and competencies required to fulfill responsibilities.	X			
PA 2.4 – Police services shall comply with the Alberta Police Recruit Selection Guidelines.	X			
PA 2.5 – To be confirmed with permanent status, RCMP, First Nation or municipal members.	X			
PA 2.6 – Successful applicants for appointment to police officer status under the Act and/or Tripartite Policing Agreements.	X			
PA 2.7 – Successful applicants for appointment to police officer status under the RCMP Act.				X

PA (2018): STANDARD - LEDGER	C	NC	P	NA
PA 3.1 – Responsibilities for the research, design and delivery of in-service training and professional development shall be outlined in the police service policy.	X			
PA 3.2 – Police services shall ensure individuals who are responsible for training have the skill and competencies required to fulfill their responsibilities.	X			
PA 3.3 – Course training standards and lesson plans shall adhere to a curriculum recognized by the Ministry and approved by the Chief of Police.	X			
PA 3.4 – Police services shall provide training and records.	X			
PA 3.5 – Police services' recruit field training programs.	X			
PA 3.6 – If a police service provides specialized services, it shall outline how training needs will be provided.	X			
PA 3.7 – Police services shall identify and provide training which meets the needs of civilian employees.	X			
PA 3.8 – Police services shall identify and provide the training needs of supervised volunteers.	X			
PA 3.9 – Police services shall identify and provide for the training needs of newly promoted people.	X			
PA 3.10 – Police services shall conduct needs analysis.	X			

PA (2018): STANDARD - LEDGER	C	NC	P	NA
PA 4.1 – If a police service has not articulated a comprehensive performance evaluation process in its collective agreement or associated legislation, the police service shall describe its evaluation procedures.	X			
PA 4.2 – Police services shall ensure the personnel being evaluated are interviewed at the conclusion of the performance evaluation.	X			
PA 4.3 – Police services shall provide a copy of completed performance evaluations to the personnel being evaluated.	X			
PA 4.4 – Police services shall ensure written performance feedback is provided to all probationary personnel, tri-monthly (at a minimum), during the probation period.	X			
PA 4.5 – Police services shall ensure the impact of sustained complaints against the conduct of any member is considered when evaluating that member's performance.	X			
PA 4.6 – Police services shall have a written performance evaluation system which sets out the use of remedial measures to improve marginal performance.	X			

PA 4.7 – Police services shall have a written performance management system which includes an "early intervention" component to proactively address potential performance issues.	X			
PA 5.1 – The responsibility for the administration of the promotion system shall be outlined in the police service policy.	X			
PA 5.2 – Police services shall have a documented promotion process.	X			
PA 5.3 – The police service promotion policy shall require the posting of promotional opportunities.	X			
PA 5.4 – Police service policy shall note the evaluation provided by an outside agency will not be the sole determinant for promotion of a successful applicant. Outside agency evaluation shall not be the sole determinant for the elimination of any applicant from the promotion process.	X			
PA 5.5 – Police service policy shall have a system for conducting an analysis, evaluation, and amendment of the promotion system.	X			

PA (2018): STANDARD - LEDGER	C	NC	P	NA
PA 6.1 – If a police service has not articulated a comprehensive grievance process in its collective agreement or associated legislation, it shall describe its grievance policy and procedures.	X			
PA 6.2 – Police service policy shall require an annual analysis of grievances to identify and respond to evolving trends	X			
PA 7.1 – Police service policy shall outline the responsibility for the administration and investigation of complaints against members.	X			
PA 7.2 – Police services shall use the approved public complaints management system.	X			
PA 7.3 – Police service policy shall define a complaints process which complies with the applicable legislation, tripartite agreement or provincial policing agreement.	X			
PA 7.4 – Police service policy shall provide for written information explaining the complaint process to the public and members. The information shall be available in public areas of all police service facilities as well as in any arrest processing areas.	X			
PA 7.5 – Police services shall have written policy stating that every member is required to inform the Chief of police or detachment commander of the conduct of another member, whether the conduct occurs on or off duty, when such conduct is likely to constitute a breach of: discipline, professional ethics, a statutory offence, Code of Conduct, the Act or the Police Service Regulations.	X			
PA 7.6 – Police services shall have policy stating that a member who is acting in the capacity of a designated union or association representative may be informed of the non-criminal conduct of another member as it relates to a contravention of disciplinary regulations or the failure to perform duties. In these cases, the police service shall not require the member to disclose this information.	X			
PA 7.7 – Police services shall have policy to ensure that no person may discriminate or retaliate against any member who makes a complaint about the conduct of another member or who acts in the capacity of a designated union or association representative.	X			
PA 7.8 – Police service policy shall require an annual analysis of complaints to identify, and respond to evolving trends summarized in the police service’s annual report to the police commission, if one exists.	X			
PA 7.9 – Police service policy shall ensure the people assigned to investigate the conduct of any member, the quality of police service, or policy, have the skill, and competencies required to fulfill their responsibilities.	X			
PA 7.10 – Police services shall have positions with the authority and accountability to administer corrective action for specified occurrences, in accordance with applicable legislation.	X			

