



LETHBRIDGE REGIONAL POLICE SERVICE



2015-2018 Business Plan

OUR VISION. . .

Citizens living in a safe community provided through participation, partnerships and excellence in service delivery.



RESPECT HONESTY INTEGRITY EXCELLENCE COMMITTMENT

OUR MISSION. . .

“Providing safe communities”



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1.0 EXECUTIVE SUMMARY

The Lethbridge Regional Police Service is committed to providing safe communities through partnerships, community participation and excellence in service delivery.

The Police Service recognizes the importance of balancing fiscal responsibility with the need to provide policing services that continue to meet changing demands and best serve our communities. This plan will set out the foundation for developing initiatives over the next four years to address crime and disorder, optimize the use of technology, ensure evidence-based practices are identified and implemented, maintain capacity, maximize resources, engage community partners and build a workplace where the health, wellness and development of employees is paramount.

Working in partnership with the Lethbridge Regional Police Commission, five Strategic Areas have been identified:

- **People**

We recognize the value of our staff and volunteers. We want all staff members to be healthy, well-trained, committed and to reflect the demographics of the communities we serve.

- **Processes**

We are committed to continuously reviewing processes to enhance service delivery, identify efficiencies and ensure decisions are data-driven and evidence based.

- **Technology**

We are committed to remaining current in proven technology to ensure our staff has the tools and training needed to meet the changing demands of their jobs. We will weigh all costs and benefits prior to implementing new technology.

- **Crime**

We will continue to maintain public safety through prevention, detection and resolution of crime and disorder.

- **Community**

We will advance public safety by continuing to build and invest in relationships with our partners and members of the communities we serve.

2.0 ACKNOWLEDGEMENTS

The Lethbridge Regional Police Service 2015-2018 Business Plan was developed in consultation with the LRPS Executive, staff and Lethbridge Regional Police Commission. Community feedback from a Town Hall meeting and internal and external surveys were also reviewed and used in order to ensure the strategic direction of the Lethbridge Regional Police Service continues to reflect and meet the needs of citizens in Lethbridge and Coaldale.

The 2015-2018 LRPS Business Plan was prepared by:

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Kristen Harding	Executive Officer

Special thanks to Graeme Woods, Strategic Initiative Coordinator, for his facilitation throughout the planning and development process.

3.0 BUSINESS UNIT OVERVIEW

The Lethbridge Regional Police Service provides policing services to the City of Lethbridge and Town of Coaldale – a combined population of more than 97,000 people (as of 2014).

Mission:

- ❖ Providing safe communities

Vision:

- ❖ Citizens living in a safe community provided through community participation, partnerships and excellence in service delivery

Values:

- ❖ Respect
- ❖ Honesty
- ❖ Integrity
- ❖ Excellence
- ❖ Commitment

We are guided by the four pillars of policing – public safety, public trust, public confidence and professionalism.

OPERATIONAL HIERARCHY

Office of the Chief – responsible for the effective management and leadership of the Police Service and oversees all operational and administrative functions. The Chief governs the allocation of all financial resources and sets the strategic direction and objectives of the Service.

