

**PROVINCIAL POLICING STANDARDS AUDIT:
LETHBRIDGE POLICE SERVICE 2025**



EXECUTIVE SUMMARY: FINDINGS AND RECOMMENDATIONS

In accordance with Section 3 of the *Police Act*, the Government of Alberta is responsible for ensuring adequate and effective policing is maintained throughout Alberta. This audit report summarizes the findings of Lethbridge Police Service's (LPS) performance in relation to the Alberta Policing Standards (Standards).

Beginning the fifth cycle of Standards audits, the Policing Standards and Audits Section (PSAS) enhanced the methodology to build on the lessons of previous cycles. Cycle 5 audits encompass three phases:

- **Phase 1:** Planning.
- **Phase 2:**
 - **Stage 1:** Offsite document review to evaluate Standards compliance and police service performance.
 - **Stage 2:** Onsite visit and interviews to evaluate targeted processes, facility, and equipment requirements. The Cycle 5 targeted practice areas were:
 - Missing Persons (MP) [OP 5.9].
 - Use of Force (Uoff) [OP 9].
 - Intimate Partner Violence (IPV) [OP 10].
 - Sexual Assault (SA) [OP 11].
- **Phase 3:** Audit reporting. Analysis of the available information to evaluate compliance with the Standards and police performance in the community.

Every effort was made to assist LPS to ensure compliance before the final report was issued. LPS and its oversight bodies should review this audit report and appendices and discuss the actions they might take regarding identified strengths and opportunities for improvement.

STANDARDS COMPLIANCE

LPS was found compliant with 159 of 159 Policing Standards [see Appendices 3 (Offsite) and 4 (Onsite)] upon conclusion of the audit process.

- Organizational Management (OM): 13 of 13 Standards
- Operations (OP): 45 of 45 Standards
- Personnel Administration (PA): 56 of 56 Standards
- Support Services (SS): 45 of 45 Standards

ADEQUATE AND EFFECTIVE

The Police Performance Management System (PPMS) defines Adequate and Effective policing as follows:

1. **Adequate:** Police provide Service that is acceptable in quality and quantity. It is evaluated on two dimensions:
 - a. **Equitable:** Delivered all necessary Services in a fair and impartial manner; and
 - b. **Efficient:** Benefits of providing equitable Service balances with the costs.
2. **Effective:** Police successfully meet goals and expectations.

To perform these roles, PPMS contends police must provide five essential Service Categories (Services) to their communities:

1. **Enforcement:** Identify, respond, investigate, and provide required support for the administration of justice and to keep the peace.

2. **Problem solving:** Identify crime and social disorder issues within a community, examine root causes and establish strategies to assist in resolving and preventing them.
3. **Awareness:** Promote an accurate perception of safety, prevent/reduce crime and victimization and ensure effective communication between police and their communities.
4. **Community coordination:** Cultivate and maintain positive, productive, and creative public safety relationships with communities.
5. **Professionalism:** Promote and maintain organizational and individual competence through internal performance management systems.

LPS is deemed to have been an Adequate and Effective police service during the audit period.

FINDINGS

LPS demonstrated proper performance throughout the period examined in this Standards Audit. The assignment of administrative responsibilities to a full-time civilian Compliance Coordinator assisted in a structured, thorough and communicative process.

OPPORTUNITIES FOR IMPROVEMENT

1. LPS should collaborate with Alberta Health Services to establish local access to a dedicated and qualified medical professional trained in administering the Youth Sexual Assault Evidence Kit, thereby eliminating the need for victims to travel to Calgary.
2. LPS, in collaboration with Alberta Health Services, is encouraged to ensure the presence of a dedicated and qualified medical professional in the local area to administer the Youth Sexual Assault Evidence Kit, thereby preventing the need for victims to travel to Calgary.
3. Collaboration between LPS, the Crown, and the Provincial Intelligence and Security Branch is essential to ensure increased resource allocation at the Crown and ITRAC levels, leading to improved turnaround times.
4. Evidence facility management improvements at LPS include installing temperature alarms on temporary evidence freezers to prevent equipment failure and potential evidence degradation. A formalized policy and response procedure is also necessary to guide staff in the event of a temperature-related incident. Additional upgrades such as a fan hood and glass door in the evidence processing area would enhance safety and visibility, while improved ventilation in the basement drug evidence storage area would support better environmental control and occupational health standards.
5. In collaboration with relevant stakeholders, LPS is encouraged to adopt a revised definition of "Missing Persons," with particular attention to AWOL youth and chronic missing individuals. This redefinition would support a more proportionate, risk-based response model, allowing for more efficient resource deployment and improved operational effectiveness.

CONCLUSION

For the examined Audit period, PSAS found LPS to have provided:

Adequate: LPS performance was found to be acceptable in quality and quantity across the period examined in this audit. LPS provided adequate policing by:

1. Assigning resources to perform work in each of the five Service Categories (Equitable policing).
2. Balancing the costs of delivering the Services with the benefits received (Efficient policing).

Effective: Available data and information indicates LPS performance was successful in meeting stated goals and expectations across the period examined in this audit.

PSAS found LPS and its staff frequently engage with their community, partner organizations, and other police services to provide a safe and secure community in which to live, work, and raise families.

Appendices 3 and 4 provide a more detailed analysis of the adequate and effective findings.

APPENDICES

The attached Appendices provide additional in-depth detail and analysis regarding the methodology applied to this audit and the aforementioned outcomes.

The following Appendices are attached:

APPENDIX 1: MANDATE, SCOPE AND POLICE SERVICE BACKGROUND

APPENDIX 2: PPMS FRAMEWORK AND PERFORMANCE EVALUATION

APPENDIX 3: COMPLIANCE LEDGERS (Offsite)

APPENDIX 4: COMPLIANCE LEDGERS (Onsite)

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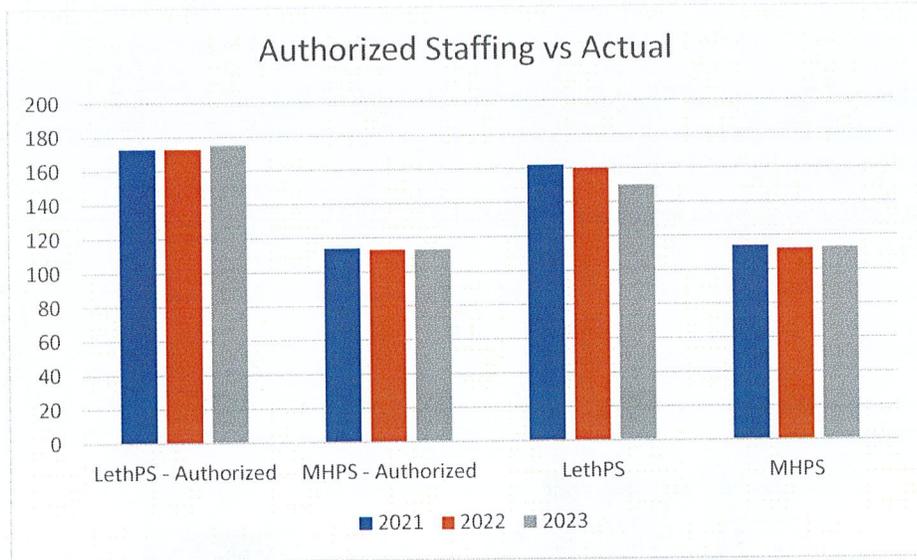
APPENDIX 1: MANDATE, SCOPE, AND POLICE SERVICE BACKGROUND

MANDATE OF THE POLICING STANDARDS AND AUDITS SECTION (PSAS)

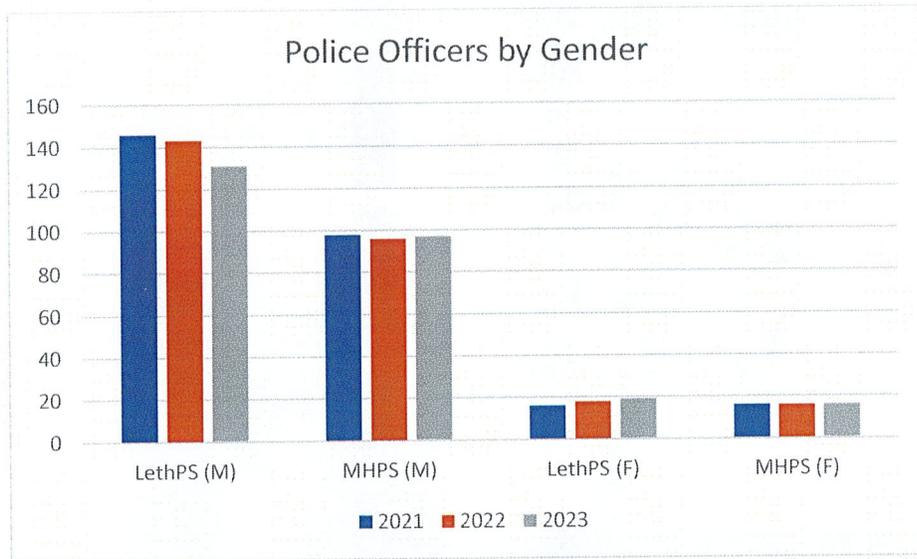
1. Under the authority of Section 3.1 of the *Police Act*, the Minister created the Policing Standards and Audits Section (PSAS) of the Law Enforcement and Oversight Branch with a mandate to evaluate police performance in accordance with Section 8(2) (a) of the *Police Act*.
2. The Policing Standards (Standards) were developed in consultation with policing stakeholders, in 2006, to provide a tool that allows stakeholders to assess whether the Services provided were Adequate and Effective.
3. PSAS audit and review the Standards, as well as any other auditable topic requested by the Minister, to evaluate police performance and compliance.

AUDIT OBJECTIVE, SCOPE, AND CONDUCT

4. Standards audits have two objectives:
 - a. Evaluate the Adequacy and Effectiveness of policing provided by a police service; and
 - b. Evaluate police service compliance with the Standards (V2.4 – 2024).
5. Audits conducted in relation to the Police Performance Management System (PPMS) Framework determine how police services provide the Services (Adequate: Equitable, Efficient) as well as their performance (Effective).
6. PSAS audits are completed in three phases:
 - a. **Phase 1:** Planning.
 - b. **Phase 2:** Execution in two stages for LPS:
 - i. **Stage 1:** Offsite document review (Spring/Summer) of compliance files to evaluate compliance and police performance (Adequate and Effective).
 - ii. **Stage 2:** Onsite visit (Summer), interviews and supplemental document review to assess police practice for compliance with policy and the Standards. In Cycle 5, PSAS evaluated the following targeted practices:
 1. Missing Persons (MP) [OP 5.9].
 2. Use of Force (Uoff) [OP 9].
 3. Intimate Partner Violence (IPV) [OP 10] .
 4. Sexual Assault (SA) [OP 11].
 - c. **Phase 3:** Audit reporting. PSAS analyzes the available information to evaluate compliance with the Standards and police performance in the community.
7. Police services are the primary source of data and information used during audits. PSAS makes observations based on information available at the time of the audit and reserves the right to amend audit findings should it receive new information relating to any matter in question.

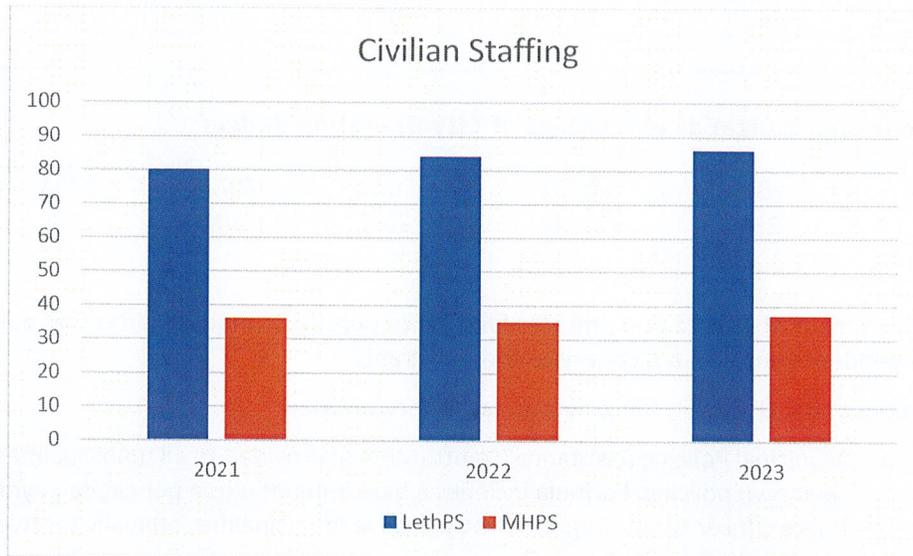


10.



- 11.** Civilian staff play a key role in providing effective policing. They perform such critical work as receiving and evaluating telephone requests for police assistance (911 and non-emergency calls); assisting citizens at the front counter; victim support; data management/analysis; communication and technological support; records management; and detention area guards.

12.



POLICE FUNDING

13. LPS budgets during the examined audit period represented the following proportions of the City’s respective (approximate) budgets.²

14. City Capital Budget

2019	2020	2021	2022	2023	2024	2025
\$18m	\$21m	\$22m	\$23m	\$18m	\$18m	\$19m

15. City Operating Budget (Tax Supported ONLY)

2019	2020	2021	2022	2023	2024	2025
\$151m	\$157m	\$163m	\$189m	\$203m	\$207m	\$208m

16. LPS Capital Budget

2019	2020	2021	2022	2023	2024	2025
-	-	-	\$320k	-	\$750k	-

17. LPS Operating Budget (Tax Supported ONLY)

2019	2020	2021	2022	2023	2024	2025
\$36m	\$36m	\$35m	\$38m	\$40m	\$43m	\$44m

² Lethbridge Police Service: Financial Services Section, Email Correspondence Feb 20/25

18. LPS Capital Budget as percentage of City Capital Budget

2019	2020	2021	2022	2023	2024	2025
-	-	-	1%	-	4%	-

19. LPS Operating Budget as percentage of City Operating Budget

2019	2020	2021	2022	2023	2024	2025
24%	23%	21%	20%	20%	21%	21%

20. The Government of Alberta also provides funding for policing to municipalities that have established an independent municipal police service through grants.