PA (2018): STANDARD - LEDGER	C	NC	P	NA
PA 8.1 – Police services shall have comprehensive policy describing the benefits available to employees in accordance with relevant provincial labor legislation.	X			
PA 8.2 – Police service policy shall include employee assistance programs or services.	X			
PA 8.3 – Police services shall have policy in relation to off-duty and extra duty employment.	X			
PA 9.1 – Police service policy shall outline the responsibility for the co-ordination and supervision of volunteer services.	X			
PA 9.2 – The police service shall maintain a written description of the duties of supervised volunteers.	X			

<b>PA 9.3</b> – Police services recruiting supervised volunteers, shall take into account the cultural diversity of the community, the nature of the program, and the availability of volunteers.	<b>X</b>			
<b>PA 9.4</b> – Police service policy shall direct a screening process be completed on supervised volunteers.	<b>X</b>			
<b>PA 9.5</b> – Police service policy shall ensure all records of applicants for a supervised volunteer role are maintained for a period consistent with their internal retention schedule.	<b>X</b>			
<b>PA 9.6</b> – Police service policy shall ensure supervised volunteers are identifiable to the general public.	<b>X</b>			
<b>PA 9.7</b> – Police service policy shall ensure supervised volunteers acknowledge an Oath of Office and secrecy agreement.	<b>X</b>			
<b>PA 9.8</b> – Police service policy shall ensure the performance of supervised volunteers is evaluated and documented annually.	<b>X</b>			



## POLICING STANDARDS FILE REVIEW LEDGER: Operations (OP)

OP (2018): STANDARD - LEDGER	C	NC	P	NA
OP 1.1 – Police service policy shall outline which position is responsible for crime prevention, as well as the relationship among all organizational elements of the police service in pursuing crime prevention.	X			
OP 1.2 – Police services shall establish crime prevention priorities, goals, objectives, evaluation criteria and time lines.	X			
OP 2.1 – Police services shall have policy which describes the traffic function.	X			
a. The position that is responsible for the traffic function.				
b. Responding to motor vehicle collisions when applicable.	X			
c. Address tactical enforcement, and education efforts.	X			
d. Ensuring the safety of the public at collision scenes.	X			
e. Provide traffic control, the removal of vehicles, and debris.	X			
OP 2.2 – Police service policy shall describe the process for reporting collisions at reporting centers, on scene, or at police facilities.	X			
OP 2.3 – Policy shall require police services to maintain a traffic record system for collision and enforcement data.	X			
a. Location of collisions				
b. Time of collisions.	X			
c. Cause of collisions.	X			
d. Traffic offences.	X			
e. Problem areas/intersections.	X			
OP 2.4 – Policies to improve road safety police services shall develop a minimum three-year traffic services plan.	X			
a. Enforcement.				
b. Education.	X			
c. Research and evaluation.	X			
d. Communication and awareness.	X			
e. Engineering and technology.	X			
f. Related stakeholders.	X			
g. Reviewed annually and updated as necessary.	X			
OP 3.1 – Police service policy shall address responding to routine, urgent, and emergency calls.	X			
OP 3.2 – Police services must address traffic safety issues raised in the citizen survey and their analysis.	X			
<b>SEE APPENDIX (ENVIRONMENTAL SCAN)</b>				
OP 3.3 – Police services shall have policy outlining responsibility for administration of the ride-along program.	X			
OP 4.1 – Police services shall have a written motor vehicle pursuit policy that is consistent with the Motor Vehicle Pursuit Guidelines issued by the Ministry.	X			

OP (2018): STANDARD - LEDGER	C	NC	P	NA
OP 5.1 – Police service policy shall outline their capability to respond to complex investigations in a timely manner.	X			
OP 5.2 – Police services shall use a defined case management system (describe how files are assigned, monitored and concluded) which monitors investigation progress. Police services shall define the responsibilities and procedures for conducting preliminary and follow-up investigations.	X			
OP 5.3 – Police service policy shall require the use of the major case management model where the application of those principles is necessary to manage investigations that are serious or complex in nature.	X			
OP 5.4 – Police service policy shall govern investigations.	X			
OP 5.5 – Police service policy, in coordination with the Ministry of Labour, shall define the responsibilities and procedures for conducting criminal negligence causing death or bodily injury investigations where a death or serious injury takes place in the context of a workplace.	X			