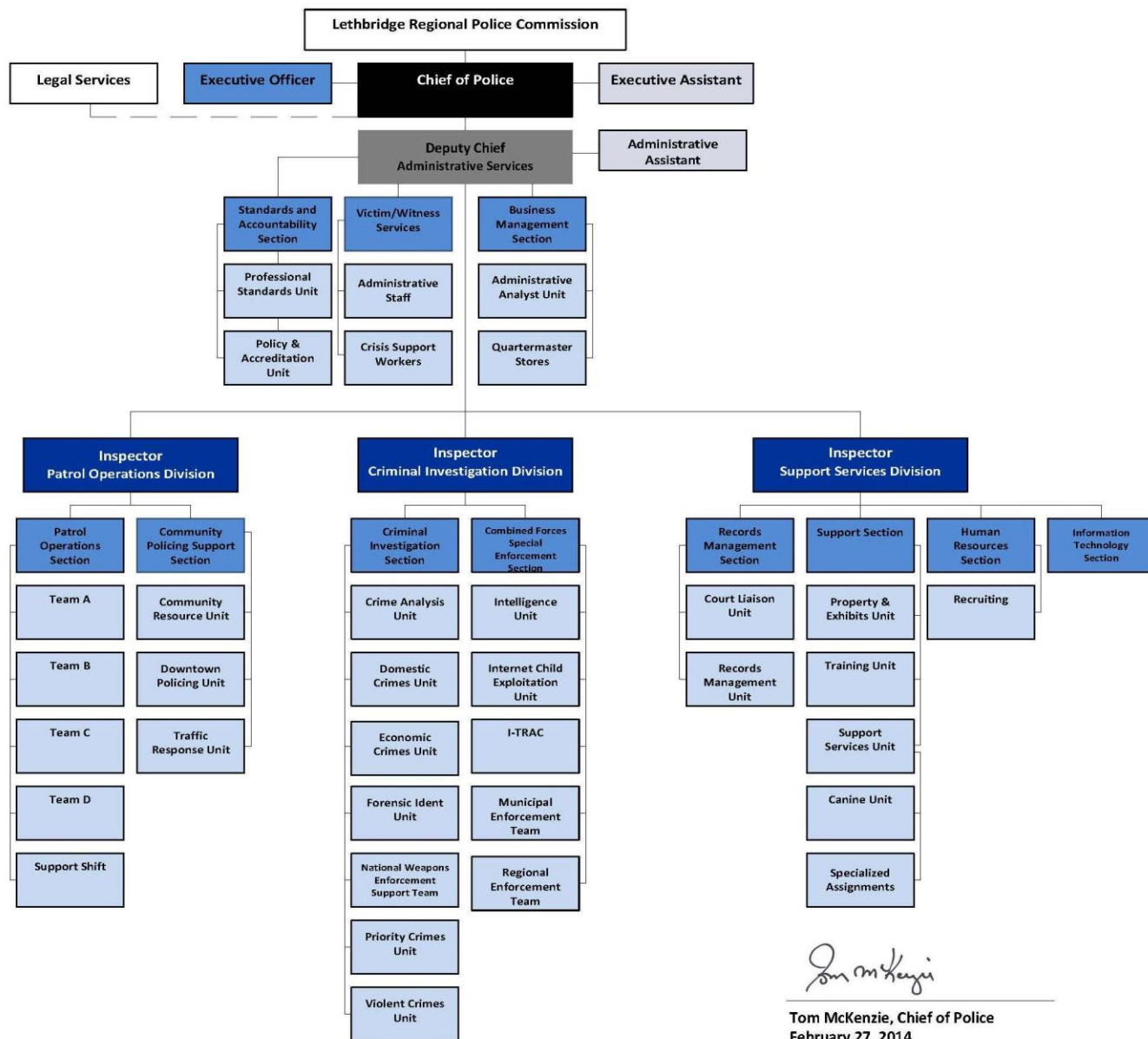
Office of the Deputy Chief – assists the Chief of Police with the effective management and leadership of the Police Service. The Deputy Chief directs operational, policing and administrative functions including financial governance, business and strategic planning, professional standards oversight and policy and accreditation.

Patrol Operations Division – provides a frontline response to calls for service.

Criminal Investigation Division – comprised of plain clothes members who investigate drug crimes, major crimes and matters that are ongoing, complicated and require specialized and dedicated resources.

Support Services Division – responsible for records and exhibits management, human resources and recruiting, Information Technology, training and specialized support units.

3.1 Organization Chart



Tom McKenzie
 Tom McKenzie, Chief of Police
 February 27, 2014

3.2 History

We have proudly served our community for 112 years.

The Lethbridge Police Force was established in 1902 and Thomas Lewis was appointed Chief Constable. At the time, a total of two officers served an estimated population of 2,000 people. In 2002 the Lethbridge Police Service celebrated 100 years of policing the City of Lethbridge. Two years later the Lethbridge Police Service became the Lethbridge Regional Police Service following a regionalization agreement to provide policing services to the Town of Coaldale.

As of 2014 the Lethbridge Regional Police Service had an authorized strength of 178 sworn members, 51 non-sworn members and more than 50 volunteers.