21. At the time of the LPS audit, the grants and transfers included:

- a. Municipal Policing Assistance Grants (MPAG): Provided to all municipalities that fund their own policing. Formula includes a base amount plus a per capita payment.
- b. Police Officer Grant program (POG): Eligible municipalities annually receive money per new position created.
- c. Alberta Law Enforcement Response Teams (ALERT): Municipal police receive funding for any staff provided to ALERT.
- d. Municipalities MUST USE funds received from MPAG, POG and ALERT to support policing—in accordance with relevant agreements.

POLICE OVERSIGHT

22. The *Police Act* provides the legal framework for police oversight. Under Section 31(1) of the *Police Act*, where a commission has been established, the commission shall, in the carrying out of its responsibilities, oversee the police service and shall do the following:

1. Establish the priorities of the police service, taking into account the priorities for policing in the province established under section 3.1, and report these priorities and any modification of them to the Minister within 30 days of establishing or modifying them;
2. Report annually or on request to the Minister on the implementation of programs and services to achieve the priorities of the police service;
3. Allocate the funds that are provided by the council;
4. Establish policies providing for efficient and effective policing;
5. Issue instructions, as necessary, to the chief of police in respect of the policies referred to in clause (2);
6. Ensure that sufficient persons are employed for the police service for the purposes of carrying out the functions of the police service;
7. Develop a community safety plan in conjunction with the police service that includes a plan for collaboration with community agencies, and report annually to the Minister on the implementation of and any updates to the plan;
8. Develop a diversity and inclusion plan in conjunction with the police service; and

9. Exercise other powers and perform other duties and functions specified by the regulations.³
- 23.** Business Plans (Plan) and Annual reports (Report) document and facilitate the oversight process. Through the Plans and Reports LPS and the Lethbridge Police Commission (LPC) communicate:
- a. Goals established by the police and oversight body;
 - b. How resources will be used to perform work to achieve those goals;
 - c. How the organization will measure progress toward those goals; and
 - d. Annually report on progress against the goals and other statutory requirements.
- 24.** PSAS reviewed numerous documents from the examined audit period including:
- a. Business Plans.
 - b. Annual reports.
 - c. Community consultations.
 - d. Relevant meeting minutes.
- 25.** Overall, LPS performance was consistent across multiple analyzed categories with provincial averages and a similarly sized police service.

³ Police Act, December 2023.

APPENDIX 2: PPMS FRAMEWORK AND PERFORMANCE EVALUATION

26. The Police Performance Management System (PPMS) defines adequate and effective policing as follows:
- a. **Adequate:** Police provide Service that is acceptable in quality and quantity. It is evaluated on two dimensions:
 1. **Equitable:** Delivered all necessary Services in fair and impartial manner; and
 2. **Efficient:** Benefits of providing equitable Service balances with the costs.
 - b. **Effective:** Police successfully meet goals and expectations.
27. To perform these roles, PPMS contends police must provide five essential service categories to their communities:
- a. **Enforcement:** Identify, respond, investigate, and provide required support for the administration of justice and to keep the peace.
 - 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.
 - c. **Awareness:** Promote an accurate perception of safety, prevent, and reduce crime and victimization and ensure effective communication between police and their communities.
 - d. **Community coordination:** Cultivate and maintain positive, productive, and creative public safety relationships with communities.
 - e. **Professionalism:** Promote and maintain organizational and individual competence through internal performance management systems.
28. Each of these LPS service categories were evaluated and detailed in the following summaries.

ENFORCEMENT (WORKLOAD)

29. The Enforcement service category includes all work performed to identify, respond to, investigate, and resolve issues in support of the administration of justice and to keep the peace.
- a. Call evaluation and dispatch (CED): Facilitate the management of police resources and risk.
 - b. Respond and investigate: Facilitate timely and professional resolution of citizen requests.
 - c. Support to crown and victims: Support prosecution and aid in victim/witness trauma management (This is covered in greater detail below in the Community Coordination Section of the report).
30. LPS provides award winning emergency and operational call evaluation and communications support 24–hours a day – 365 days a year.⁴ The Public Safety Communications Centre (PSCC) is the first point of contact for the public who feel they require Police, Fire, EMS and non–emergency calls. Emergency Communications Officers (ECO) manage resources and risk through the evaluation process:
- a. Is this a matter for police or other community resources? Then...
 - b. If police, is this an emergency / urgent matter or a non–emergency matter? Is there a threat to life (including police)? Then...
 - c. If non–emergency, does this require dispatched or non–dispatched (alternative) resources?

⁴ PSCC Reaccredited as a Center of Excellence < <https://www.lethbridge.ca/news/posts/national-public-safety-telecommunicators-week-honours-lethbridge-s-9-1-1-professionals-and-dispatch-excellence/>>, April 22, 2025

31. If a request is police related and requires a sworn member to attend a scene, staff create and dispatch a Call For Service (CFS).

32. The following table notes the *Dispatched CFS* LPS received from 2021–2024⁵:

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
36, 143	36, 779	37,882	31, 879

33. LPS formally consult with the Crown on all matters related to the charge process and preparing for trial. This said, concerns were noted with the prolonged processing time of the Crown and ITRAC.

34. The following table notes the number of CCC charges LPS laid, respectively.⁶

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
8,058	7,127	6,223	6,246

35. The tables below use Statistics Canada UCR data to show the volume of work forwarded to the Crown by LPS and another similarly sized police service.⁷ Overall, LPS performance was consistent across multiple analyzed categories with provincial averages and another similarly sized police service.

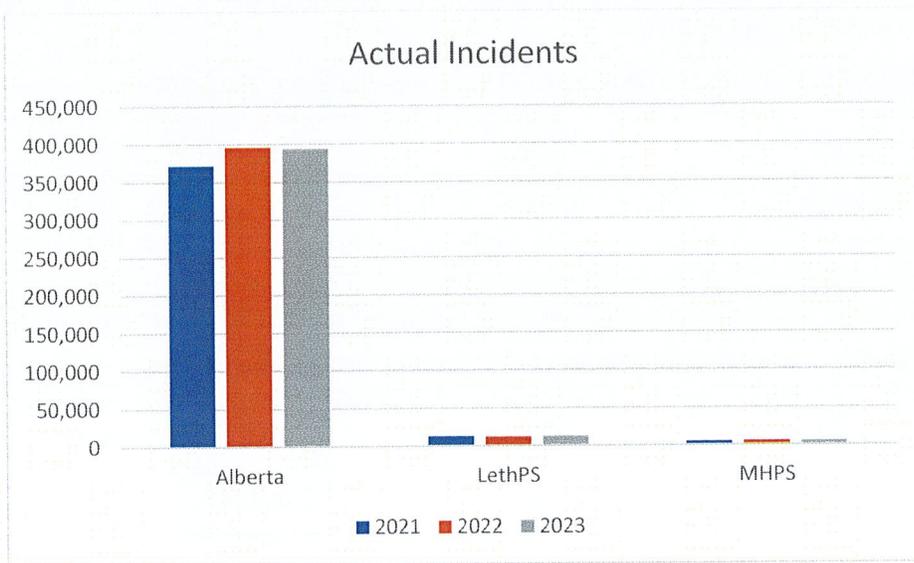
36. LPS regularly engaged in targeted enforcement operations based on calls for service and crime mapping data (CompStat), often with notable success. When problems were noted or anticipated, these operations included but were not limited to both pro/reactive work on bike theft, drug dealing, sexual/assaults, vandalism, auto theft and commercial/residential break and enters.

⁵ Annual Reports for Audit Period

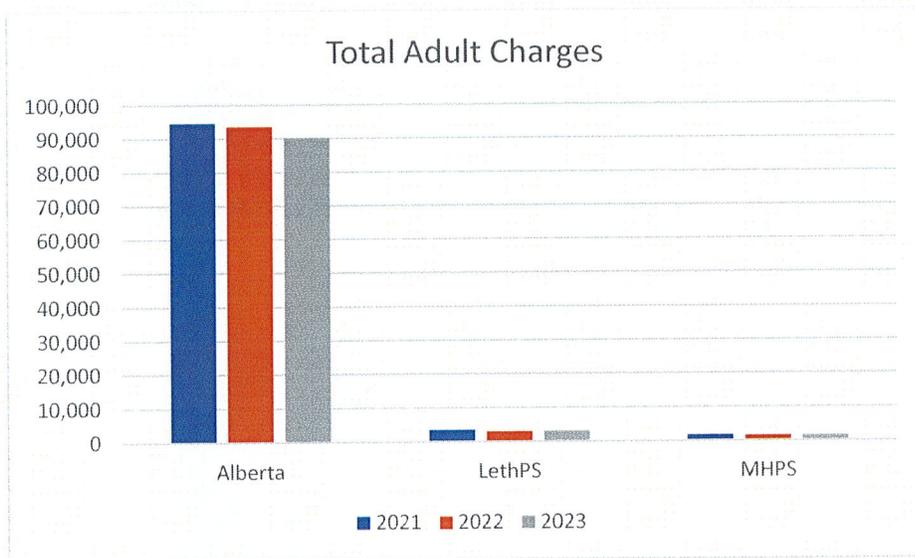
⁶ Annual Reports for Audit Period

⁷ Incident-based crime statistics, by detailed violations, police services in Alberta, Table: 35-10-0183-01

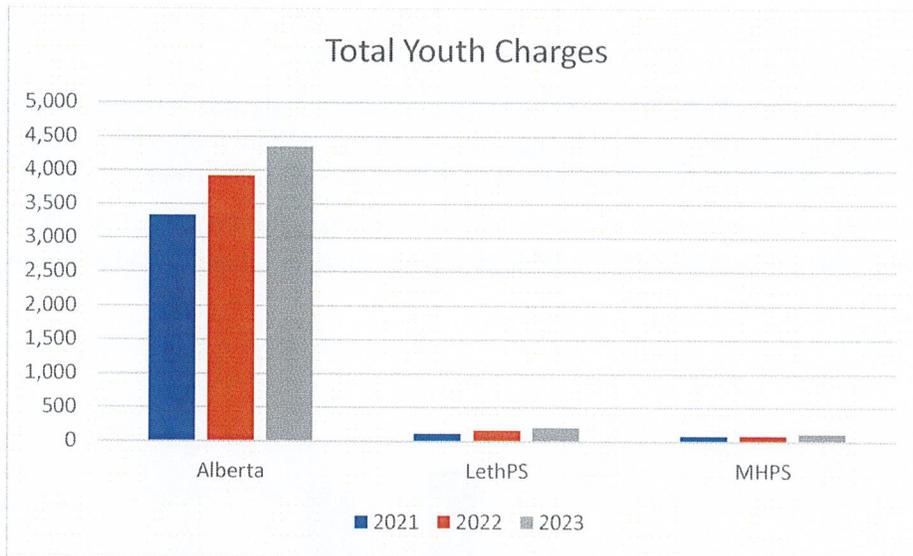
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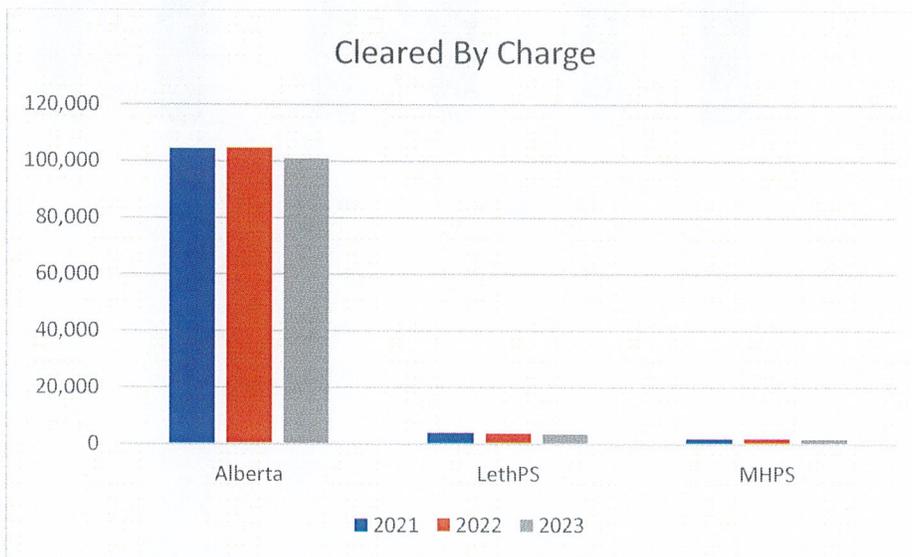
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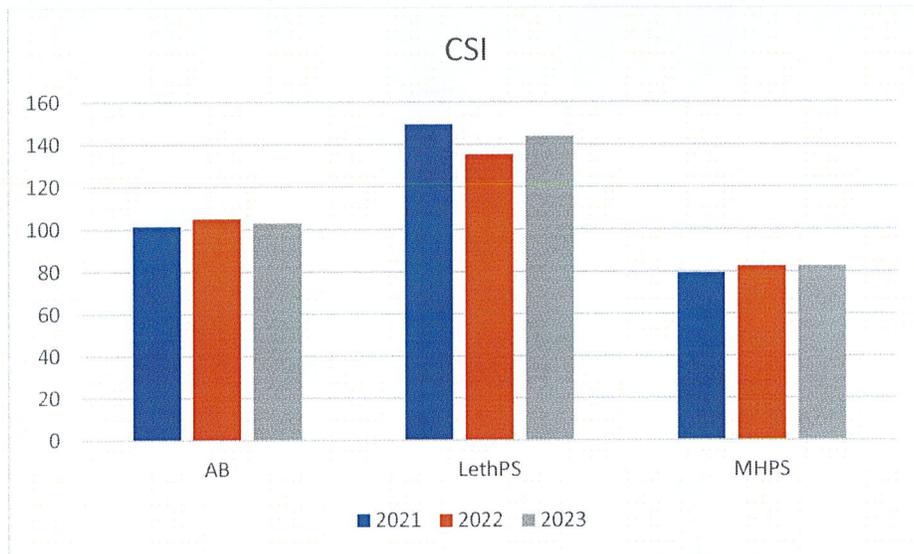
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- 41. Statistics Canada’s Crime Severity Index (CSI) and Weighted Clearance Rate (WCR) provide a limited, qualitative view of the nature of crime that police address.
- 42. Violent crime investigations require more expertise and resources than non-violent crimes, which result in the clearance rate for violent crimes being higher than for non-violent crimes.⁸