OP 5.6 – Police service policy shall govern cross jurisdiction investigations and the sharing of information with other law enforcement services and regulatory bodies.	X			
OP 5.7 – Police service policy shall govern the use of polygraph or any other truth verification systems.	X			
OP 5.8 – Police service policy shall require compliance with the reporting requirements of the Violent Crime Linkage Analysis System (ViCLAS).	X			
OP 6.1 – Police service policy shall ensure criminal information collected be shared only with authorized recipients and exchanged in a timely fashion.	X			
OP 6.2 – Police services shall ensure personnel assigned to the criminal intelligence function have the skills and competencies required to fulfill their responsibilities.	X			
OP 6.3 – A CISA Level 1 police service will have an intelligence program.	X			
OP 6.4 – Police service policy shall ensure the protection of information sources.	X			
OP 6.5 – Police service policy shall ensure the “Third Party Rule” is used to control the release of all criminal intelligence.	X			
OP 7.1 – Police service policy shall establish formal and informal mechanisms for court.	X			
OP 8.1 – Police service policy shall designate position(s) that are responsible for coordinating the police response to natural and other disasters.	X			
OP 8.2 – Police service policy shall have a disaster/contingency plan relevant to the community context in accordance with AEMA expectations.	X			
OP 8.3 – Police service policy shall require the review and amendment of their disaster/contingency plans on an annual basis and following activations for real events or exercises.	X			
OP 9.1 – Police service policy shall ensure use of force is consistent with the Criminal Code of Canada.	X			
OP 9.2 – Police service policy shall ensure the weapons, techniques and applications of force comply with the Use of Force Guidelines.	X			
OP 9.3 – Police services shall ensure incidents involving force are reported in compliance with the Use of Force Guidelines.	X			
OP 9.4 – Police service policy shall require an annual review and analysis of use of force procedures and incidents.	X			

<b>OP (2018): STANDARD - LEDGER</b>	<b>C</b>	<b>NC</b>	<b>P</b>	<b>NA</b>
OP 10.1 – Police service policy shall comply with the Domestic Violence Guidelines, and Victims of Crime Protocol (VCP) (Elder Abuse, Mental Health Persons, and Sexual Violence) for police services issued by the Ministry.	X			
OP 10.2 – Police service policy shall designate a position of domestic violence coordinator.	X			
OP 10.3 – Police service policy shall ensure a position exists for liaising with community representatives, responding to issues related to domestic violence and other vulnerable population occurrences.	X			
OP 10.4 – Police service policy shall ensure domestic violence training is provided to all personnel who provide service in this area.	X			
OP 10.5 – Police services shall retain statistical data on domestic violence occurrences.	X			
OP 10.6 – Police service policy shall require all domestic violence reports be read and approved by a supervisor.	X			
OP 10.7 – Police services shall annually review their domestic violence policy and procedures to ensure consistency with legislative and case law changes.	X			



## POLICING STANDARDS FILE REVIEW LEDGER: Special Services (SS)

<b>SS (2018): STANDARD - LEDGER</b>	<b>C</b>	<b>NC</b>	<b>P</b>	<b>NA</b>
SS 1.1 – Police service policy shall provide victim and witness assistance that is consistent with the VCP established by the Ministry, or arrange referral of victims to community programs and services.	X			
SS 1.2 – Police service policy shall ensure victims of crime are provided with information about victim programs and services.	X			
SS 1.3 – Police services shall review victim and witness services every three years (at a minimum) and adjust policies as deemed necessary.	X			
SS 2.1 – Responsibility for the communications system shall be outlined in police service policy.	X			
SS 2.2 – Police service policy shall require personnel assigned to communications to have the skills and competencies required to fulfill their responsibilities.	X			
SS 2.3 – Police services shall be capable of providing 24-hour emergency service.	X			
SS 2.4 – Police services' communications policy.	X			
SS 2.5 – Police service policy shall ensure all on-duty patrol members are provided with continuous access to communications services.	X			
SS 2.6 – Police services shall have audio recordings	X			
SS 3.1 – Police service policy shall outline the positions responsible for collection, analysis, and dissemination of crime data and information.	X			
SS 3.2 – Police service policy shall require procedures for analyzing crime trends. Their analysis shall address community needs and future policing requirements.	X			
SS 3.3 – Police services shall ensure personnel assigned to crime analysis have the skills and competencies required to fulfill their responsibilities.	X			