3.3 Accomplishments

- Hired and trained 37 recruits between 2011 and 2013
- Authorized strength increased to 175 sworn members in 2013 from 168 in 2011
- LRPS solve rates continue to exceed the provincial and national average
- Staffed and implemented the Combined Forces Special Enforcement Section
- Added first Community Peace Officer
- Added Forensic Computer Examiner
- Implemented the Collision Reporting Centre – the first of its kind in western Canada
- One of only nine agencies in Canada accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Implemented Data-Driven Approach to Crime and Traffic Safety model
- Implemented a Support Shift to improve service during peak call times
- Added a second Sergeant to each Patrol Team to improve span of control
- Deputy Chief position added
- Organizational re-alignment from four divisions to three
- Added a firearms simulator to enhance training and reduce usage of live ammunition
- Launched use of social media tools to enhance communication with the public
- Installed three additional Intersection Safety Devices to reduce collisions
- Crime Mapping tool added to website
- Added second investigator to Professional Standards Unit
- Implemented Crisis Intervention Team and training
- Added two motorcycles to the fleet

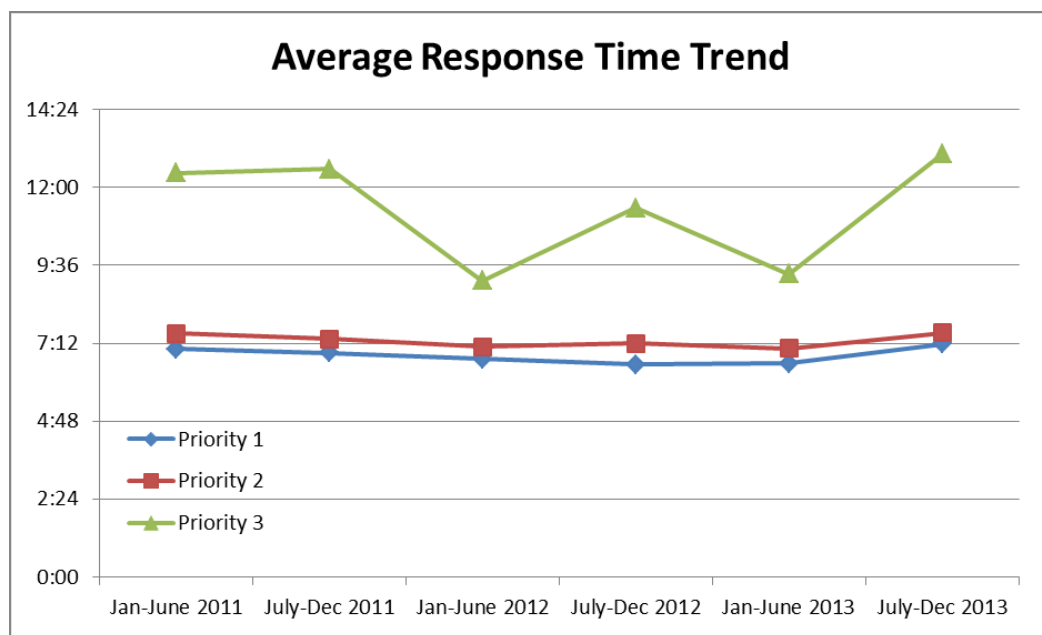
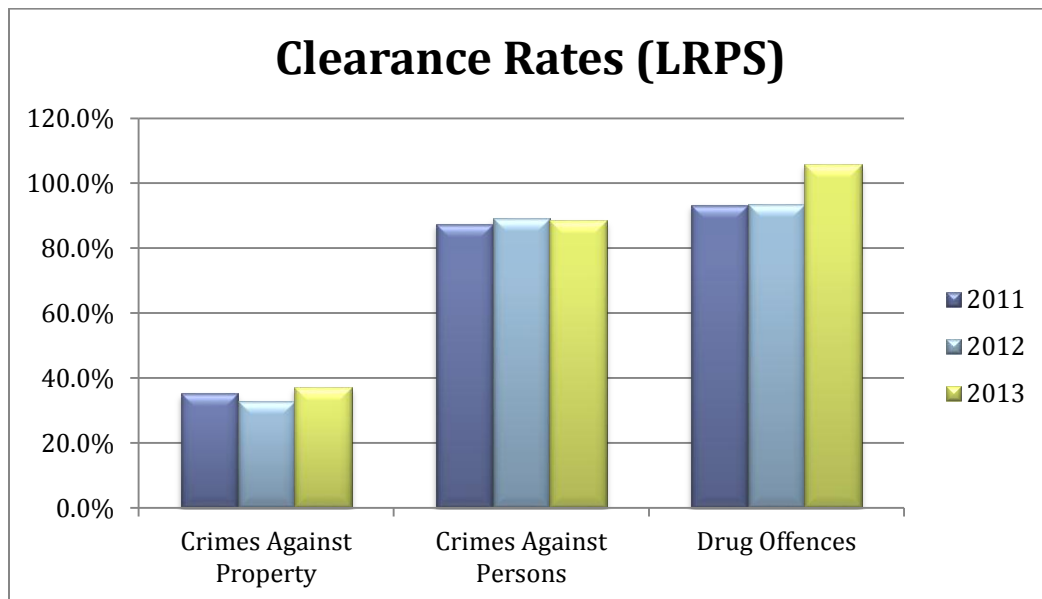
3.4 Initiatives and Major Capital Projects in Progress

