

Sample  
Policy Manual  
March 2009

**Sample Policing Committee**  
#34 Scondi Drive  
Sample, Alberta  
T7D 4E2

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## **Section 1: Framework**

## 1.1 Intent

The manual includes policies designed to assist the policing committee in:

- conducting its own business as effectively, efficiently, and as transparently as possible; and
- providing direction to the detachment commander.

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

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

Please forward any suggested amendments to the:

Chair, Policing Committee

Telephone: (XXX) XXX-XXXX

Facsimile: (XXX) XXX-XXXX

E-Mail: [xyz@gov.xyz.ab.ca](mailto:xyz@gov.xyz.ab.ca)

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

Chair, Policing Committee

Telephone: (XXX) XXX-XXXX

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## 1.2 Policing Committee Legislative Obligations

The policing committee is an independent organization established by council pursuant to **Section 23(2)** of the [Police Act](#).

Council, in the *Policing Committee Bylaw (25M97)*, has

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

## 1.3 Mission Statement

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

## 1.4 Vision Statement

To become a model of the civilian oversight of policing for municipal stakeholders contracting with the Federal Government for the services of the RCMP.

## 1.5 Values

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

## **Section 2: Policies for the Policing Committee**

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

## 2.1 Selection and Appointment of Policing Committee Members

In the selection and appointment of policing committee members, the policing committee adheres to **Section 23(1-15)) and 28.1(1-2)** of the *Police Act*. Applicable portions of this information are taken directly from the *Policing Committee Bylaw 25M97*.

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

## 2.2 Policing Committee Responsibilities

- (1) As per **Sections 23(14) and 28.1(1,3)** of the *Police Act* , the policing committee shall, with respect to the municipality for which it is established:
  - (a) oversee the administration of the municipal policing agreement made with the federal government for services from the RCMP;
  - (b) assist in selecting the officer in charge;
  - (c) represent the interests of the council to the officer in charge;
  - (d) in consultation with the officer in charge, develop a yearly plan of priorities and strategies for municipal policing;
  - (e) issue instructions to the officer in charge respecting the implementation and operation of the yearly plan;
  - (f) represent the interests and concerns of the public to the officer in charge;
  - (g) assist the officer in charge in resolving public complaints; and
  - (h) appoint a Public Complaint Director.

**Note:** Municipal council is liable for any legal liability incurred by the policing committee.

## 2.3 Policy Review

Policies and procedures of the policing committee shall be reviewed annually. Modifications must receive policing committee approval.

## 2.4 Policing Committee Member Conduct

- (1) Members of the policing committee must perform their official duties and functions and arrange their private affairs in such a manner that public confidence and trust in the integrity, objectivity, and impartiality of the policing committee are maintained and enhanced.
- (2) All members will abide by their oath of office.
- (3) Policing committee member actions will respect the dignity of individuals in accordance with the:
  - *Alberta Human Rights, Citizenship and Multiculturalism Act;*
  - *Canadian Charter of Rights and Freedoms;* and
  - *Freedom of Information and Protection of Privacy Act.*
- (4) Policing committee members will not share information deemed sensitive or confidential. Such information will not be used for personal gain, or to benefit friends, relatives or associates. Breaches may be cause for dismissal from the policing committee.
- (5) Policing committee members are required to attend all scheduled meetings of the policing committee and all sub-committee meetings on which they are serving. Absences should be reported to the chair prior to meetings. In-attendance may be cause for dismissal from the policing committee.
- (6) The policing committee will use the municipality's purchasing policy to purchase goods and services.
- (7) Policing committee members will follow the municipal policies regarding the acceptance of personal and corporate gifts.
- (8) Inappropriate conduct may result in dismissal from the policing committee as recommended by a majority of the policing committee and ratified by council.

## 2.5 Conflict of Interest

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

- (1) Policing committee members, personally or in relation to their colleagues, must declare all potential or perceived conflicts of interest. The policing committee will decide whether or not the member in question will be excluded from voting or discussion of the matter.
- (2) All conflicts and actions taken regarding the conflict must be entered into the minutes.
- (3) Conflicts brought to the attention of the chair must be resolved in a manner that conserves and enhances public confidence and trust in the integrity, objectivity and impartiality of the policing committee.
- (4) Undisclosed conflict of interest may result in dismissal from the policing committee as per the final decision of council.