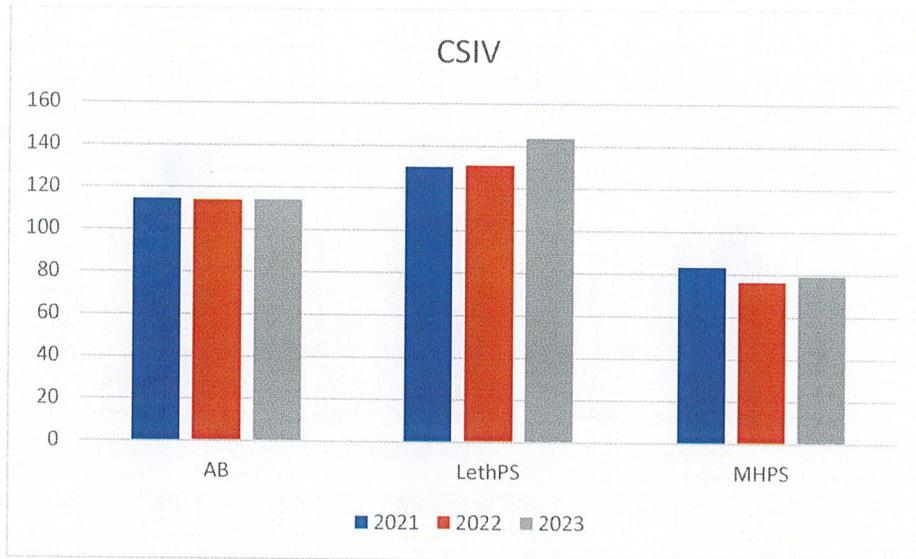
⁸ Pare, P-R, Gelson, R. and Quimet, M. (2007) Community variation in crime clearance: A multilevel analysis with comments on assessing police performance. *Journal of Quantitative Criminology*, Vol.23, p. 243-258

- 43. The Statistics Canada (CSI) is a qualitative environmental indicator used to describe the severity of police-reported crime. The calculation combines the volume of crime reported to police (UCR) with a “seriousness” weighting factor based on the length of sentences for each crime.⁹ CSI helps understand the nature of crime and policing in a jurisdiction.
- 44. The CSI supplements crime rates by providing a more stable indicator of the social impact of crime by being less sensitive to impact of changes in the volume of more frequently occurring, less serious offences. The WCR index applies a similar weighting system to crimes that are cleared by charge.
- 45. The following tables and charts use the CSI and its subindices [Non-Violent (NV) Violent (V)] to describe the seriousness of crime reported to LPS and another similarly sized police service.
- 46.

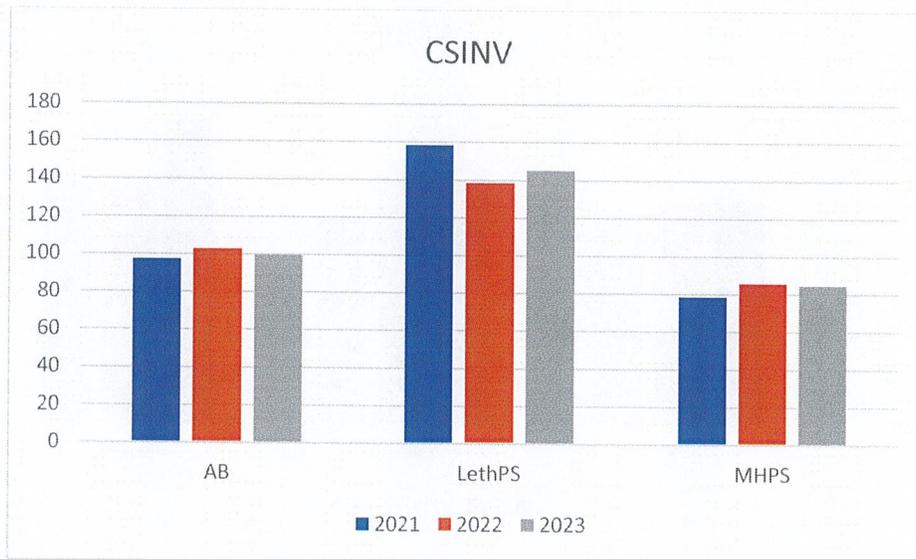


⁹ Crime severity index and weighted clearance rates, police services in Alberta, Table: 35-10-0190-01

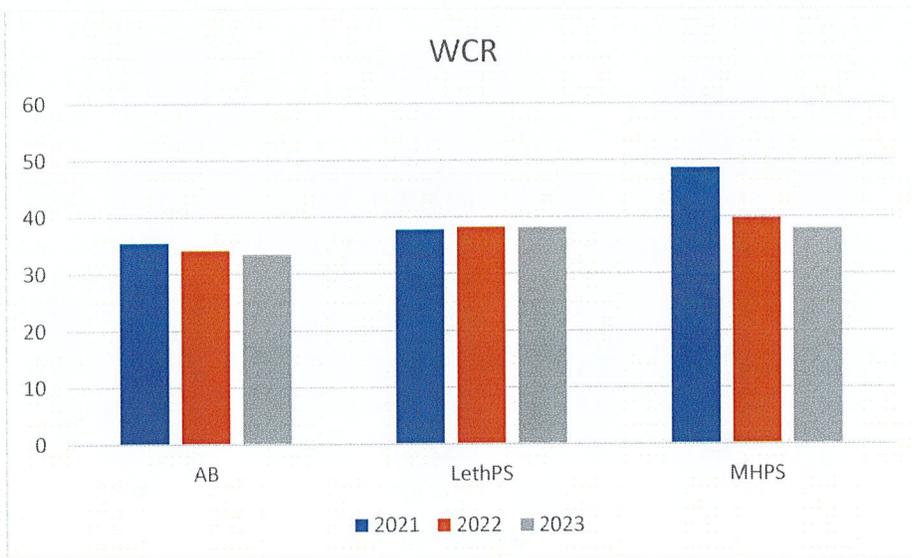
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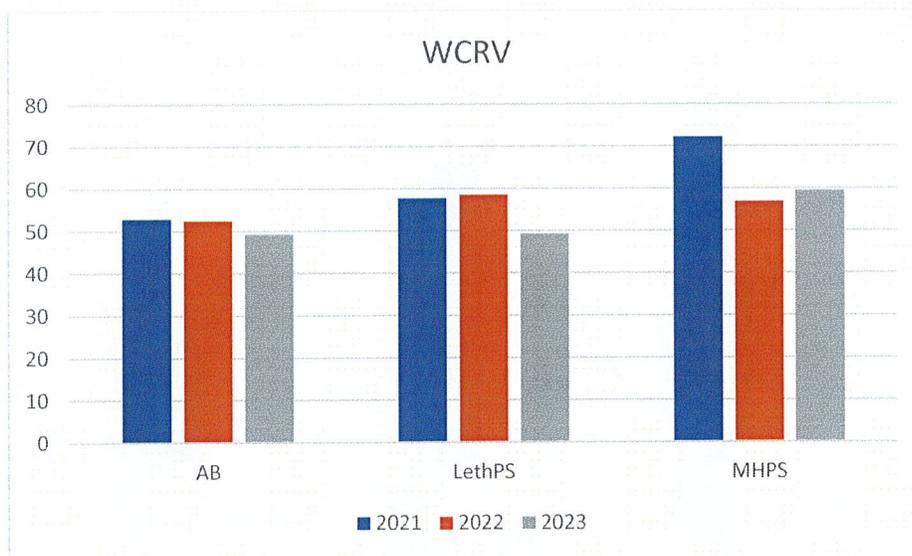
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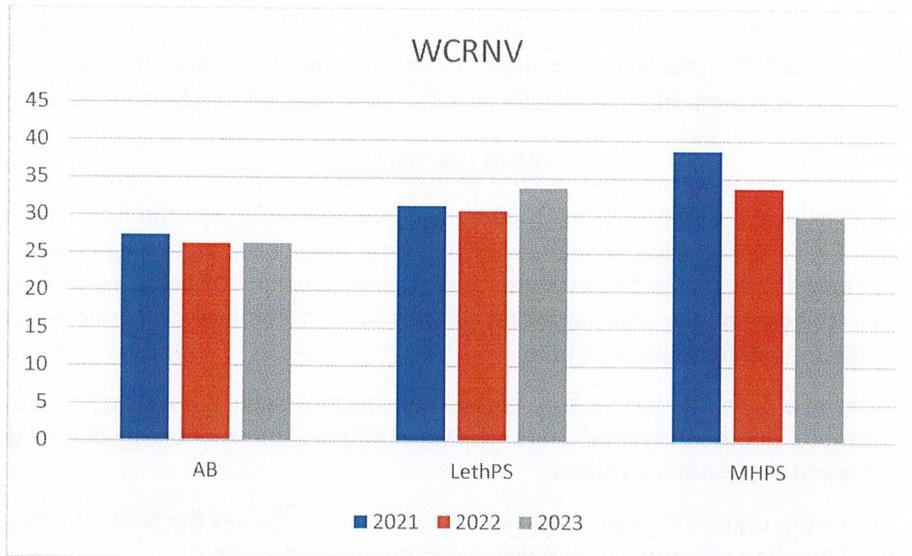
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50.



51.



52. Lastly, the following table demonstrates the amount of *Traffic Safety Act* enforcement conducted by LPS during the audit period.¹⁰

<u>2021</u>	<u>2022</u>	<u>2023</u>	<u>2024</u>
6,994	6,417	4,630	5,098

ENFORCEMENT (WORKLOAD): SUMMARY

- 53. Based on the data above and despite LPS having been authorized to employ additional officers, it has seen a slight reduction in those positions being filled. Also, sworn staffing has recently made gains in regard to gender parity; seeing more females employed in said positions. Lastly, LPS has also seen an increase in civilian staffing whereas a police service of a similar size has remained steady despite increased incidents in the community.
- 54. Statistically speaking, given the smaller workloads of LPS, it has seen minor fluctuations, year to year in CSI and WCR. Adult charges have remained steady; however, youth charges have seen a notable increase during the audit period, mirroring trends seen at the provincial level and another similarly sized police service.

¹⁰ Annual Reports for Audit Period

55. To the credit of LPS, many of these positive results (improved safety, arrests, imprisonment, recidivism, tickets) can be attributed to the continued efforts made to make cultural in roads with various ethnicities and demographics around the city to create trust and cooperation in the community. As well, the continued expansion of the Downtown Patrol Unit (DPU) has proven to be a fruitful initiative in attempting to deal with societal challenges taking place in the downtown area.

PROBLEM SOLVING

56. Problem solving involves police efforts to identify crime and social disorder issues within a community. Police staff (sworn and non-sworn) analyze data collected through a number of systems to identify shared root causes and establish strategies to assist in resolving and preventing issues that concern the community. Policies assign all units within LPS the responsibility to identify and resolve problems within their community.
57. Problem solving is both a proactive and reactive policing approach. It is a systematic use of data analysis (scan) to identify the underlying causes of problems. Information developed during the scan allows police and community partners.
- a. Target underlying causes and tailoring solutions to meet the local context; and
 - b. Maximize efficient use of police and community resources.

SUMMARY: PROBLEM SOLVING

58. LPS provided a number of documents describing their problem-solving work. The documents described the projects conducted but did not include source data used in planning the projects. PSAS was able to get a “high-level” view of the problem-solving source data using CompStat (see Enforcement).
59. LPS provides support to problem solving work through:
- a. Policies and job descriptions which stress the importance of collaboration and require action to engage with communities and other groups to address crime and disorder;
 - b. Establishing and maintaining qualified/trained analysts to support investigations and problem solving projects;
 - c. Establishing and maintaining relationships; and
 - d. Employing various technologies to facilitate timely risk awareness and to actively engage community partners in prevention practices.
60. Using available information, PSAS found LPS performed problem solving work. Specifically, LPS assigned resources and performed work that:
- a. Identified and described problems and developed viable solutions;
 - b. Provided direction to resources on actions to take to resolve issues; and
 - c. Implemented projects to address identified issues.
61. This audit period saw LPS navigate a series of unprecedented health and societal problems; Covid 19, extreme homelessness, illegal drug use/Opioid/Overdose and countless associated criminal activities.

62. LPS quickly adopted a science-based approach to staffing and public interaction management, using physical protective equipment and a variety of technological processes to reduce in person interactions. Countless meetings were held virtually and many services/reports/complaints which were formerly done in person were subsequently offered online, in addition to traditional means.
63. LPS, in conjunction with multiple partner agencies, found alternate housing arrangements for homeless people and their pets while ensuring public safety and personal care.

AWARENESS

64. Awareness promotes an accurate perception of safety in communities. Through this service, police provide information that supports efforts to prevent and reduce crime and victimization and to promote effective communication between police and their communities.
 - a. **Scanning and analyzing:** Breaking complex topics into smaller parts to identify problems and produce factual (reliable and valid) “safety” statistics.
 - b. **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.
65. Awareness is both a proactive and reactive policing practice, commencing with a(n) in/formal analysis (scan by non/sworn members) to describe the risks individuals and the community faces. LPS uses the information gathered to describe identified risks in as much detail as possible to then develop information to provide to their citizens that will help them to reduce their chance of being victimized.
66. Using available documentation, correspondence, interviews, LPS was found to have regularly interacted with and fostered awareness by interacting with such neighboring partners as other police services, Schools, Child and Family Services, and other regional social agencies.
67. Functional descriptions demonstrate LPS assigns resources to perform this work. For example:
 - a. **LPS Crime Reduction Strategy:** Provides data and analytical support and guidance and assistance to design and implement community awareness programs.
 - b. **Victims support units:** Paid and volunteer civilian staff who provide support to victims and witnesses are also tasked to deliver community information sessions throughout the year.
 - c. **Meetings and information sessions:** Local statistics on Calls For Service, crimes through media releases; via information sessions (town hall), presentations (schools, clubs) and discussions with people.
 - d. **Miscellaneous information:** Website and handouts that provide information and statistics to raise safety awareness and reduce the risk of victimization.

SUMMARY: AWARENESS

68. PSAS found that LPS engaged in Awareness work to:
 - a. Produce factual (reliable and valid) “safety” statistics; and
 - b. Provide access to information that informs community and individual understanding of risk from crime and actions to take to reduce crime and victimization.