<b>SS (2018): STANDARD - LEDGER</b>	<b>C</b>	<b>NC</b>	<b>P</b>	<b>NA</b>
SS 4.1 – Police service policy shall establish, an incident command structure, for High Risk Incident Response Units.	X			
SS 4.2 – Police service policy shall include emergency procedures anticipating a variety of events.	X			
SS 5.1 – Police services shall have, or have access to, forensic identification services.	X			
SS 6.1 – Police service policy shall govern the operation of their holding facilities and comply with OHS and WHIMS.	X			
SS 6.2 – Police service policy shall govern the processing of people in custody.	X			
SS 6.3 – Police service policy requires arrest processing areas and holding cells to be monitored and recorded by CCVE.	X			
SS 6.4 – Police service policy requires CCVE recording medium, as required in Standard SS 6.3, be retained for a minimum of one year.	X			
SS 7.1 – Police services shall have written policy that address transporting people in custody.	X			
SS 7.2 – Police services shall have written policies that address unique circumstances when transporting people in custody.	X			



<b>SS (2018): STANDARD - LEDGER</b>	<b>C</b>	<b>NC</b>	<b>P</b>	<b>NA</b>
<b>SS 8.1</b> – Police service policy shall outline the positions responsible for the records function.	X			
<b>SS 8.2</b> – Police service policy shall ensure records are indexed for quick retrieval.	X			
<b>SS 8.3</b> – Police service policy shall ensure the status of all operational records be clearly classified (e.g. open, closed, inactive).	X			
<b>SS 8.4</b> – Police service policy shall ensure records are maintained in relation to crime and investigations.	X			
<b>SS 8.5</b> – Police service policy shall address the use of forms.	X			
<b>SS 8.6</b> – Police service policy shall address record retention schedules.	X			
<b>SS 8.7</b> – Police service policy shall include procedures for handling funds.	X			
<b>SS 8.8</b> – Police service policy shall address document security.	X			
<b>SS 8.9</b> – Police service policy shall address the recording of arrest information.	X			
<b>SS 8.10</b> – Police service policy shall address the maintenance of disposition records on all cases where charges have been laid.	X			
<b>SS 8.11</b> – Police service policy shall address the procedures for maintaining warrants.	X			
<b>SS 9.1</b> – Police services shall have policy and procedures compliant with legislation for evidence and property in police control.	X			
<b>SS 9.2</b> – Police services shall ensure seized recovered, evidentiary, abandoned, safekeeping of property and found property be organized.	X			

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**APPENDIX 4: ONSITE PROCESS REVIEW**


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**FACILITY AND ONSITE OBSERVATIONS**

<b>STANDARD</b>	<b>OBSERVATION</b>	<b>STATUS (C/NC)</b>
<b>SS 2</b>	<b>COMMUNICATIONS</b>	
	DV and medical emergency dispatch	C
	Recording radio and phone communications	C
	Data collection: incoming calls (police vs non police work)	C
	GPS: tracking, retention, pursuits / member injury	C
<b>SS 6</b>	<b>PERSONS IN CUSTODY</b>	
6	Number of cells / holding facilities	C
6.1 (b)	Security / welfare checks persons in custody 15 min	C
6.1 (c)	Maintain holding facility sanitary conditions	C
6.1 (d)	First aid kit present / maintained	C
6.1 (h)	Toilet / bathing facilities available	C
6.1 (k)	Cell key kept in readily available secure location	C
6.1 (p)	Phone provides confidential communication with counsel	C
6.2 (f)	Secure storage for prisoner property	C
6.2 (g)	Separate holding facilities for youth, male, female	C
6.3	Booking area video monitored and recorded	C
6.4	Video records retained for minimum 365 days	C
<b>OP 7</b>	<b>BRING EVIDENCE BEFORE COURT</b>	
7.1	All bullets	C
<b>SS 8</b>	<b>RECORDS</b>	
All paras.	All bullets	C
<b>SS 9</b>	<b>PROPERTY / EVIDENCE</b>	
9.1(A)	INVENTORY OF ALL PROPERTY / EVIDENCE	C
9.1(b)	Transfer possession	C
9.1(c)	Dispose property	C
9.1(d)	Locate notify owners	C
9.2	Property / evidence records: indexed, preserved, secure, annual audit	C
<b>SS 10</b>	<b>FACILITIES</b>	
10.1(a)	Interview rooms	C
10.1(b)	Public access / disabled access	C
10.1(c)	Security for critical / sensitive operations (comms., records, property)	C
10.2	Police issue uniforms / equipment (security, storage, records)	C
10.5	Vehicles: marking, emergency lights, siren, GPS	C
10.6	Vehicles: emergency equipment (safety, liability)	C
10.7 / 8	Police equipment issue (PPE, force option, uniform)	C
10.10	High Risk and other special purpose vehicles (maint. logs, condition)	C