## 2.6 Remuneration

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

## 2.7 Orientation of New Members

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

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## 2.8 Roles and Responsibilities of Chair and Vice-chair

- (1) The chair ([Police Act Section 23\(9\)](#)) as elected by the membership at the commencement of each year, presides over policing committee meetings. Should the chair not be present, or vacate the position either temporarily or permanently, the vice-chair ([Police Act Section 23\(9\)](#)) will act in the chair's place.
- (2) Neither a member of council nor an employee of the municipality may be chair or vice-chair. ([Police Act Section 23\(10\)](#))
- (3) Should neither the chair nor vice-chair be available, the policing committee shall elect an acting chair for the meeting until such time the chair or vice-chair is available.
- (4) The chair is to be advised of a breach/potential breach by a member or detachment commander. Breaches by the chair should be referred to the vice-chair.
- (5) The chair/vice-chair as the case may be may engage an outside agency as required to investigate allegations of the breach. The policing committee will review findings and recommend (or not) the revocation of the appointment to council.
- (6) The chair will designate a member, in the absence of the council appointed employee of the policing committee, to record during all meetings, hearings or inquiries.
- (7) The chair is the signing authority for all contracts representing the business of the policing committee.
- (8) The chair and vice-chair have signing authority for budgeted items on behalf of the policing committee to an amount not exceeding \$500.00. Non-budgeted amounts require prior policing committee approval.
- (9) The chair and vice-chair are responsible for coordinating the selection, hiring, evaluation and paying of employees of the policing committee via the funds allocated by the municipality.

## 2.9 Role of Public Complaint Director

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

## 2.10 Policing Committee Personnel

- (1) The policing committee may hire staff.
- (2) Employees will be given official job descriptions and are subject to all applicable Federal and Provincial Legislation including, but not limited to:

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- *Alberta Employment Standards Code*; and
  - *Alberta Labour Relations Code*.
- (3) Policing committee staff does not have the right to vote on policing committee decisions.
  - (4) Employees will be evaluated on a yearly basis by the policing committee.

### **2.11 Formation of Sub-Committees**

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

### **2.12 Legal and Professional Services**

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

### **2.13 Meetings**

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

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

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- (12) All records of the policing committee are stored and archived as per the policies and procedures of the municipality.
  - (13) The policing committee, as a public body must comply with *Freedom of Information and Protection of Privacy* (FOIP) Legislation. The FOIP coordinator for the municipality has been designated in Bylaw [25M97](#) as responsible for ensuring that personal information is managed in accordance with FOIP legislation including the destruction of information following meetings or terms of members. Requests for information involving the policing committee should be directed to the FOIP Coordinator for the municipality subject to their fees and policies. **Note:** The RCMP is subject to federal legislation that differs from FOIP.

## 2.14 Communication

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

## 2.15 Policing Committee Annual Plan

This section refers only to the annual plan for the policing committee only. The RCMP Annual Plans and Priorities is dealt with under Section 3.3 of this manual.

- (1) The policing committee, in consultation with the detachment commander, will write an annual plan that at a minimum contains:
  - Priorities, goals and objectives;
  - Implementation strategies;
  - Benchmarks for success; and
  - A budget.
- (2) The plan will be submitted to council for amendments, ratification, and provision of funds.
- (3) Changes to the plan and/or budget need approval from the policing committee and council. All changes must be recorded in policing committee minutes and reported on in the next quarterly report.
- (4) The policing committee will report quarterly to council on the status of the plan including financial statements.
- (5) The financial records of the policing committee may be audited at any time by auditors appointed by the municipality.
- (6) The policing committee will prepare a final annual report for submission to both council and made available to the public. At a minimum the report will contain:
  - Introduction;
  - Overview;
  - Composition of the committee;
  - Sub-Committee summaries (as they exist);
  - Statistical information regarding meetings and activities (such as: attendance, activities, training and development, membership, conference attendance etc.);

- 
- Initiatives;
  - Self-Evaluation;
  - Public complaint summary; and
  - Concluding comments.