69. PSAS reviewed a range of materials used to facilitate community awareness of risks arising from crime and social disorder. These included meetings and information sessions, written material (pamphlets, handouts), website and social media. This included but was not limited to Operation Cold Start, Missing Persons, stolen equipment, bike registries, check stops and traditional provincial monthly campaigns.
70. With increased staffing, community newsletters, Facebook posts and other forms of media were used extensively to advise of LPS affiliated upcoming and past events. The types of events being reported upon ranged from non/sworn employment opportunities, family violence seminars, addiction counselling, fraud prevention, property protections, community events, newly created/available services being offered, new legislation/penalties, and seasonal/general public safety/awareness messaging. Of particular note, the “Online Safety Toolkit” serves as a wealth of resources for families and youth navigating a digital world.
71. LPS employs a variety of non/sworn resources to cultivate and maintain positive and productive relationships with its communities, social and commercial organizations. LPS was found to have regularly interacted and assisted such neighboring partners as MADD, Big Brothers and Sisters, Child and Family Services in jointly serving the community. This often entailed such activities as public relations, investigations, escorts, and simple workforce staffing. The Watch, a volunteer-based initiative, has also played a critical role in displaying a physical presence in the downtown area, relaying critical information to both the public and LPS.
72. School Resource Officers (SRO) perform a critical role with the community’s youth, providing both exposure and interaction daily through regular duties as SROs and through personal connections. This continuous exposure has developed into an ongoing and continuous interaction between the public and the police. Furthermore, this position pays dividends with regular members while simultaneously creating the personalization of the public to the police and an atmosphere of trust and cooperation.

COMMUNITY COORDINATION

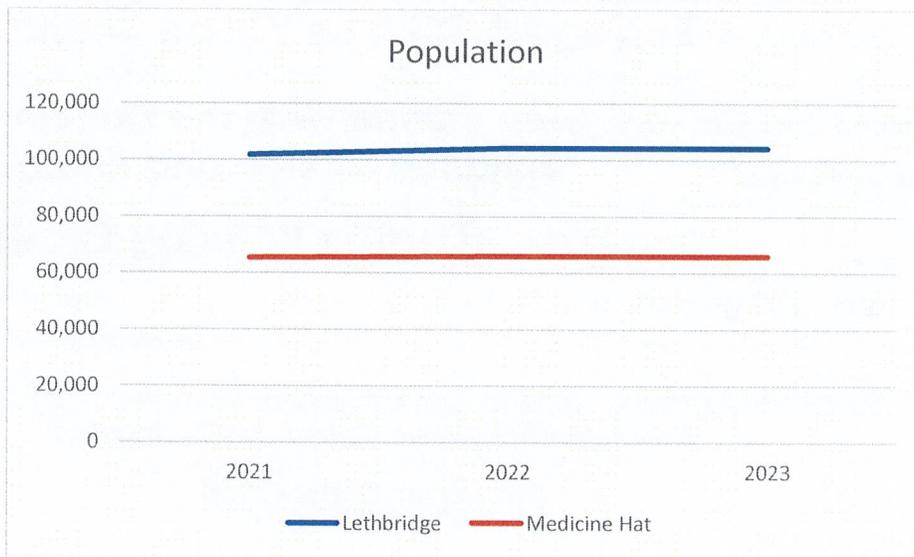
73. Community coordination cultivates and maintains positive, productive, and creative public safety relationships with communities. Through this Service, police engage with their community and identified groups within it to:
 - a. **Cultivate relationships:** Actively acquire and develop relationships with the community and industry stakeholders at all levels.
 - b. **Maintain relationships:** Preserve trusting and cooperative relationships with the community and industry stakeholders at all levels.
74. LPS employs a variety of non/sworn resources to form productive relationships with its social, commercial, community and law enforcement partners.
75. Functional descriptions demonstrate that LPS assigns resources to perform this work. LPS:
 - a. Maintain positive and productive relationship between itself and the members of various groups.
 - b. Members are required to meet regularly with community groups to establish and maintain positive and productive relationships.

SUMMARY: COMMUNITY COORDINATION

76. Police to Population Ratios¹¹

2024			
<i>Police Service</i>	<i>Employed Sworn Member(s) (Approx)</i>	<i>Population (Approx)</i>	<i>Area (KM2)</i>
LethPS	178	111,000	121
■	1	624	■
MHPS	114	66,300	125
■	1	582	■

77.



78. It should be noted that if LPS was at full authorized sworn strength, the sworn member to population ratio would drop by 3%, 17 fewer citizens per officer.

2024		
<i>Police Service</i>	<i>Authorized Sworn Member(s) (Approx)</i>	<i>Population (Approx)</i>
LethPS	183	111,000
■	1	607

¹¹ Ibid., 35-10-0077-01

79. PSAS found that LPS positively engaged in Community Coordination to:
- a. Actively acquire and develop relationships with the community at all levels; and
 - b. Preserve trusting and cooperative relationships which are reflected in the community survey results below.
80. Engagement Responses¹²



ENGAGEMENT - WHAT WE HEARD

¹² <https://www.lethbridgepolice.ca/media/ra1hvx1/lps-master-plan-december-2023.pdf> (22/97)

- 81. Community partner focus groups provided feedback to LPS on the aforementioned topics.
- 82. Additionally, various tailored interview rooms are available at LPS, depending on the needs of the interviewees and interviewers. These rooms incorporate safety and sensitivity as well as practical, cultural and youth aspects to facilitate comfortable interviews.

PROFESSIONALISM

- 83. Professionalism establishes, promotes, and maintains organizational and individual competence through internal performance management systems. Police accomplish this through:
 - a. **Individual competence:** Establish and maintain behaviour and practice expectations.
 - b. **Supervision and guidance:** Employ policies, procedures, management and supervision to direct and monitor individual, unit and police service expectations.
 - c. **Organization and planning:** Develop, implement and coordinate police service actions and deploy resources to identify and address community needs through business planning, management, awareness and feedback.
- 84. Functional descriptions demonstrated that LPS assigned resources and performed work in this Service:
 - a. **Individual training systems including:**
 - i. In house and municipal police service partner training development and delivery as respective/reciprocal subject matter experts (i.e.: teaching at Lethbridge Polytechnic and partnering police services).
 - ii. Recruit training: In House Field Training Officers.
 - iii. Ongoing annual qualifications and training.
 - iv. Remedial training when required.
 - v. Professional development: police service-wide training in advanced skills and knowledge; supervision and management training programs with members attending a variety of courses nationwide to meet their individual, organizational and community needs.
 - b. **Supervision and guidance systems:**
 - i. LPS policies, procedures and standards.
 - ii. Operational supervision.
 - iii. Risk controls: RMS based controls embedded in software such as call evaluation and dispatch; Niche reporting; exhibits and property.
 - iv. High risk activity reporting and extremely thorough review systems: Use of force; motor vehicle pursuit; in-custody injury or death.
 - c. **Organization:**
 - i. LPS policy, procedure and practices demonstrate professionalism. Countless community initiatives, boards, committees and accreditations demonstrate an ongoing commitment to be a progressive industry leader.
- 85. LPS provided Professional Service data for a myriad of aspects of its work. The available sources included:
 - a. Environmental Scans.
 - b. LPS business plans and annual reports.
 - c. Oversight: Local government meeting agendas and minutes.
 - d. Data: LPS staff tables; Professional Standards complaints; use of force.

e. **Surveys:** Municipal survey results.

86. In consultation with the Provincial RCMP VICLAS Coordinator, and based on PSAS statistical calculations, LPS reported below anticipated statistical outcomes. On multiple occasions, LPS acknowledged its underreporting to VICLAS across several associated Specialized Units. LPS intends to work to correct these reporting shortfalls in the future. This said, underreporting is a province-wide issue with most police services.
87. In consultation with the Criminal Intelligence Service Alberta (CISA) Bureau Director, LPS was reporting and sharing intelligence at an acceptable level. There were no concerns or complaints with the quality or level of reporting during the audit period.
88. In consultation with the Provincial Public Complaints Director, there were no concerns or complaints with the quality or level of LPS reporting during the audit period.
89. Having reviewed LPS' Annual *Officer Contact Reports*, PSAS had no concerns or complaints with the quality or level of reporting during the examined audit period.

SUMMARY: PROFESSIONALISM

90. PSAS found that LPS engaged in Professionalism work. Resources were utilized to:
- a. Establish and maintain staff behaviour and practice expectations;
 - b. Employ policies, procedures, and supervision to direct and monitor individual, unit and police service practices to meet expectations; and
 - c. Develop, implement and coordinate police service actions and deploy resources to identify and address community needs through business planning, management, awareness and feedback.
91. PSAS reviewed a range of data and information on the above sub-processes including recruit training guidance, ongoing training plans; policy manuals and other guidance on practice; operational performance data (complaints, force, pursuits); business plans and annual reports and other operations documents. These responsibilities were hierarchically shared, daily, among the various administrative/oversight units.
92. It should be noted that the LPS received a surprisingly inconsistent amount of Capital Investment from the City of Lethbridge during the audit period. LPS HQ and vehicle impound lots are bursting at the seams, increased technological demands require significant investment and the need for training facilities has reached a critical point due to increased use and qualification mandates. In addition to normal work volumes, these increased demands on resources are due to LPS' decision to regularly host a full-time in-house academy, in conjunction with Lethbridge Polytechnic, as well as routine annual programming and an overall increase of sworn officer membership.

93. LPS Master Plan Priorities¹³

TOTAL COST SUMMARY OF THE LPSMP		
FACILITY	PRIORITY	TOTAL COST
SHORT TERM		
LPS Headquarters	CRITICAL	\$ 1,706,467.30
LONG TERM		
LPS Headquarters	Priority 1 5 - 10 Years	\$ 1,058,349.53
	Priority 1 5 - 10 Years	\$ 31,230,190.65
New Training Facility - Approximately 15 acres	Priority 2 10 Years	\$ 19,004,244.05
	Priority 3 Future	\$ 2,706,420.00
EVOC / Scenario Training - Approximately 30 acres	Priority 3 Future	\$ 2,608,444.22
New West Lethbridge Campus	Priority 3 Future	\$ 6,424,320.00
Total Cost of the LPSMP		\$64,738,435.75

94. As in law enforcement, most police services collect a significant amount of information on processes that fall under Professionalism section, recruit training, annual training, annual performance reviews, complaints, use of force, and others. LPS conducted extensive surveys of citizens, and partner groups on a variety of topics which provide feedback on member and organization level performance. PSAS and LPS found these community-based results have been mostly, overall, favorable.
95. Lastly, as previously mentioned, given that LPS has been positively recognized by such industry partners as their peers, CISA, the Provincial Public Complaints Director, ALERT, and various community/regional partners, is a testament to the level of professionalism demonstrated by LPS.

COMMUNITY SURVEY AND MANDATED QUESTIONS¹⁴

96. Community consultations provide police and their oversight bodies with the information needed to evaluate the nature of the police-community relationship (legitimacy). Surveys collect the data necessary to evaluate legitimacy.
97. Using annual survey results to describe performance, PSAS found LPS was Adequate and Effective in each of the mandatory questions.
98. During the audit period, in addition to targeted community surveys, LPS regularly conducted multiple town halls per year to garner community feedback on its perceived needs at the time. Due to continued lockdowns, virtual town halls were used in 2021. In 2022, 2023 and 2024, LPS conducted employee surveys as well as hired IPSOS to conduct community surveys on its behalf, in advance of creating the 2023-2026 business and strategic plans.
99. 2022 saw a slight decrease in overall citizen satisfaction (78% of 400 people asked) which mirrored trends elsewhere as the public generally became less confident in all police services. 71% of respondents said they felt safe in Lethbridge, which also served as a notable drop when compared to previous years.
100. 2023 saw a slight increase in public perception of LPS performance to 86% of the 400 respondents, however, perception of safety continued to drop, reaching 65%.

¹³ <https://www.lethbridgepolice.ca/media/ra1hvx1/lps-master-plan-december-2023.pdf>, (9/97)

¹⁴ 2025 LthPS\USB 1\OM\OM 1.1 & 2025 LthPS\USB 1\OM\OM 3.2

101. Lastly, 2024 saw a minor decrease to 84% of 400 respondents who said they were, in general, satisfied with LPS performance, but citizen perception of safety increased to 70%.

SUMMARY: PPMS FRAMEWORK AND PERFORMANCE EVALUATION

102. Upon review of LPS' overall performance in relation to the general definitions of adequate, effective and the PPMS, LPS has demonstrated compliance and are considered to have provided adequate and effective policing during the audit period. LPS collaborated with the community they serve and their partners to provide safe, and secure communities. Additionally, where available, data from a similarly sized police service was used to provide context.

103. **ADEQUATE**

PPMS Service Categories (Enforcement, Problem Solving, Awareness, Community Coordination and Professionalism) were used to evaluate Adequate policing.

- a. Equitable: Group resources under the most appropriate Service and use workload data to establish that they delivered the Service.
 - b. Efficient policing: Evaluate available data and information to determine that LPS and their oversight body discussed the cost of policing.
104. Despite high call volumes and taxed resources, LPS managed property and evidence with a high degree of accuracy while simultaneously solving a number of cases and societal issues due to constant communication and subsequent awareness created with the public and partner agencies.
105. PSAS reviewed:
- a. What resources LPS assigned to perform this work?
 - b. What work those resources performed to achieve the purpose this sub-process? and
 - c. What measures they used to assess performance in this area (outputs and outcomes)?
 - d. Organization charts and position/unit descriptions; policy; staffing/workload data; and conducted interviews.
106. PSAS found LPS provided Adequate policing. LPS showed:
- a. The nature and volume of the work assigned and performed in each of the five Service Categories (Equitable).
 - b. Costs of policing balanced against the benefits received (Efficient).

107. **EFFECTIVE**

PPMS Service Categories (Enforcement, Problem Solving, Awareness, Community Coordination and Professionalism) were used to evaluate Effective policing.

108. **Enforcement**

Data and survey results demonstrate that LPS identified, responded to, investigated and provided the required support for the administration of justice. LPS:

- a. Effectively managed resources, workload and risk related to CFS.
- b. Resolved requests for assistance in a professional and timely manner.
- c. Supported prosecution of offenders and provided trauma informed support to victims and witnesses.

109. Problem Solving

Information and survey results indicate LPS identified crime and disorder issues, examined root causes and established strategies to assist in resolving and preventing them. LPS:

- a. Identified and described problems to develop viable solutions.
- b. Developed direction on actions to take to resolve issues and assigned resources.
- c. Applied resources to address issues and evaluated outcomes.

110. Awareness

Available information and survey results indicate LPS promoted an accurate perception of safety; informed the community of actions to take for crime prevention, reducing victimization and to ensure effective communication between police–community. LPS:

- a. Analyzed complex topics to identify and describe problems and produce factual (reliable and valid) “safety” statistics.
- b. Ensured public access to information to inform community and individual understanding of risk from crime and actions to take to reduce crime and victimization.

