



LETHBRIDGE POLICE SERVICE

Annual Policing Plan

2024

OVERVIEW

The 2024 Annual Policing Plan sets out the yearly priorities and initiatives of the Lethbridge Police Service (LPS).

The plan builds on the four-year vision of the LPS 2023-2026 Strategic Plan by setting clear, measurable outcomes to support three areas of focus: Community Safety, Community Engagement and a Healthy Organization. It further aligns with the Lethbridge Police Commission's key priorities – partnerships, engagement and organizational excellence.

The Annual Policing Plan is developed in consultation with LPS employees, the community and members of the Lethbridge Police Commission. It is presented in the first quarter of each year. Progress will be reported in the LPS Annual Report.





MISSION

Through partnerships and collaboration, the Lethbridge Police Service strives to create a safe community for all.



VISION

Guided by the highest standards of policing, we are committed to supporting our community by addressing crime, maintaining public safety and strengthening public trust.



VALUES

- Respect
- Courage
- Accountability
- Professionalism
- Collaboration

MESSAGE FROM THE CHIEF

As we embark on the second year of our four-year strategic plan, the Lethbridge Police Service will continue to build on the momentum generated in 2023. I want to take this opportunity to recognize and thank our sworn and civilian employees for their hard work and steadfast commitment to achieving our collective goals. I am proud of what we have accomplished and where we are headed.

Within the three pillars of our 2023-2026 Strategic Plan - Community Safety, Community Engagement and a Healthy Organization - we have developed initiatives to enhance the services we provide our community and the well-being of the organization.

A safe community for all means balancing enforcement efforts with the need for community supports and services. We are committed to crime reduction and will work in partnership to continue implementing data-driven solutions that target prolific offenders and problem locations, while advocating for much needed social supports to address ongoing challenges from drug addiction and substance abuse that continues to impact our community.

In 2023, we hired nearly a dozen new police officers, added more Community Peace Officers, including a Sergeant position, and filled numerous civilian positions. The addition in personnel will have a positive impact on the organization as we continue working to address capacity challenges.

As we move forward, collaboration with community partners and stake holders, including public engagement both on and offline, will provide more opportunities to focus on crime prevention and help increase police visibility.

We will continue to hire new officers, with two classes slated each year for the next three years, and work to increase our female ranks to meet the national average. We will invest in the well-being of our employees to help promote physical and mental wellness and increase resilience.



We are committed to crime reduction and will work in partnership to continue implementing data-driven solutions that target prolific offenders and problem locations.

OUR WORK



Responding to calls for service

Our officers respond to an average of 36,000 calls for service each year - 24 hours a day, 365 days per year



Criminal investigations

Police officers are called upon to investigate criminal offences ranging from property, domestic and violent crimes, to drug trafficking, child exploitation and economic crimes



Traffic safety

LPS patrol and traffic response officers are responsible for road safety, education and investigation of collisions



Crime prevention, education and early intervention

LPS works to provide resources to community partners and the public to increase awareness, prevent victimization and intervene to divert individuals away from the justice system to appropriate support services



Management of public order events

Police officers ensure public safety at major events through risk assessment, planning and collaboration with organizers



Community visibility and engagement

LPS engages with citizens through daily interactions in the community, attending events, crime awareness campaigns and working with stakeholders and partners



Supporting the community

Police officers are supported by volunteer Crisis Support Workers in our Victim/Witness Services Unit and members of The Watch, who serve as the eyes and ears of emergency responders in the downtown core

A SAFE COMMUNITY FOR ALL

The Lethbridge Police Service strives to understand the challenges impacting our community and works collaboratively to develop strategies that balance enforcement with the need for supports and intervention. In consultation with our citizens, including the 2023 Community Survey and Town Hall meetings, policing priorities have been identified and will serve to guide operations.

01

Perceptions of safety

- Lethbridge continues to be seen as a safe community overall, but feelings of unsafety are growing.
- Drugs continue to be the main reason for deteriorating feelings of safety along with issues related to homelessness and crime in general.