Construction of the headquarters expansion will occur in several phases. Completion of the project is slated for 2016. The additional workspace will accommodate the growth and needs of the service to 2030.

Current & Planned Capital Projects		
Name	Capital Improvement Identifier	Purpose of Project
Building Expansion	D-24	Addition of a three level complex at the rear of the existing building and a two-level parking structure

4.0 SERVICES AND SERVICE LEVELS

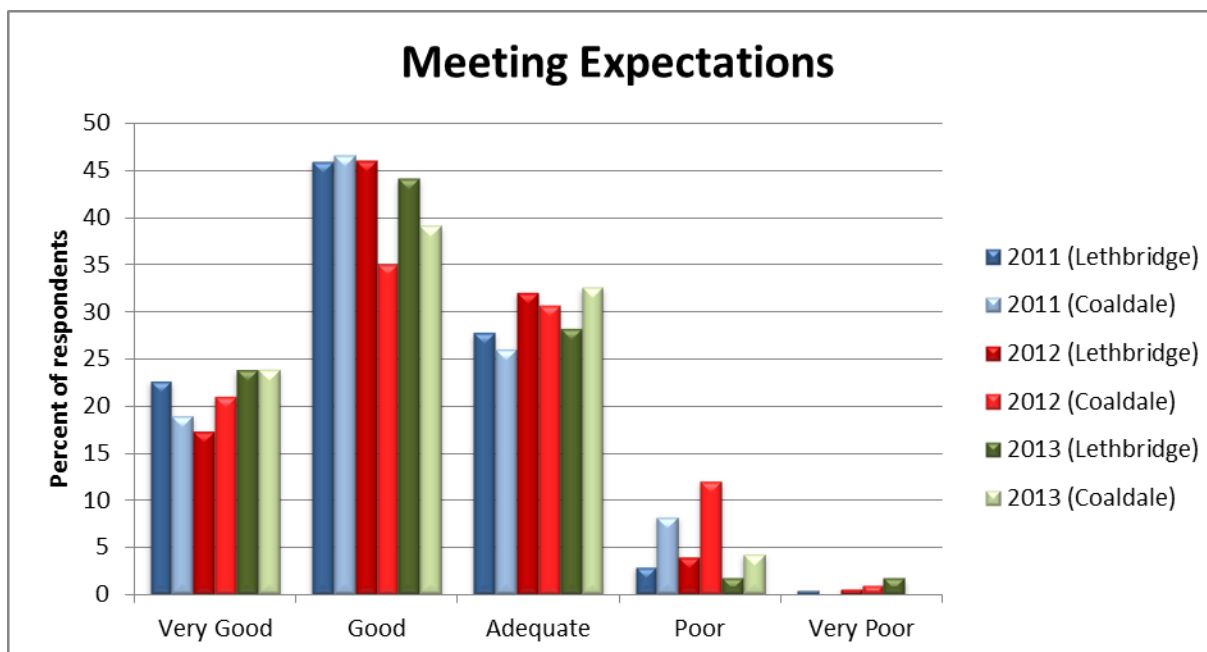
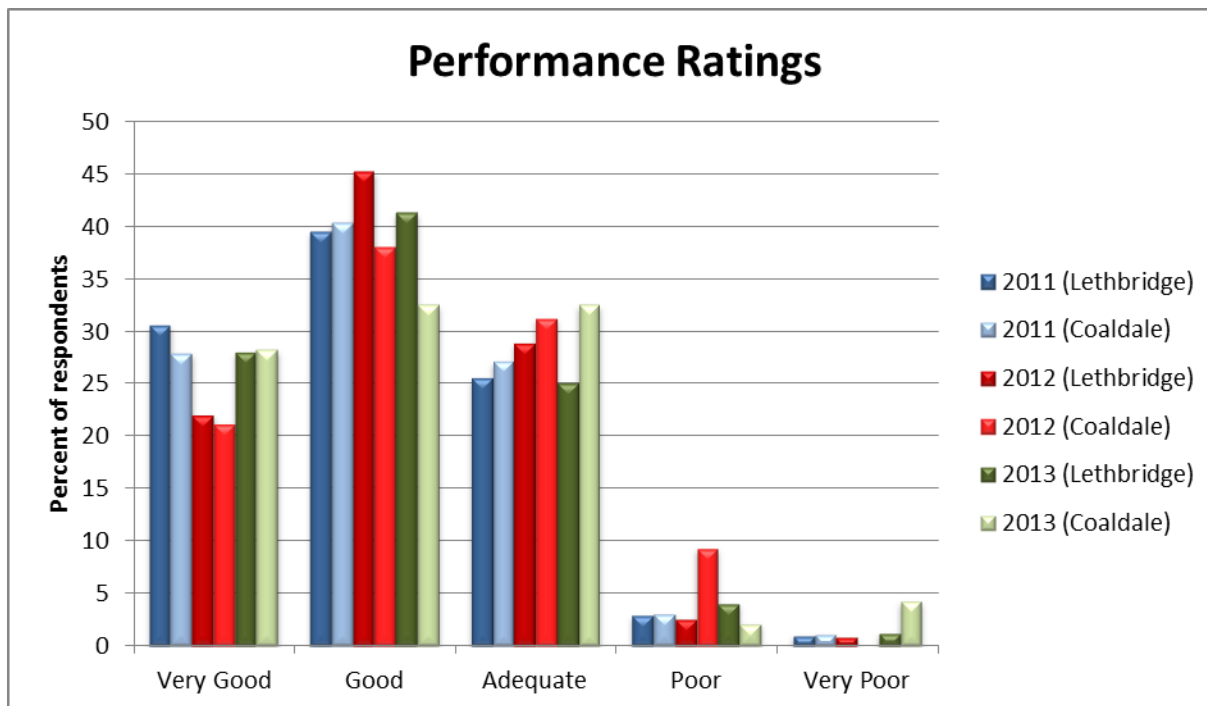
Core Business & Service Levels	
Respond to calls for service	
Description of Service: <ul style="list-style-type: none"> To respond to emergency and non-emergency calls for service 	Service Level: <ul style="list-style-type: none"> Timely and appropriate response as determined by priority call system
<ul style="list-style-type: none"> To investigate criminal and non-criminal matters 	<ul style="list-style-type: none"> Timely and appropriate response Appropriate allocation of resources from support units Cases cleared
Provide safe communities	
Description of Service: <ul style="list-style-type: none"> To ensure residents feel safe in their neighbourhoods and throughout the community 	Service Level: <ul style="list-style-type: none"> Proactive and reactive initiatives including a visible street presence Ongoing communication, feedback from community surveys and forums
Provide professional service that meets public needs and expectations	
Description of Service: <ul style="list-style-type: none"> Ensure members consistently demonstrate their professionalism and meet the needs and expectations of the community 	Service Level: <ul style="list-style-type: none"> Uphold values of respect, honesty, integrity, excellence and commitment Ongoing communication with public, including feedback from community surveys and forums



Priority 1 – calls in progress where there is reasonable cause to believe that safety of members, citizens or properties is at stake. Incidents involving personal safety will take priority over any complaint of property.

Priority 2 – calls do not require immediate response to preserve safety of citizens or property, but still require a quicker response. These calls are attended to as resources and circumstances dictate. Where possible these calls should be dispatched to the members assigned to the beat in which the incident is occurring.

Priority 3 – calls of this nature do not require immediate police attendance. These calls should be dispatched to members assigned to the beat where the incident occurred.