111. Community Coordination

Available information and survey results indicate LPS cultivated and maintained positive, productive and creative public safety relationships with communities. LPS:

- a. Actively acquired and developed relationships with the community at all levels.
- b. Preserved trusting and cooperative relationships with the community.

112. Professionalism

Professionalism encompasses efforts critical to understanding how LPS meets the needs of the community and their members. Available data, information and survey results indicate LPS promoted and maintained organizational and individual competence through internal performance management systems. LPS:

- a. Established and maintained behavior and practice expectations.
- b. Employed policy, procedure, management, and supervision to direct and monitor individual, unit, and police service to meet expectations.
- c. Employed planning, management, awareness, and feedback to develop, implement and coordinate police service actions; deployed resources to identify and address community needs.

113. Overall, PSAS found LPS to have provided effective Service, reportedly meeting stated goals and expectations across the period examined in this audit.

114. LPS:

- a. Assigned resources and produced outputs in all Service areas.
- b. Met community needs and expectations described by mandated questions.

115. LPS effectively managed operational and capital assets along with human and financial resources according to policy, answered calls in prescribed times and coordinated responses as a result of maintaining an awareness that spanned across a multitude of topics.

116. The following tables show the goals, strategies, and desired outcomes for 2021 to 2024.¹⁵

<u>Goal</u>	<u>2021 Strategic Priority</u>
1. People	The Lethbridge Police Service joined forces with Lethbridge College to develop an in-house leadership training course that will be delivered to employees starting in 2022. The three day course, which will be instructed by two LPS employees – one sworn and one civilian –will provide an introduction to leadership and cover topics such as trust, leadership styles, emotional intelligence, ethical leadership and organizational awareness. The goal moving forward is to offer the program at least once per year and it will be mandatory for all new managers/supervisors.
	Members of the Criminal Investigation Section worked collaboratively with the Training Unit to identify subject matter experts and develop and deliver training courses in specialized areas including drafting search warrants and the provincial, standard Investigative Skills Education Program (ISEP) course which focuses on interview techniques. With the ongoing pandemic restrictions, LPS also found ways to adapt training delivery models with a greater emphasis on online and virtual training to minimize in-person gatherings.
	LPS partnered with Respect Group – an organization founded by former NHLer turned victims’ rights crusader Sheldon Kennedy – to equip staff with the training and skills needed to prevent bullying, abuse, harassment and discrimination (BAHD) in the workplace. Respect training defines and deals with BAHD, empowers bystanders, helps individuals manage emotions, understand mental health outcomes due to maltreatment and understand individual responsibilities as a team member. The first sessions were initiated in late 2021 and all staff are required to complete the program by March 2022. In addition, all sworn officers have completed the Active Bystandership for Law Enforcement (ABLE) training which provides active peer intervention strategies and tactics to help prevent misconduct, reduce officer mistakes and promote longevity, health and organizational wellness. ABLE training remains ongoing and all non-sworn employees will be trained by the end of 2022.
2. Crime	The Lethbridge Police Service concentrated its efforts in 2021 by focusing on three basic pillars: prolific offender management, identification of crime hot spots and crime causation as part of a comprehensive approach to reduce crime. In conjunction with the implementation of a CompStat model, where data and intelligence is used to identify crime trends and assign resources accordingly, LPS achieved a reduction in crime.
	Members of the Criminal Investigation Division completed a review of the High Risk Offenders Unit to ensure effective and efficient monitoring of habitual and serial offenders. The study included consultation with other agencies to enhance

¹⁵ 2025 LthPS\USB 1\OM\OM 3.2 - [OM 3.2 - 2021 (11/34), 2022 (11/33), 2023 (8/60), 2024 (11/30)] & <https://lethbridgepolicecommission.com/wp-content/uploads/2025/05/Open-40-2024-lps-annual-report.cleaned.pdf>, and USB 5\OM 3.1 2019-22 & 2023-26 Business Plans

	<p>information sharing, the identification of training and research into the development of an electronic monitoring program for offenders within the city who are required by court to participate. As a result of the review, Priority Crimes Unit members have expanded their communications to all areas of the Service and increased intelligence-sharing within the Southern Alberta Hub. Further, increased contacts with community partners led to improved proactive investigations involving prolific and high risk offenders as well as the development of roll call training related to Conditional Sentence Orders.</p>
	<p>As part of ongoing efforts to combat fraud, the Economic Crimes Unit worked to enhance public awareness by increasing the distribution of crime prevention and education messaging through conventional and social media channels. ECU also delivered sessions to retailers regarding the use of gift cards in common scams, liaised with the Canada Revenue Agency and Alberta Securities Commission to share information on COVID-19 scams and drafted a proposal for additional software and training to better equip officers investigating cryptocurrency-related frauds, which are expected to continue increasing.</p>
<p>3. Technology</p>	<p>The Lethbridge Police Service implemented CompStat, a performance management system used to reduce crime. CompStat emphasizes information-sharing, responsibility and accountability, and improving police effectiveness through timely and accurate intelligence-sharing, rapid deployment of resources, appropriate tactics and ongoing follow-up. Police analysts extract crime data to identify trends and hot spots within the community and the information is used to allocate resources that target unwanted behaviours. Since the implementation of CompStat in 2021, the Service has achieved an overall 7.89 per cent reduction in person, property and drug crimes.</p>
	<p>In partnership with Lethbridge College, multiple virtual reality crisis intervention scenarios were created to help train LPS cadets. The scenarios feature a variety of crises that require recruits to use critical skills and interventions, including de-escalation techniques, to safely resolve the situations. The new tool will be used by the upcoming 2022 cadet class to help them prepare for their official assessments. The Service and College are also working to create a 'Day in the Life of a Police Officer' virtual reality experience and emergency vehicle operations scenarios.</p>
	<p>LPS partnered with criminologist Dr. John Winterdyk to review current data collection practices and identify efficiencies to ensure appropriate resourcing of patrols. Following the study, Power BI software was used to create workload reports for Field Operations Division supervisors, monthly statistical reports were enhanced for greater clarity and quarterly surveys on patrol deployment are being used to aid in the implementation of a more effective patrol deployment strategy.</p>

<p>4. Community</p>	<p>Three Town Hall meetings, hosted in partnership with the Lethbridge Police Commission, were conducted virtually and included presentations to the City of Lethbridge Leadership Team and Business Managers, community stakeholder groups and the general public. Information was shared in relation to crime trends, the actions and initiatives being taken by police to help reduce crime and the role the community can play in helping to create a safer city.</p>
	<p>In 2021, an Indigenous Advisory Council, comprised of Blackfoot Elders, was created to enhance communication and help strengthen the relationship between the Service and Indigenous community. The goal of the Committee is to provide education about the Blackfoot culture, guidance to ensure issues are addressed appropriately and the needs of the Indigenous community are met.</p>
	<p>In November 2021, the Victim/Witness Services Unit got confirmation they would be receiving a trauma dog in the first quarter of 2022. Two members of the VWSU have been designated as handlers and will receive the necessary training.</p>
	<p>The Lethbridge Police Service continued to expand the partnership with Children’s Services, including the creation of a dedicated child interview room which was completed in 2021. LPS also has representation on the Chinook Child and Youth Advocacy Centre Multi-Disciplinary Team which works collectively to respond to needs of children and youth by taking a triaged approach in incidents involving child abuse. In addition, roll call training was developed and delivered to members on best practices when initiating child abuse investigations and provisions were made for external agencies to virtually monitor child interviews when required.</p>
	<p>In 2021, LPS officers completed ‘Brain Story Certification,’ an on-line tool that provides members with knowledge of brain development and the effects that stress and adverse experiences can have on physical/mental health. This training helps officers to have a better understanding of mental illness to enhance the response when they come into contact with people in crisis. In addition, it also helps officers understand and manage their own mental health.</p>
<p>5. Processes</p>	<p>A new promotion process was implemented in March 2021 following a comprehensive and collaborative process involving a working group with representation from all ranks within the Service. In partnership with Lethbridge College and supported by the Lethbridge Police Association, a new process was developed to establish the steps following qualification testing leading to selection for promotion as well as ensuring employees entering the process are provided with the appropriate tools. In addition to technical and operational skills, the new process emphasizes personal character and the core values of each candidate. A review of the new process will be undertaken in 2022.</p>
	<p>A Patrol Shift pilot project was initiated in February 2021 with the intent of increasing officer staffing during peak call times, increasing proactive time and a seven-minute response time to emergent persons at risk/crime in progress calls.</p>

	A number of frontline staffing challenges throughout 2021 ultimately resulted in a reduction in street strength due to COVID medical leaves and members being off as a result of professional standards matters. These impacts had a detrimental effect on the pilot project and as such it will be continued in 2022.
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<u>Goal</u>	<u>2022 Strategic Priority</u>
1. People	The Lethbridge Police Service delivered two sessions of the in house leadership training workshop that was developed with Lethbridge College. The spring and fall sessions were the first offering of this three-day workshop and included both sworn and civilian employees. The course provided an introduction to leadership and covered topics such as trust, leadership styles, emotional intelligence, ethical leadership and organizational awareness. The goal moving forward is to continue offering the workshop multiple times per year and it will be integrated into the new promotional process for 2023. In addition, several new facilitators – sworn and civilian- were trained in 2022.
	LPS reestablished its Respectful Workplace Committee to represent a cross section of employees from across the organization, including union representatives and management. The group met on two occasions in 2022 and hosted a service wide food truck event to bring employees together and foster an opportunity for camaraderie and peer to peer engagement.
	LPS engaged with City of Lethbridge People and Culture to collaborate on leadership training opportunities for civilian supervisory employees.
	A Human Resources firm was hired to conduct a Listening Tour with employees to help understand the environment and factors impacting employees. A summary of the findings was shared and included recommendations that were implemented in later 2022 to help improve employee experiences.
	The Active Bystandership for Law Enforcement (ABLE) training course continues to be an integral part of the Service’s commitment to employee wellness. ABLE promotes a culture that supports peer intervention and equips officers with the skill to successful intervene to prevent harm. LPS was the first agency in Canada to train its sworn officer and is currently awaiting the creation of the civilian ABLE program to deliver to non sworn personnel.
2. Crime	The Lethbridge Police Service enhanced its CompStat efforts in 2022 by shifting the model to focus on select persons of Interest rather than a geographic area. The intent of focusing on selected occurrence types that have a greater effect on the crime severity index is to more effectively address crime impacting community safety, exploring the history of offenders, enables police to determine the collective impact on the community by targeting individual offenders.

	In 2022, LPS created a stand-alone, High-Risk Offenders Unit (HRU) to actively monitor and manage the presence of high-risk offenders in the community. The work of the HRU includes monitoring offenders, enforcing breaches of release orders, and other offenses, and entering or updating registrations with the national sex offender registry. The unit is also responsible for identifying offenders who pose a risk of harm to the public and undertaking the required legal processes to enable police to issue public notifications.
	In April 2022, LPS created a dedicated Operational Intelligence Unit. The OIU works closely with the Alberta Law Enforcement Response Team (ALERT) and other police and civilian partners to collect, analyze, and share intelligence support. The goal of the OIU is to provide investigators with real-time intelligence support.
	LPS recorded a number of significant drug seizures in 2022: December - \$150,000 seizure of fentanyl and methamphetamine. This is the largest recorded seizure of fentanyl in the downtown core, with more than 4800 individual doses removed from the street. December - A targeted traffic stop resulted in the seizure of methamphetamine. Cocaine and crack cocaine worth more than \$51,000 November - Seizure of fentanyl, MDMA, cocaine, methamphetamine, and narcotics worth more than \$100,000 from a residence and vehicle. In addition, firearms and other weapons were seized. June - more than \$126,000 worth of drugs seized plus nearly \$50,000 Cash proceeds of crime following a search warrant at a North Side home.
3. Technology	The Lethbridge Police Service completed an organization-wide update to Windows 10. The upgrade project occurred in phases to ensure the appropriate safeguards for the backup and retention of data as part of the process. The it section is also transitioning the service to mobile workstations that will allow employees to work from remote locations. The building's Wi-Fi capabilities have been enhanced and the ability for employees to use their desktop computer remotely is anticipated in 2023.
	In 2022, the LPS upgraded its tactical robotics capabilities. The service purchased an ICOR Mini Caliber tactical robot to replace an older model that was failing and offered very limited functionality. The remote operated robot is used during critical, high risk incidents to clear buildings, gather intelligence, and perform a number of other tactical tasks without putting officers at risk.
	LPS continues to work in partnership with Lethbridge College to develop virtual reality scenarios to train officers in emergency vehicle operations. The virtual

	scenarios will supplement physical EVOC training, which is conducted every three years. The EVOC training simulations will provide a realistic experience and allow for additional training more frequently. Agencies throughout Alberta are watching the progress of this project with interest, and once complete, the scenarios may be adopted for use by other police services.
4. Community	A town hall meeting was hosted in partnership with the Lethbridge Police Commission, the first in-person community event post pandemic. The session included presentations by the Chair of the Police Commission, Chief Mehdizadeh and provided citizens in attendance with the opportunity to ask questions and provide feedback with respect to their policing priorities.
	In 2022, LPS began work with the province to implement the Virtual Opioid Dependency Program (VODP) that will result in the addition of paramedics who will be stationed in the short term holding facility. The medics will provide individuals in custody with immediate access to opioid agonist medications to ease their withdrawal symptoms and further connect them with further supports and treatment options to address their addictions. Full program implementation is anticipated for the first quarter of 2023.
	LPS partnered with Shoes for Kids YQL serving as a drop-off location for donations of new shoes for students in grades 1 to 12. The program recognizes that a new pair of shoes can improve student behavior, boost confidence and self-esteem, and increase participation in physical activity. In 2022, more than 300 pairs of shoes and more than \$19,000 in cash donations were collected to benefit students in need.
	Lethbridge Police Youth Engagement Officers hosted Kids N Kops, a partnership with Big Brothers and Big Sisters Lethbridge that provided youngsters waiting to be matched with a Big Brother or Sister with strong adult role models while they learn more about police work. In addition, Youth Engagement Officers hosted the sixth annual Youth Academy for local high school students interested in learning more about a career in policing.
5. Processes	The development of an LPS Master Plan was initiated in 2022 to evaluate current police service levels, equipment, and infrastructure. Identify potential areas for growth and provide framework for future policing needs. Stantec was contracted following a procurement process and it is anticipated the plan will be completed in the spring of 2023.
	In 2022, the LPS Human Resources Section continued the implementation of Bamboo HR, a software solution used for opportunity postings, service announcements, and job postings. HR completed digitization of all employee personnel files, which will enable employees to access their own information electronically and supervisors the ability to assess performance evaluations for those they manage. Starting in 2023, LPS will fully automate the performance assessment process.