## 2.16 Complaints

- (1) Complaints of the following three (3) types are to be managed using the Public Complaint Director Protocol developed in partnership by RCMP “K” Division and Solicitor General and Public Security:

- assistance to the general public;
- public complaints and or statutory allegations; and
- service delivery complaints.

(2) **Serious Incidents and Complaints**

Serious incidents or complaints (including issues of a sensitive nature), as defined by Alberta Solicitor General and Public Security are managed according to **Section 46.1** and **Section 46.2** of the [Police Act](#). **Note:** The RCMP complies with this legislative directive.

- (a) The criminal operations officer (CROPS Officer) shall notify the Minister as soon as practicable of incidents or complaints involving serious injury or death of any person that may have resulted from the actions of a police officer as per **Section 46.1(1)** of the [Police Act](#). The detachment commander shall inform the policing committee of same as soon as practicable.
- (b) The CROPS Officer shall notify the Minister as soon practicable of situations of a serious or sensitive nature that may have related to the actions of a police officer as per **Section 46.1(1)** of the [Police Act](#). The detachment commander shall inform the policing committee of same as soon as practicable.
- (c) The Minister via his/her designate, the Director of Law Enforcement, will decide how the matter is investigated as per **Section 46.1(2)(a-d)** of the [Police Act](#). This may include:
- assistance of a police officer from another police service;
  - investigation by another police service;
  - appointing of the public as overseers; or
  - as per **Section 46.2** of the [Police Act](#), direct the Alberta Serious Incident Response Team to investigate, assist in the investigation, or take over the investigation.
- (d) Copies of documentation provided to the complainant during the investigation will also be provided to the policing committee in the spirit of **Section 46.1(8)** of the [Police Act](#). The investigation will be shared with the policing committee in the spirit of **Section 46.1(4)** of the [Police Act](#).
- (e) **Complaint Analysis**
- As per the *Provincial Policing Standards*, **PA 7.9** the police service shall analyze, annually, all complaints to evaluate and resolve any trends that may adversely affect public confidence in either the conduct of an individual member or the quality of service delivered. The results of the analysis shall be reported annually to the policing committee by the detachment commander with identification of strategies to address concerns.

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

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

### 3.1 Approach to Policing

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

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

- (2) The detachment commander must manage the police service in a manner that upholds the policing committee's commitment to community-based policing.

### 3.2 Management of the Police Service

- (1) The detachment commander has command of the police service subject to the policies and general supervision outlined in the Municipal Policing Agreement.
- (2) If the detachment commander is unable to fulfill his or her assigned duties, the RCMP shall be responsible for appointing an interim detachment commander.
- (3) The detachment commander shall report to the policing committee monthly on the implementation of the objectives, priorities and goals set.
- (4) The detachment commander shall present an annual report to the policing committee covering the operations of the police service during the previous fiscal year (***MPA Article 4.2***).

### 3.3 Annual Plans and Priorities

- (1) In accordance with the budget cycle of the municipality, the detachment commander, in consultation with the policing committee (as the designate of council), will prepare a plan specifying the level of police services and programs to be provided to meet the needs of the citizens. (***MPA Article 14.1(a)***)
  - The detachment commander presents a policing plan detailing police services, programs designed to best meet the community needs to the Commissioner who shall complete a provisional cost per member for the next fiscal year. ***MPA Article 14.1(b)***
  - In consultation with the policing committee, the detachment commander determines if community conditions and general community welfare warrant the addition, elimination, reduction, continuation or expansion of specific programs or the level of police service.
  - The policing committee submits the final proposal for approval by council.
  - The approved proposal is submitted by the detachment commander to the Commission of the RCMP for finalization including provisional costs followed by direct and indirect cost budgets.
- (2) The detachment commander will present quarterly reports on the budget of the police service to the policing committee (***MPA Article 14.1(f ii,iii)***). Reports will be presented to council by the policing committee with the detachment commander present as required.



### 3.4 Police Service Policies

The RCMP complies with the *Provincial Policing Standards* developed by Alberta Solicitor General and Public Security. Policing committee members will want to be familiar with the [Provincial Policing Standards Manual](#). The Province performs regular audits to ensure adherence to the Standards. Attached is the table of contents to the *Provincial Policing Standards Manual*.

#### *Provincial Policing Standards*

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