5.0 STAKEHOLDER RELATIONSHIPS

Stakeholder Relationships	
Stakeholders:	Summary of Perceived Needs or Expectations
Police Commission	<ul style="list-style-type: none"> • Timely information sharing • Appropriate allocation and management of resources • Accountability
City of Lethbridge Town of Coaldale	<ul style="list-style-type: none"> • Citizens – timely and appropriate response to emergency and non-emergency calls for service • Administration – appropriate management of budget and allocation of resources
Other Police Agencies	<ul style="list-style-type: none"> • Timely information sharing • Participation in joint forces initiatives • Assistance with inquiries, investigations
Alberta Justice and Solicitor General	<ul style="list-style-type: none"> • Crown Prosecutions – timely and complete disclosure • Solicitor General – Compliance with all provincial policies and mandates
Lethbridge Fire and Emergency Services	<ul style="list-style-type: none"> • Timely response to calls for assistance • Participation in joint investigations
Media	<ul style="list-style-type: none"> • Timely and detailed released of information • Availability for interviews
Community Partners	<ul style="list-style-type: none"> • Police participation in community initiatives, strategies and events
Pay-duty Customers	<ul style="list-style-type: none"> • Accommodate requests for police presence when appropriate

6.0 CURRENT CONTEXT

INDUSTRY TRENDS:	• Public demand for transparency and accountability
	• Economics of policing – continuum of policing to reduce costs
	• HR changes, workplace accommodations
	• Increased demand for video – body-worn cameras, in-car, cell block
	• Increase in training requirements, including virtual training
	• Reduction in incarceration for pre-trial custody subjects (remand)
	• Increased and ongoing demand to monitor offenders post release
	• Increase in mental health needs of staff
	• Increase in need for judicial authorizations to collect evidence
	• HR issues including harassment in the workplace

COMMUNITY TRENDS:	• Increase in mental health needs, provision of services in community
	• Increase in drug trade and organized crime and non-traditional organized crime
	• Increasingly mobile, transitory nature of criminals using technology
	• Increase in heroin use
	• Community's focus is quality of life issues
	• More culturally and ethnically diverse community
	• Overall crime is dropping
	• Increasingly litigious society – external special interest groups

POLITICAL FACTORS:	• Economics of policing – cost of policing is a focus of politicians
	• Pension reform may change retirement trends
	• Province has moved to evidence-based funding model
	• Political desire for fiscal restraint

ECONOMIC CLIMATE:	<ul style="list-style-type: none"> • Community partners have less funding available
	<ul style="list-style-type: none"> • Local economy is stable
	<ul style="list-style-type: none"> • Limited link between crime and economy

NEEDS:	<ul style="list-style-type: none"> • Building expansion and temporary re-location during construction – business continuity
	<ul style="list-style-type: none"> • Clean, reliable data

UNCERTAINTIES:	<ul style="list-style-type: none"> • Legislative attitude toward intoxication has moved from enforcement to harm reduction and health
	<ul style="list-style-type: none"> • Changes in legislation
	<ul style="list-style-type: none"> • Funding/budgets
	<ul style="list-style-type: none"> • Major events - protests

OTHER FACTORS: (Technology, Facilities, etc.)	<ul style="list-style-type: none"> • Increased use and reliance on technology
	<ul style="list-style-type: none"> • Electronic disclosure of investigative files for prosecution
	<ul style="list-style-type: none"> • Technology is expanding and changing faster than our ability to keep up
	<ul style="list-style-type: none"> • Some technology demands are want vs. need

7.0 SPOT ANALYSIS

STRENGTHS:	• Clear and concise vision
	• Junior workforce and generational differences
	• Strive to live our values
	• Hold members accountable
	• Strong public communication
	• Volunteers do a lot of good work
	• Supportive Police Commission
	• Accredited
	• Smart and skilled staff
	• Respond effectively to public demands
	• Solve rates are above the provincial and national average
	• Committed and dedicated workforce
	• Well-equipped, well-trained
	• Strong relationships with community partners
	• Strong community support
	• Good internal support within the Corporation
	• Innovative
	• Adaptable to change
	• Good reputation with Solicitor General, other agencies
	• Professional and approachable
• Collaborative	
• Financially sound	
• Strong leadership	