	<p>Research and work was initiated by the Promotion Process Committee to enhance the process to develop future leaders. In late 2022, a presentation was provided by the Executive outlining a proposal for a leadership program where candidates will be required to complete training modules and work with a mentor to increase leadership skills as a prerequisite to promotion. The Project was approved and work is progressing with the intent of rolling out the new initiative in 2023.</p>
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<u>2023 Strategic Priority</u>		
<u>Goal</u>	<u>Strategy</u>	<u>Outcomes</u>
1. Community Safety	Reduce Property Crime	<p>In 2023, LPS hired a total of 11 sworn officers to help strengthen the frontline and increase capacity to respond to calls for service. LPS also continued to prioritize the use of data to drive deployment and other operational decisions. A dedicated Crime Analysis Unit was created and the CompStat program was expanded to include offender condition checks and deployment strategies targeting problem locations. In addition, an intelligence portal was created and is updated daily to ensure cross-organizational awareness and collaboration.</p>
	Improve Citizen Perceptions of Safety	<p>A total of 11 Community Peace Officers (CPOs), including a Sergeant position, have been deployed with three CPOs dedicated to frontline patrol duties, marking a 300 per cent increase on the street. LPS continued to proactively share information, including crime reduction and prevention content along with other initiatives and operational successes online and across the organization’s social media platforms. The annual Community Survey noted a decrease in safety perceptions attributed mainly to issues involving drugs, homelessness and crime –a trend that other communities across the country are also experiencing.</p>
	Implementation of the Virtual Opioid Dependency Program (VODP)	<p>Since its inception in April 2023, nearly 50 people have been referred for addictions treatment through the VODP program. The collaborative initiative with Alberta Health Services provides daily paramedic coverage in the LPS short-term holding facility. Paramedics provide medical assessments and same-day treatment for opioid addictions as well as minor treatment, emergency and ongoing care to detainees, helping to reduce unnecessary calls to EMS. When</p>

		there are no detainees in cells, VODP paramedics also perform community outreach, primarily with the vulnerable population downtown.
	Increase Capacity to Investigate Fraud	In order to keep up with technology and increase capacity to investigate complex frauds involving the use of cryptocurrency, specialized software that traces cryptocurrency transactions was purchased and training was provided to members of the Economic Crimes Unit. The addition of Chainalysis software has helped eliminate the need to rely on larger agencies for assistance, increasing efficiency and allowing investigations to progress in a timelier fashion.
2. Community Engagement	Increase Community Satisfaction	Lethbridge Police continued to implement strategies to engage with citizens, including four Town Hall meetings in each patrol beat in the city. The organization is also working to improve service delivery, including an enhanced website and the addition of online Police Information Checks. The annual Community Survey noted a total of 83 per cent of Lethbridge citizens were satisfied with LPS –on par with the previous year.
	Expand Social Media Interactions	LPS increased its social media following by nearly four per cent, with page/post visits to Facebook and Instagram channels up significantly. Efforts are ongoing to enhance operational and awareness messaging that serves to showcase LPS success and promote crime prevention. With the addition of a Communications Strategist, there are now two full-time positions providing 24/7 communications coverage.
	Provide Education and Awareness About Policing to Newcomers	Partnerships and opportunities for formal meetings were re-established with the re-appointment of a Diversity Liaison Officer, a position that was vacant due to frontline policing challenges. The Canadian Law and Culture course was delivered to several groups of new Canadians and members of the recruiting team engaged with local immigrant organizations.
	Incorporate Blackfoot Culture to Support Efforts Towards Truth and Reconciliation	Revitalization of the Indigenous Advisory Committee, which consists of local Blackfoot Elders who provide advice and guidance to the organization, resulted in significant collaboration on a project to translate the LPS values into Blackfoot. An expression of interest

		was issued and an artist was selected and created a visual representation of the values. The artwork will be publicly unveiled in 2024.
	Completion of the LPS Master Plan	The Service engaged Stantec to conduct comprehensive stakeholder engagement sessions, site tours and other planning to facilitate the creation of a 10-year Master Plan. The plan was finalized and is currently being reviewed.
3. Healthy Organization	Hire to increase frontline staff	Recruiting challenges are universal to all law enforcement agencies and LPS continues to prioritize hiring to meet demands and reduce capacity challenges on our current compliment of officers. The Recruiting Unit was increased to two fulltime officers and a civilian administrative position. Recruiters hosted, attended and partnered with other agencies on numerous recruiting events in southern Alberta and across Canada. Social media marketing efforts were significantly enhanced to attract new and experienced officers to Lethbridge. A total off 11 new officers were hired in 2023.
	Increase female sworn ranks	Sworn female ranks were increased from 12 per cent to 14 per cent in 2023. Efforts targeted to attract women to careers in policing include all female bootcamps, the addition of a female recruiting officer, videos and social media posts showcasing current women in policing, as LPS works to increase the number of female officers in line with the national average.
	Increase recruiting efforts to attract candidates from underrepresented groups	LPS is committed to increasing diversity and hiring to better reflect the demographics of the community we serve. Recruiters worked to build and strengthen partnerships with Indigenous organizations, initiated a partnership with Blood Tribe Police Recruiting to provide mentorship for applicants throughout the different stages of the application process and engaged with newcomer organizations to facilitate outreach with new residents.
	Increase civilian support	A total of 13 out of 15 new civilian positions were filled in 2023, increasing administrative support and helping to address capacity challenge. Social media and other marketing avenues were leveraged to attract well-qualified candidates.

	Implementation of a wellness coordinator	A new Wellness Coordinator was hired to manage all aspects of the LPS wellness program. Following an employee survey an audit of current services and supports was initiated to help identify potential gaps and aid in determining future needs that will best serve employees based on the priorities they identified.
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2024 Strategic Priority		
<u>Goal</u>	<u>Strategy</u>	<u>Outcomes</u>
1. Community Safety	Increase Capacity	Lethbridge Police continued to implement strategies to increase capacity for officers, including the expansion of the online reporting system. The expanded system increases reporting thresholds for mischief and theft offences and a new category for traffic concerns was added. In addition, LPS worked with 311 to update contact information and ensure the appropriate diversion of calls. Efforts to expand bylaw officer responsibilities are ongoing.
	Increase Perceptions of Safety	Throughout 2024, LPS conducted numerous targeted enforcement projects that resulted in a highly visible police presence, the seizure of thousands of doses of fentanyl and methamphetamine and hundreds of arrests and warrants executed. The 2024 Community Survey showed an increase in perceptions of safety - 70% feel safe, up from 65% the previous year.
	Increase Crime Prevention Initiatives	Public awareness opportunities were leveraged through social media with a focus on crime prevention messaging related to fraud, traffic safety, property crime mitigation and other crime trends impacting our community. Members of the Economic Crimes Unit also provided in-person presentations on fraud prevention. In addition, Community Peace Officers were trained in Crime Prevention Through Environmental Design (CPTED), providing sessions to businesses throughout the city.
	Reduce Crime Rates	In 2024, LPS hired 26 police officers and four Community Peace Officers, which brought the Service to near full capacity. The additional strength, along with the service's use of Comp Stat, enabled the strategic deployment of resources. There were

		significant decreases in both violent crime and property crime - 20% and 10% respectively - in 2024.
2. Community Engagement	Increase Community Satisfaction	The LPS website was completely re-designed to automate processes, increase accessibility and enhance user experiences. This project was part of a broader goal to increase digital assets, including video production, to share information and engage with the community. In-person Town Hall meetings were held in each area of the city, featuring crime prevention topics and an opportunity for citizen feedback and questions.
	Increase Community Visibility	In addition to operational activities, LPS participated in numerous community events and charitable events, including the LPS Run and Charity Check Stop. The organization is also exploring further opportunities for police participation in local citizenship ceremonies. Chief Mehdizadeh personally attended more than 120 community events.
	Promote Information Sharing and Collaboration	LPS hosted the inaugural Social Disorder and Urban Crime Conference, a multiagency initiative that explored best practices to address drug and mental health issues impacting communities across western Canada and beyond. Participants included law enforcement agencies, health, social services, mental health and justice representatives. Members of the Watch took on an expanded outreach role, working closely with City of Lethbridge Community and Social Development, to connect encampment occupants with resources and referrals.
3. Healthy Organization	Enhance Employee Wellness Initiatives	A reintegration program was developed for returning employees who have been off work for extended periods of time due to injury, on-duty incidents or medical/mental health issues. In addition, the Service's early intervention program was re-developed. Both programs are expected to be implemented in early 2025.
	Increase Diversity	The Service developed an Equity, Diversity, Inclusion and Accessibility Plan that will be implemented in 2025. The purpose of the plan is to celebrate the unique talent of all employees, provide a safe space to grow as a team, work towards becoming more reflective of the community and provide inclusive

		services to all. As part of the 2024 recruiting strategy, targeted events, including female boot camps, were hosted to attract females, who are underrepresented at LPS, to the organization.
	Organizational Realignment	The Watch was realigned to Field Operations from Support Services. In addition, a Fleet Services Unit was created and a civilian Fleet Coordinator was hired.
	LPS Master Plan	The Master Plan was reviewed, with some initiatives already completed. The plan was presented and adopted in principle by City Council.
	Enhance Technology	Upgrades to the Service’s records management system were initiated with a major platform upgrade anticipated for 2025. Multifactor authentication was also put in place to enhance network security. In an effort to increase work mobility, iPads were implemented and phased remote use of workstation computers was initiated with further deployment planned for 2025.

- 117. Overall, LPS was reportedly successful in meeting each of the aforementioned Goals, to varying degrees, throughout the examined audit period. Annual Reports, other forms of documentation and conversations with LPS provided insight regarding their Adequacy and Effectiveness in reaching each Goal.
- 118. CompStat, a data-driven tool where analytics were regularly used to identify prolific offenders and high crime areas facilitated the most effective deployment of police resources. Each month, LPS identified the top five most prolific offenders and officers were assigned to conduct and enforce release conditions or locate and apprehend those with outstanding warrants. As part of these efforts, photos of wanted subjects were released to the public to seek assistance in locating them. The proper response(s) for the problem(s) at hand, efficiently maximizing use of resources already in place and partnering with organizations where solutions needed to be developed such as the encampment strategy and community outreach.
- 119. Lastly, in September 2025, LPS will be conducting a pilot with the Law Enforcement Oversight Branch as it pertains to Integrated Offender Management Program.

APPENDIX 3: COMPLIANCE LEDGERS (STAGE 1)

120.

OM (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
OM 1.1 – Formally consult with the community every four years (at a minimum) to identify community needs, concerns and expectations regarding policing. PROOF C/S	X			
OM 1.2 – Shall take steps to address identified community needs, concerns and expectations. PROOF C/S	X			
OM 2.1 – 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. POLICY and ORG CHART	X			
OM 2.2 – Policy shall outline command protocol for various situations. POLICY				
Chief is absent, off duty, or incapacitated.	X			
Involving personnel from different jurisdictions in a joint operation.	X			
Day-to-day operations.	X			
OM 2.3 – Policy requires members to obey any lawful order from a supervisor. Also deal with situations where the member receives a conflicting or unlawful order. POLICY	X			
OM 2.4 – Shall have a system of policy and procedures. POLICY A B C, P/P D, C/S	X			
OM 2.5 – Shall include mission and values statements of the service. P/P	X			
OM 2.6 – Shall adopt a Code of Conduct and ensure all members abide by the Code. P/P	X			
OM 3.1 – Shall develop a multi-year plan that includes. PROOF, C/S	X			
OM 3.2 – Shall produce an annual report covering their operations during the previous fiscal year. PROOF C/S	X			
OM 4.1 – Shall have an accounting system that complies with generally accepted accounting principles. PROOF	X			
OM 4.2 – Policy shall outline financial considerations. POLICY and /OR LEGIS	X			
Budget process	X			
Responsibilities for the budget preparation.	X			
Responsibilities for the fiscal management.	X			
OM 5.1 – Shall have policy which describes internal audits. P/P EACH BULLET, C/S	X			
Comments: COMPLIANCE 13 OF 13				

121.

OP (2021 V2.3): STANDARD – LEDGER.	C	N	P	NA
OP 1.1 – 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. P/P	X			
OP 1.2 – Shall establish crime prevention priorities, goals, objectives, evaluation criteria and timelines. PROOF	X			
OP 2.1 – Shall have policy which describes the traffic function.				
Specify Position responsible for traffic function.	X			
Responding to motor vehicle collisions when applicable.	X			
Address tactical enforcement, and education efforts.	X			
Ensuring the safety of the public at collision scenes.	X			
Provide traffic control, the removal of vehicles, and debris.	X			
OP 2.2 – Policy shall describe the process for reporting collisions at reporting centers, on scene, or at police facilities. P/P	X			
OP 2.3 – Policy shall require police services to maintain a traffic record system for collision and enforcement data. P/P, C/S	X			
Involved: veh / driver / passenger / bystander / objects.	X			
Location.	X			
Time of collisions.	X			
Cause of collisions.	X			
Traffic offences.	X			
Problem areas/intersections.	X			
OP 2.4 – Policies to improve road safety police services shall develop a minimum three–year traffic services plan. (Traffic Safety Plan 2018–2021) P/P, C/S	X			
Enforcement	X			
Education.	X			
Research and evaluation.	X			
Communication and awareness.	X			
Engineering and technology.	X			
Related stakeholders.	X			
Reviewed annually and updated as necessary.	X			
<p>Comments:</p> <p>OP 1.1 Extensively detailed Crime and Strategic Analytics Section (CSAS) + Various specialized sworn units.</p> <p>OP 1.2 12-month goals & annual summaries.</p> <p>OP 2.3 attend scene and CRC (Accident Support Services).</p> <p>OP 2.4 2020-22, 2023-2025.</p>				

OP (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
OP 3.1 – Policy shall address responding to routine, urgent, and emergency calls. P/P	X			
OP 3.2 – Must address issues raised in the citizen survey and their analysis. Police demonstrate operational response to identified issues. PROOF	X			
OP 3.3 – Shall have policy outlining responsibility for administration of the ride-along program. P/P	X			
OP 4.1 – Shall have a written motor vehicle pursuit policy that is consistent with the MVP Guidelines (V2.1, Nov 21). POLICY, C/S	X			
OP 5.1 – Policy shall outline their capability to respond to complex investigations in a timely manner. POLICY	X			
OP 5.2 – Shall use a defined case management system which monitors investigation progress. Police services shall define the responsibilities and procedures for conducting preliminary and follow-up investigations. PROOF	X			
OP 5.3 – 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. P/P	X			
AMENDED OP 5.4 – Policy shall govern A) Hate Bias B) Technological. P/P	X			
OP 5.5 – Policy, in coordination with the Ministry of Labour POLICY, C/S.	X			
Jurisdictional authorities.	X			
Defined investigative responsibilities between police services and regulatory bodies.	X			
Investigative processes.	X			
Allowable concurrent activities between police services and regulatory bodies.	X			
Forensic processing.	X			
Evidence seizure.	X			
Training.	X			
Liaising with regulatory bodies responsible for investigating workplace safety incidents.	X			
Liaising with Alberta’s Regulatory Unit of Specialized Prosecutions who are responsible for Occupational Health and Safety prosecutions.	X			
OP 5.6 – Policy shall govern cross jurisdiction investigations and the sharing of information with other law enforcement services and regulatory bodies. P/P.	X			
OP 5.7 – Policy shall govern the use of polygraph or any other truth verification systems. POLICY.	X			
OP 5.8 – Policy shall require compliance with the reporting requirements of ViCLAS POLICY, C/S.	X			
NEW OP 5.9 – Police service policy and practice in missing persons investigations shall comply with direction provided by the Alberta Missing Persons Act and regulations and guidance on missing person investigations provided by the Missing Persons Police Advisory Committee (MPPAC). P/P C/S.	X			

Comments:
 OP 4.1 very thorough training and comprehensive review, annual EVOC NOT required for S/Sgt or higher, Fail To Stop reports/annual compilation.
 OP 5.1/5.4 Criminal Investigation Section – investigations into crypto and other topics described.
 OP 5.2 extensive annual examples provided.
 OP 5.3 certifications provided.
 OP 5.4/5.9 Risk Assessment Intake Sheet/Forms + On site notes.
 OP 5.5 MOU.
 OP 5.6 lots of interjurisdictional cooperation/communication.
 OP 5.7 Previously contracted Musker Consulting in Calgary recently hired full time permanent in house due to demand (Learned via on site) for preemployment and investigative purposes.
 OP 5.8 RCMP reports low LPS filing across spectrum of violent crimes despite highly organized monthly reviews and reporting at LPS.
 OP 5.9 Robust MP checklist, well above GOA minimums, three historical MP, HIGH AWOL Youth (via on site).

OP (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
OP 6.1 – Policy shall ensure criminal information collected be shared only with authorized recipients and exchanged in a timely fashion. POLICY	X			
OP 6.2 – Shall ensure personnel assigned to the criminal intelligence function have the skills and competencies required to fulfill their responsibilities. P/P	X			
OP 6.3 – CISA Level I police service will have an intelligence program. POLICY, C/S	X			
OP 6.4 – Policy shall ensure the protection of information sources. P/P	X			
OP 6.5 – Policy shall ensure the “Third Party Rule” is used to control the release of all criminal intelligence. P/P	X			
OP 7.1 – Policy shall establish formal and informal mechanisms for Crown liaison. P/P, C/S	X			
OP 8.1 – Policy shall designate position(s) that are responsible for coordinating the police response to natural and other disasters. P/P	X			
OP 8.2 – Policy shall have a disaster/contingency plan relevant to the community context in accordance with AEMA expectations. P/P, C/S	X			
OP 8.3 – Policy shall require the review and amendment of their disaster/contingency plans on an annual basis and following activations for real events or exercises. P/P	X			

Comments:
 OP 6.1 CISA and Street Checks.
 OP 6.2 VERY detailed Policy and Procedure, job descriptions provided.
 OP 6.3 Intelligence Unit, VERY detailed P/P, job descriptions provided.
 OP 6.4 Safety planning and training.
 OP 8.1 Critical Incident Unit.
 OP 8.2 ALL Hazards and Public Health, tabletop exercises.
 OP 8.3 Extensively reviewed, Pandemic Plan.

OP (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
OP 9.1 – Policy shall ensure use of force is consistent with the <i>Criminal Code of Canada</i> . POLICY	X			
OP 9.2 – Policy shall ensure the weapons, techniques and applications of force comply with the Use of Force Guidelines. POLICY, C/S	X			
OP 9.3 – Shall ensure incidents involving force are reported in compliance with the Use of Force Guidelines. P/P, C/S	X			
OP 9.4 – Policy shall require an annual review and analysis of use of force procedures and incidents. P/P, C/S	X			
OP 10.1 – Police service shall ensure their policies and practices comply with the Intimate Partner Violence Police Guidelines. POLICY and COMPLIANCE W GUIDELINES, C/S	X			
OP 10.2 – Police service shall assign Intimate Partner Violence Coordinator responsibilities to an appropriate position. P/P C/S	X			
OP 10.3 – Police service policy shall ensure the Intimate Partner Violence Coordinator liaises with community representatives, responding to issues related to intimate partner violence and other vulnerable population occurrences. P/P	X			
OP 10.4 – Police service shall ensure all personnel receive applicable training on delivering Trauma Informed services to all victims of intimate partner violence. P/P	X			
OP 10.5 – Police services collect and retain data on intimate partner violence occurrences. P/P C/S	X			
OP 10.6 – Police service shall require supervisors to review all reports of intimate partner violence and approve all intimate partner violence investigations. P/P C/S	X			
OP 10.7 – Police services shall review intimate partner violence investigations annually. P/P C/S	X			
OP 11.1 – Comply with Ministry Best Practice Guide for LE SV investigation. (see check sheet) P/P	X			
OP 11.2 – SV Coordinator responsibilities (included in job description). P/P	X			
OP 11.3 – Trauma informed service delivery training (see standard). P/P	X			
OP 11.4 – Collect / analyze data on SV (see standard). P/P	X			
OP 11.5 – Supervisor review / approval of all reports. P/P	X			
OP 11.6 – Agency annual review of policy, procedure, practice. P/P	X			
<p>Comments: COMPLIANCE 45 OF 45</p> <p>OP 9 General – grouped MVPG with Uoff stats, quarterly/annual, LPS doing SBOR where no subjects are observed, 99.5% of all interactions do NOT use force, however, SLIGHTLY HIGHER than Calgary and Medicine Hat PS.</p> <p>OP 9.2 Organizational transition to “De-escalation and Use of Force Framework” via on site, VERY detailed reporting re: trends etc.</p> <p>OP 9.3 Multiple levels of review across various units.</p> <p>OP 10 General – Interesting Age of Consent Chart, discussed Clare’s Law.</p> <p>OP 11 General – Very robust. P/P</p> <p>OP 11.4 Noted increases in SV.</p>				

122.

PA (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
PA 1.1 – Policy shall outline the position(s) responsible for recruiting. POLICY	X			
PA 1.2 – Ensure position(s) responsible for recruiting have the skills and competencies required. P/P	X			
PA 1.3 – Shall have a written recruiting plan that includes, at a minimum, member requirements accounting for community diversity and a documented process for evaluating the recruitment plan considerations. PROOF	X			
PA 1.4 – Shall, at the time of the application, provide applicants written information about recruiting process, associated costs to be borne by applicant. PROOF	X			
PA 2.1 – Shall ensure their recruit selection complies with Alberta Police Recruit Selection Guidelines. PROOF	X			
PA 2.2 – Policy shall outline who has the responsibility for the selection of members. POLICY, C/S	X			
PA 2.3 – Shall ensure position(s) responsible for selecting members have the skills and competencies required to fulfill responsibilities. P/P	X			
PA 2.4 – Shall comply with the Alberta Police Recruit Selection Guidelines. PROOF Each Bullet	X			
PA 2.5 – To be confirmed with permanent status [Alberta police] must have graduated from recognized / approved training program; completed requirements of probation [4(1)(a) <i>Police Act, Regs</i>]. POLICY, C/S	X			
PA 2.6 – For appointment to police officer under the Act and/or Tripartite Agreement shall receive. <i>Act and Regs, Code of Conduct / Ethics, Tripartite Agreement, or By-law or schedule (if applicable).</i> PROOF	X			
PA 2.7 – For appointment to police officer status under the <i>RCMP Act</i> . <i>RCMP Act, Code of Conduct / Ethics.</i> PROOF, C/S				X
PA 3.1 – Outline responsibilities for the research, design and delivery of in-service training and professional development. POLICY	X			
PA 3.2 – Shall ensure individuals who are responsible for training have the skill and competencies required. P/P C/S	X			
PA 3.3 – CTS and lesson plans shall adhere to a curriculum recognized by the Ministry and approved by the Chief. P/P, C/S	X			
PA 3.4 – Shall manage training. P/P, C/S	X			
PA 3.5 – Recruit field training programs shall include. P/P C/S	X			
PA 3.6 – Describe training for any specialized services delivered. P/P C/S	X			
PA 3.7 – Shall identify and provide training which meets the needs of civilian employees. P/P C/S	X			
PA 3.8 – Shall identify and provide the training needs of supervised volunteers. P/P C/S	X			
PA 3.9 – Shall identify and provide for the training needs of newly promoted people. P/P C/S	X			
PA 3.10 – Shall conduct training needs analysis ensure knowledge, skills current. PROOF	X			
Comments: PA 1.3 2019-22, 2023-26 PA 3 General – robust training for paid and volunteer staff, Mentorship Programs. Extreme value of PowerDMS and Bamboo HR programs in keeping training organized, orderly, timely.				

PA (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
PA 4.1 – Shall describe its evaluation procedures (unless described in collective agreement or associated legislation. P/P	X			
PA 4.2 – Shall ensure the personnel being evaluated are interviewed at the conclusion of the performance evaluation. P/P	X			
PA 4.3 – Shall provide a copy of completed performance evaluations to personnel being evaluated. P/P	X			
PA 4.4 – Shall provide written performance feedback to probationary personnel during probation. P/P	X			
PA 4.5 – Shall ensure sustained complaints are considered when evaluating member performance. P/P	X			
PA 4.6 – Performance evaluation system shall set out the use of remedial measures to improve performance. P/P	X			
PA 4.7 – Performance management system shall include an "early intervention" component to proactively address potential performance issues. P/P	X			
PA 5.1 – Administration of the promotion system shall be outlined in the police service policy. POLICY	X			
PA 5.2 – Shall have a documented promotion process. P/P C/S	X			
PA 5.3 – Promotional opportunities shall be posted. P/P C/S	X			
PA 5.4 – Ensure outside agency evaluation will not be the sole determinant for promotion of a successful applicant nor for elimination of any applicant from the promotion process. P/P	X			
PA 5.5 – Shall conduct an analysis, evaluation, and amendment of the promotion system. PROOF	X			
<p>Comments:</p> <p>PA 4.1 Performance Assessment changes in 2024 due to membership feedback</p> <p>PA 4.4 Sworn and civilian reviews 3/6mos.</p> <p>PA 4.5 When can't use counselling records, documented performance must have pertinence established toward matter at hand going forward.</p> <p>PA 4.6 Supervisor course training and refreshers.</p> <p>PA 4.7 Various forms of Early Intervention: Uoff, absenteeism etc. FULL reports, VERY well done.</p> <p>PA 5 General – four steps for each competition – EOI, Cover Letter, Resume, Supervisor Leadership Development program.</p> <p>PA 5.1 Sworn vs civilian.</p> <p>PA 5.3 30 day postings in accordance with LPA Collective Agreement, 5yrs of service, 70%+ scores.</p> <p>PA 5.5 Well monitored evaluation system.</p>				

PA (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
PA 6.1 – Shall describe its grievance policy and procedures unless it has articulated a comprehensive grievance process in its collective agreement or legislation. P/P C/S	X			
PA 6.2 – Shall require an annual analysis of grievances to identify and respond to evolving trends. P/P	X			
PA 7.1 – Shall outline the responsibility for the administration and investigation of complaints against members. POLICY, C/S	X			
PA 7.2 – Shall use the approved public complaints management system. P/P	X			

PA 7.3 – Shall define a complaints process which complies with the applicable legislation, tripartite agreement or provincial policing agreement. POLICY/IAPRO	X			
PA 7.4 – 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. P/P	X			
PA 7.5 – 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 (on or off duty) when such conduct is likely to constitute a breach. POLICY	X			
PA 7.6 – 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. POLICY	X			
PA 7.7 – 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. POLICY	X			
PA 7.8 – Shall require an annual analysis of complaints to identify and respond to evolving trends summarized in the police service’s annual report to the Commission / oversight. P/P	X			
PA 7.9 – 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. P/P	X			
PA 7.10 – Shall have positions with the authority and accountability to administer corrective action for specified occurrences, in accordance with applicable legislation. PROOF	X			
<p>Comments:</p> <p>PA 7.1 Intake with Sgt or higher.</p> <p>PA 7.3 Conduct Advisory Committee, decision tree flow chart.</p> <p>PA 7.4 Robust, internal and external.</p> <p>PA 7.5/6 Ethics Cadet training, duty to inform “ABLE”.</p> <p>PA 7.7 Protection.</p> <p>PA 7.10 Counselling, official warning, punitive action.</p>				

PA (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
PA 8.1 – Shall have comprehensive policy describing the benefits available to employees in accordance with relevant provincial labor legislation. PROOF	X			
PA 8.2 – Shall include employee assistance programs or services. P/P	X			
PA 8.3 – Shall have policy in relation to off-duty and extra duty employment. POLICY	X			
PA 9.1 – Shall outline the responsibility for the co-ordination and supervision of volunteer services. POLICY	X			
PA 9.2 – Shall maintain a written description of the duties of supervised volunteers. P/P	X			
PA 9.3 – When recruiting supervised volunteers police shall take into account the cultural diversity of the community, the nature of the program, and the availability of volunteers. P/P	X			

PA 9.4 – Shall direct a screening process be completed on supervised volunteers. POLICY C/S	X			
PA 9.5 – Shall ensure all records of applicants for a supervised volunteer role are maintained for a period consistent with their internal retention schedule. POLICY	X			
PA 9.6 – Shall ensure supervised volunteers are identifiable to the general public. P/P	X			
PA 9.7 – Shall ensure supervised volunteers acknowledge an Oath of Office and secrecy. P/P	X			
PA 9.8 – Shall evaluate and document the performance of supervised volunteers annually. P/P	X			
Comments: COMPLIANCE 56 OF 56 PA 8.1 CUPE and LPA. PA 9.5 5yrs, VERY strong and robust volunteer programs. PA 9.7 Swear or affirm, recent adoption of Eagle Feathers. (via on site)				

123.