PROBLEMS:	• Complexity of problems and crime continues to increase
	• Junior work force and generational differences
	• Perception that some staff have a sense of entitlement
	• Under resourced in HR
	• Lag in support services resources
	• Expectations under the Police Act are increasing in complexity
	• Pay inequities for support staff
	• HR issues – modified work, accommodations, labour laws
	• Information-sharing with other jurisdictions
	• Housing intoxicated subjects in our cell block
	• Attracting diversity to workforce
	• Perception that accountability is inconsistent
	• Increasing need to respond to mental health issues – internal, external
	• Succession planning
	• Transition to new roles and promotions
	• Flight from the frontline
	• Internal communications
	• Significant disclosure requirements
	• Keeping up with technology
	• Limited internal opportunities
	• Considered agency of both first and last resort
	• Fleet - lack of back-up vehicles
	• Business continuity during construction
	• Attrition/losing experience
	• Perception there is a lack of gender sensitivity
	• Ongoing labour challenges
	• Ability to attract top recruits
	• Increased expectations to be transparent
	• Increase in societal litigiousness

OPPORTUNITIES:	<ul style="list-style-type: none"> • Prioritize technological needs
	<ul style="list-style-type: none"> • Increase capacity in HR
	<ul style="list-style-type: none"> • Develop a better mental wellness program
	<ul style="list-style-type: none"> • Effectively manage the temporary re-location , expansion construction
	<ul style="list-style-type: none"> • Find innovative ways to increase capacity – continuum of policing, retired members, civilianization
	<ul style="list-style-type: none"> • Identify and adopt evidence-based practices
	<ul style="list-style-type: none"> • Review training model and resource allocations
	<ul style="list-style-type: none"> • Enhance career planning and engagement beyond existing roles
	<ul style="list-style-type: none"> • CALEA review, policy audit and look at organizational efficiencies
	<ul style="list-style-type: none"> • Add in-house legal counsel
	<ul style="list-style-type: none"> • Support development of Safe Sobering Site
	<ul style="list-style-type: none"> • Public intoxication strategy – cell block, bail hearings
	<ul style="list-style-type: none"> • Clean up data and databases
	<ul style="list-style-type: none"> • Use data to improve policing services
	<ul style="list-style-type: none"> • Redeploy resources to adapt to changing crime trends
	<ul style="list-style-type: none"> • Improve internal communications
	<ul style="list-style-type: none"> • Diversify the vehicles within our fleet
	<ul style="list-style-type: none"> • Train next generation of leaders
	<ul style="list-style-type: none"> • Identify new ways to recognize good performance
	<ul style="list-style-type: none"> • Deliver crime prevention using technology and social media
	<ul style="list-style-type: none"> • Identify and implement alternate delivery models
	<ul style="list-style-type: none"> • Joint operations
	<ul style="list-style-type: none"> • Improve employee relationships
	<ul style="list-style-type: none"> • Maintain services levels in the face of challenges

THREATS:	• Internal labour issues
	• Need to adjust to employee and community growth
	• Pension changes could increase early retirements
	• Organized crime, drug trade, increase in local heroin trafficking
	• Need to be more transparent
	• Community expectations and increased scrutiny
	• Disruption during building expansion
	• Uncertainties with the provincial economy
	• Changing crime trends – identity theft, cyber crime
	• Aging population
	• Changing legislative picture
	• Medical marihuana
	• Partners downloading work/risk
	• Not prepared to deal with public order issues – protest society
	• Lack of policing research
	• Mental wellness of staff
	• Affordability of service
	• Political appetite for fiscal restraint
	• Limited training resources
	• Falling behind with technology
• Retirements, loss of experience	
• Ability to attract top recruits	
• Immigration and lack of cultural understanding	
• Funding cuts – ALERT, provincial funding	