SS (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
SS 1.1 – 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. P/P, C/S FOR ALL 1.0	X			
SS 1.2 – Policy shall ensure victims of crime are provided with information about victim programs and services. P/P	X			
SS 1.3 – Shall review victim and witness services every three years (at a minimum) and adjust policies as deemed necessary. P/P	X			
SS 2.1 – Responsibility for the communications system shall be outlined in police service policy. POLICY, C/S FOR ALL 2.0	X			
SS 2.2 – Policy shall require personnel assigned to communications to have the skills and competencies required to fulfill their responsibilities. P/P	X			
SS 2.3 – Shall ... provide 24-hour emergency service. P/P	X			
SS 2.4 – Communications policy shall require at a minimum: track on-duty members, require use of formal procedures for radio, telephone, data, priority levels for CFS. POLICY C/S	X			
SS 2.5 – Policy shall ensure all on-duty patrol members are provided with continuous access to communications services. P/P	X			
SS 2.6 – Require recording of all radio transmissions, emergency telephone calls. Capable of immediate playback of recordings, minimum retention of 1 year for all recordings. PROOF	X			
SS 3.1 – Policy shall outline the positions responsible for collection, analysis, and dissemination of crime data and information. P/P	X			
SS 3.2 – Policy shall require procedures for analyzing crime trends. Their analysis shall address community needs and future policing requirements. P/P	X			
SS 3.3 – Shall ensure personnel assigned to crime analysis have the skills and competencies required to fulfill their responsibilities. PROOF	X			
Comments: SS 1 General – Recent addition of Facility dogs. SS 1.3 Trauma Informed Lense, VERY detailed.				

SS 2.1 PSCC, VERY robust.
 SS 2.6 Currently 28yrs of recordings.
 SS 3.1 CompStat monthly meetings.
 SS 3.3 Increased staffing.

SS (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
SS 4.1 – Policy shall establish incident command structure for HRIR Units. P/P	X			
SS 4.2 – Policy shall include emergency procedures for higher risk events (see standard). P/P C/S	X			
SS 5.1 – Shall have, or have access to, forensic identification services. P/P C/S	X			
SS 6.1 – Policy shall govern the operation of their holding facilities (see standard) and comply with OHS and WHIMS requirements. P/P C/S	X			
SS 6.2 – Policy shall govern the processing of people in custody (see standard). POLICY A B C D F H I, P/P E G C/S	X			
SS 6.3 – Policy requires arrest processing areas and holding cells to be monitored and recorded by CCVE. POLICY OBSERVE	X			
SS 6.4 – Policy requires CCVE recording medium, as required in Standard SS 6.3, be retained for a minimum of one year. POLICY OBSERVE	X			
SS 7.1 – Policy shall have written policy that address transporting people in custody. POLICY EXCEPT C C/S	X			
SS 7.2 – Policy shall address unique circumstances when transporting people in custody. POLICY C/S	X			
Comments: SS 4.1/2 Extensive subunits – Tactical, Drone, EDU, Mobile Command Post, K9, various authorities and job descriptions.				

SS (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
SS 8.1 – Policy shall outline the positions responsible for the records function. P/P, C/S FOR ALL 8.0	X			
SS 8.2 – Policy shall ensure records are indexed for quick retrieval. P/P	X			
SS 8.3 – Policy shall ensure the status of operational records is clear (e.g. open, closed, inactive). P/P	X			
SS 8.4 – Policy shall ensure records are maintained in relation to crime and investigations. P/P C/S	X			
SS 8.5 – Policy shall address the use of forms. POLICY	X			
SS 8.6 – Policy shall address record retention schedules. P/P	X			
SS 8.7 – Policy shall include procedures for handling funds. P/P	X			
SS 8.8 – Policy shall address document security. P/P	X			
SS 8.9 – Policy shall address the recording of arrest information. POLICY	X			
SS 8.10 – Policy shall address the maintenance of disposition records on all cases where charges have been laid. P/P	X			
SS 8.11 – Policy shall address the procedures for maintaining warrants. POLICY	X			

SS 9.1 – Policy and procedures for evidence and property in police control: Maintain inventory, transfer of control / possession, disposing property, locate / notify owner. P/P, C/S FOR ALL 9.0	X			
SS 9.2 – Shall ensure seized, recovered, evidence, abandoned, safekeeping and found property be indexed, preserved, secure, and audited annually. POLICY A, P/P B C	X			
<p>Comments:</p> <p>SS 8.1 VERY detailed re: Records Management Section, 7 subunits.</p> <p>SS 8.2 RMS Manual includes how to document Street Checks.</p> <p>SS 8.4 Street Checks, general reports, ARM, citizen online, counter, police-initiated, case reports, use of audio-visual equipment in conjunction with transcripts.</p> <p>SS 8.5 Flow chart.</p> <p>SS 8.8 VERY detailed.</p> <p>SS 8.10 VERY detailed.</p> <p>SS 9 General – VERY robust, sample size 10%.</p>				

SS (2021 V2.3): STANDARD – LEDGER	C	N	P	NA
SS 10.1 – Facilities shall be publicly accessible and equipped to deal with the public. <i>Proof C/S</i>	X			
SS 10.2 – Policy shall govern the issue of service-controlled property. P/P	X			
SS 10.3 – Policy shall ensure police service-controlled property is maintained in a state of operational readiness. P/P	X			
SS 10.4 – Policy shall include the procedures for evaluating the effectiveness of service-controlled property (e.g. vehicles, emergency equipment, weapons, radios and clothing). P/P	X			
SS 10.5 – Policy shall ensure vehicles used in routine or general patrol, whether conspicuously marked or unmarked, be equipped with operational emergency lights and a siren. P/P	X			
SS 10.6 – Policy shall specify the equipment to be included in every patrol vehicle to address safety and liability issues for members and the public. P/P	X			
SS 10.7 – Policy shall designate specifications for all authorized personal equipment and apparel of uniformed members. P/P	X			
SS 10.8 – Policy shall specify the personal protective equipment to be available for all members, which (at a minimum) shall include body armor and guidelines for wearing that equipment. P/P	X			
SS 10.9 – Policy shall govern the circumstances under which an off-duty police officer may carry an authorized weapon, in accordance with legislation. POLICY	X			
SS 10.10 – If a police service has Special Purpose Vehicle(s) for their High-Risk Incident Response Unit(s), it shall have policy to govern its use. P/P C/S	X			
SS 11.1 – Policy shall govern the release of information. POLICY C/S	X			
<p>Comments – COMPLIANCE 45 OF 45</p> <p>SS 10.4 Equipment Advisory Committee, quarterly meetings, hazard assessments for operations.</p> <p>SS 10.6 Fullsome inventory.</p> <p>SS 10.10 Drones, EDU, MTB.</p> <p>SS 11.1 Various scenarios covered, traditional, social media, examples of various releases and campaigns.</p> <p>GRAND TOTAL COMPLIANCE 159 OF 159</p>				

APPENDIX 4: FACILITY OBSERVATIONS AND INTERVIEWS (STAGE 2)

124. FACILITY OBSERVATIONS

VISITED DATE(S): June 2025.

- **OBSERVERS:** Craig Barry.

FINDINGS: All physical and procedural aspects of the LPS Headquarters, Property and Evidence Unit (PEU) and Detainee Management Unit (DMU) were compliant with policy and Standards. Responses demonstrated Competency in the subject area as they aligned with expected answers and actions.

	OBSERVATION	C / NC
SS 2	COMMUNICATIONS	
	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
	Communication system failure / plan.	C
SS 6	PERSONS IN CUSTODY	
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
OP 7	BRING EVIDENCE BEFORE COURT	
7.1	All bullets.	C
SS 8	RECORDS	
	All bullets.	C
SS 9	PROPERTY / EVIDENCE	
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.	C
SS 10	FACILITIES	
10.1(a)	Interview rooms.	C
10.1(b)	Public access / disabled access.	C
10.1(c)	Security for critical / sensitive operations (CED, records, property, cells, facilities).	C
10.2	Police issue uniforms / equipment.	C
10.5	Vehicles: marking, emergency lights, siren, GPS.	C
10.6	Vehicles: emergency equipment.	C
10.7 / 8	Police equipment issue.	C
10.10	Special purpose vehicles: training, maintenance, logs, condition.	C

125. NOTABLES

Dry lockers, 21-day advance warning on filters.
 Lots of regional work, LPS Ident unit assisting regional partners, particularly tech crimes, would like a full RFID room.
 VSU overseeing SA matters in lieu of Amethyst closure, convoluted temporary fridge process.
 Full ident garage for vehicle processing.
 MCU still using notebooks, Patrol Smart Squad.
 Main walk-in freezer is alarmed, replaces six units. No policy/procedure in place in event of failure.
 Evidence is segmented by type throughout the basement of HQ.
 Ventilation issues in basement, particularly for drug area.
 Purging of old evidence has created space since previous audit recommendations.
 Evidence tape used on long term storage.
 New digital system for weapon/vehicle allocation based on credentials/training.
 Panic alarms throughout building are surprisingly discrete.
 Weekly building maintenance checks.
 Anticipating transition to new BWC.
 Recruiting receives approximately one hundred applications per year, candidate physical fitness is a notable problem.
 Member interest in annual fitness testing
 Recently hired full time permanent in-house polygraphist due to increased demand for preemployment and investigative purposes
 Increased staffing in PEU, Analysts, Records, social media have proven to be highly effective in managing workload (Adequate & Effective)
***Prisoner complaint forms were not available in the cells area at the time of the site visit. ***

126. TARGETTED INTERVIEWS

PSAS conducted Stage 2 interviews with members of LPS in June 2025. Unlike smaller police services, LPS provides the public with several Specialized Units of SMEs on various respective topics. These units typically take over the matter after patrol has completed its preliminary investigative steps.

Due to the organizational complexity and size of the police service, PSAS interviews were often conducted with several representatives of their respective Specialized Units to establish subject matter expertise rather than as individual one on ones at the patrol level. The Cycle 5 targeted practice areas were:

- Missing Persons (MP) [OP 5.9].
- Use of Force (UofF) [OP 9].
- Intimate Partner Violence (IPV) [OP 10].
- Sexual Assaults (SA) [OP 11].

UNIT	RANKS
MP	5 Cst, 3 Sgt, 2 S/Sgt
UofF	5 Cst, 3 Sgt, 1 S/Sgt
IPV	4 Cst, 4 Sgt, 1 S/Sgt
SA	4 Cst, 3 Sgt, 1 S/Sgt

127. MISSING PERSONS (MP): June 2025.

INTERVIEWER: Craig Barry.

FINDINGS: Interviewee practices were compliant with police service policy and Standards. Responses demonstrated Competency in the subject area as they aligned with expected answers and actions.

During the onsite visit and interviews, multiple police officers were interviewed on this topic. Each provided confident responses and rationale for their decisions and actions with very little prompting. No concerns were noted with their responses as each regularly referred to the internal policy manual or direction from higher ranking senior officers, if required.

128. NOTABLES FROM THE MEMBERS

Overclassification of ‘missing persons’ by youth facilities contacting LPS for AWOL youth.

Although it was noted that these calls for service were routine for LPS, they represent a significant percentage of their workload. Youth homes frequently download their responsibility onto LPS for AWOL youth, often for very knee-jerk reasons.

Vulnerable population, habitual MP, baseline has changed, and youth have become a concern.

Policy to call the police 3-4x/day, no accountability.

CompStat tracks these files/hotspots.

Assistance is required from partner agencies for collaboration and changing the policy/definition of MP.

Partners, need greater control of youth (When required, youth transported to Calgary Young Offenders Center at significant cost/time).

Often, MP become missing due to multi-generational perpetuation of trauma(s) and can also be linked to high-risk lifestyles.

Child Abduction Response Policy/checklists in place, trained by EPS, high risk, low frequency.

Three historical missing persons files currently on books, continue to regularly receive tips as a result of podcasts profiling the cases, periodic review mandated in policy.

Medical Examiner based in Calgary.

Interesting use of City Fleet dashcam footage for investigative purposes.

129. USE OF FORCE (UofF): June 2025.

INTERVIEWER: Craig Barry.

FINDINGS: Interviewee practices are compliant with police service policy and Standards. Responses demonstrated Competency in the subject area as they aligned with expected answers and actions.

During the onsite visit and interviews, multiple police officers were interviewed on this topic and provided confident responses and rationale for organizational decisions and actions. No concerns were noted with responses.

130. NOTABLES FROM THE MEMBERS

- a. Organizational transition to “De-escalation and Use of Force Framework.”
- b. Smart Squad prompts officers for weapon function testing at start of shift.
- c. Would appreciate fulltime tactical unit, high deployment per capita.
- d. Desire for EVOC track and dedicated training fleet vehicles.

131. INTIMATE PARTNER VIOLENCE (IPV): June 2025.

INTERVIEWER: Craig Barry.

FINDINGS: Interviewee practices were compliant with police service policy and Standards. Responses demonstrated Competency in the subject area as they aligned with expected answers and actions.

During the onsite visit and interviews, multiple police officers were interviewed on this topic and provided confident responses regarding elements of the offence and rationale for decisions and actions. No concerns were noted with responses.

132. NOTABLES FROM THE MEMBERS

- a. Use of recording equipment in field to capture emotion and lessen burden to victim
- b. Using recorded statements due to high risk of victimization/lifestyle, witnesses frequently failing to appear.
- c. High praise of VSU involvement in these cases.
- d. Concerns noted with Crown/ITRAC processing/turnaround time in cases where time is of the essence.
- e. Weekly meetings with stakeholder organizations.
- f. High value of School Resource Officer connections to youth and school staff, often involved in cases related to parents.

133. SEXUAL ASSAULT (SA): June 2025.

INTERVIEWER: Craig Barry.

FINDINGS: Interviewee practices were compliant with police service policy and Standards. Responses demonstrated Competency in the subject area as they aligned with expected answers and actions. During the onsite visit and interviews, multiple police officers were interviewed on this topic and provided confident responses and rationale for their decisions and actions. No concerns were noted with their responses.

134. NOTABLES FROM THE MEMBERS

- a. Youth Sexual Assault Evidence Kit are done in Calgary.
- b. Recent adoption of Eagle Feathers for sworn statements.