8.0 STRATEGIC INITIATIVES

STRATEGIC AREAS	CONTEXT	INITIATIVES
<p>People</p> <p>We recognize the value of our staff and volunteers. We want all staff members to be healthy, well-trained, committed and reflect the demographics of the communities we serve.</p>	<p>Continuum of policing: Opportunities exist to diversify the workforce to provide adequate, effective and efficient services.</p> <p>Employee relationships: Employees and employee groups expect collaborative and cooperative relationships with management.</p> <p>Training model: Training demands are becoming more costly and efficient deployment models are required to meet organizational needs.</p> <p>Employee Health and Wellness: Psychological wellness in the police workplace has a direct impact on attendance and productivity. The organization is obligated to explore and invest in health and wellness programs for employees.</p>	<ul style="list-style-type: none"> • Part-time police officers • Civilianization • Community Peace Officers • Enhanced communication strategy • Explore opportunities for further collaboration with Lethbridge Police Association and other work groups • Increase capacity of training unit • Limit the use of part-time instructors • Use technology to deliver training • Explore opportunities for job enrichment • Develop psychological wellness program • Consider opportunities to increase employee physical fitness • Embrace an atmosphere of fitness
<p>Processes</p> <p>We are committed to continuously reviewing processes to enhance service delivery, identify efficiencies and ensure systems are in line with evidence-based practices.</p>	<p>Continuum of policing: Opportunities exist to diversify the workforce to provide adequate, effective and efficient services.</p> <p>Internal legal counsel: Decisions made without good legal advice increase risk for the organization.</p>	<ul style="list-style-type: none"> • Continue to identify positions or functions where Community Peace Officers or civilians could be used. • Implement in-house legal counsel.

<p>Processes Cont'd</p>	<p>Prisoner handling: Provincially mandated changes to detention and release have impacted the organization's ability to maintain street strength.</p> <p>Research and data: Decisions on use and deployment of resources requires evidence drawn from clean, reliable data.</p> <p>Fleet services: The organization requires greater flexibility within the acquisition model to introduce more or different kinds of vehicles into the fleet as needs arise.</p> <p>Building expansion: Maintaining business continuity during the construction process is critical for both staff and the public.</p>	<ul style="list-style-type: none"> • Review and implement change to prisoner management. • Review and upgrade current records management and data systems to ensure databases are being used to their fullest potential to extract clean, defensible data. • Reduce the wait time for vehicles by having replacement vehicles in stock. • Diversify fleet in order to meet changing needs of the organization. • Manage all issues related to building expansion – temporary off-site re-location of units, staff and fleet parking, minimizing disruptions to public access to the building.
<p>Technology</p> <p>We are committed to remaining current in proven technology to ensure our staff has the tools and training needed to meet the changing demands of their jobs. We will weigh all costs and benefits prior to implementing new technology.</p>	<p>Research and data: Decisions on use and deployment of resources requires evidence drawn from clean, reliable data.</p>	<ul style="list-style-type: none"> • Continue to be early adopters of proven technology to meet changing organizational needs and demands.
<p>Crime</p> <p>It is our mission to provide safe communities. We will continue to maintain public</p>	<p>Continuum of policing: Opportunities exist to diversify the workforce to provide adequate, effective and efficient services.</p>	<ul style="list-style-type: none"> • Explore positions or areas to maintain or increase street strength.

<p>safety through prevention, detection and resolution of crime and disorder.</p>	<p>Enhance prevention initiatives: Traditional methods of programming and service delivery no longer effective at reaching the broadest audience.</p>	<ul style="list-style-type: none"> • Identify crime prevention initiatives suitable for alternative delivery methods to maximize community exposure. • Maintain high solve rates.
<p style="text-align: center;">Community</p> <p>We will advance public safety by continuing to build and invest in relationships with our partners and members of the communities we serve.</p>	<p>Substance abuse management strategy: Social issues such as substance abuse often result in repeated contact with law enforcement and tax police resources.</p> <p>Advance mental health training: Many individuals who come into conflict with the law suffer from mental illness.</p> <p>Community partnerships and participation: Staff are also residents of the communities we serve and participation in volunteer opportunities is important to community engagement.</p> <p>Partnerships: Community partnerships are necessary to address social problems and identify long term solutions to reduce offender contact with the criminal justice system.</p> <p>Cultural diversity: Our communities continue to grow and diversify.</p>	<ul style="list-style-type: none"> • Advocate and work with community partners to advance a safe sobering site. • Expand partnerships with mental health service providers to enhance training for members. • Encourage staff to volunteer and get involved in their community. • Continue to identify new opportunities for partnerships and strengthen existing partnerships. • Continue to work with local service providers to identify and implement cultural awareness, training, diversity and inclusion initiatives.

9.0 REFERENCE MATERIALS

- 2014-2017 City of Lethbridge Corporate Strategic Plan, Senior Management Team
- City of Lethbridge Senior Management Team Priorities Booklet, September 2013
- 2010 Citizen Satisfaction Survey, IPSOS Reid