02

Satisfaction with LPS

- Overall perceptions of LPS remain highly positive with a strong majority of residents satisfied with services provided.
- Perceptions of the level of professionalism have increased and citizens believe the Service is doing a good job meeting expectations.

03

Policing priorities

- Residents' top three policing priorities are property crime, drug crime and crime against persons along with greater efforts focused on crime prevention and community visibility.

COMMUNITY SAFETY

Goal	Activity / Project	Results
<p>Increase capacity by reducing police response to calls that can be alternatively reported or managed and do not require the attendance of an officer</p>	<ul style="list-style-type: none"> • Enhance Alternative Reporting and Online Reporting processes to increase officer capacity to respond to higher priority calls, reduce calls in pending and expand online options • Collaborate with 311 to provide consistent information to the public on who to call • Work with City of Lethbridge Bylaw Enforcement to seek opportunities to expand bylaw officer responsibilities and duties 	
<p>Increase citizen perceptions of safety</p>	<ul style="list-style-type: none"> • Increase LPS visibility and capacity in the downtown core • Open air drug enforcement • Participate in the working group with the Downtown BRZ and City to address issues impacting the downtown core 	
<p>Increase community crime prevention initiatives</p>	<ul style="list-style-type: none"> • Provide Crime Prevention Through Environmental Design training to Community Peace Officers to assist businesses implement tactical design strategies to reduce crime • Increase information-sharing and targeted crime prevention messaging on social media • Community presentations to address current and emerging fraud trends 	

COMMUNITY SAFETY

Goal	Activity / Project	Results
<p>Reduce crime rates</p>	<ul style="list-style-type: none"> • Hire 10-12 officers to increase frontline capacity and response to calls for service • Continue to develop the data-driven Comp Stat model to target prolific offenders, problem locations and crime hot spots • Increase visibility and enforcement initiatives by the Crime Suppression Team to target drug and property crime • Increase capacity in the Downtown Policing Unit 	
<p>Implement pre-charge assessment process in partnership with Crown Prosecution Services to create efficiencies, reduce the burden on the justice system and strengthen criminal prosecutions when charges are laid</p>	<ul style="list-style-type: none"> • Staggered roll-out of pre-charge assessment process: <ul style="list-style-type: none"> ◦ Implementation with one Patrol Team ◦ Further implementation with Downtown Policing Unit, Traffic Response Unit and the remaining Patrol Teams ◦ Completion of implementation with all investigative units 	

COMMUNITY ENGAGEMENT

Goal	Activity / Project	Results
<p>Increase community satisfaction with LPS</p>	<ul style="list-style-type: none"> • Host Town Hall events throughout the year in each area of the city to provide opportunities for information-sharing and citizen feedback • Conduct a stakeholder survey • Redesign the LPS website to automate processes and enhance the user experience • Implement a media ride-along program to increase public awareness of policing • Increase the use of digital assets (video) to share information about LPS and crime trends 	
<p>Increase visibility within the community</p>	<ul style="list-style-type: none"> • Feature a different unit or section of LPS each month on social media and the website • Research the ability to host a Citizenship Ceremony at LPS • Identify opportunities for LPS participation in community events 	
<p>Promote greater information-sharing and collaboration with partner agencies</p>	<ul style="list-style-type: none"> • Host the “Social Disorder and Urban Crime Conference” - a multi-agency initiative to explore best practices to address drug and mental health issues impacting community safety 	

COMMUNITY ENGAGEMENT

Goal	Activity / Project	Results
CONTINUED - Promote greater information-sharing and collaboration with partner agencies	<ul style="list-style-type: none">• Explore opportunities for greater collaboration between The Watch and City of Lethbridge• Re-implement annual meeting with media to address issues of mutual concern and identify opportunities for further collaboration	
Create summer student diversity position to enhance and build relationships	<ul style="list-style-type: none">• Conduct outreach with diverse groups to foster relationships, build trust and explore opportunities for information-sharing and partnership	

HEALTHY ORGANIZATION

Goal	Activity / Project	Results
<p>Enhance employee health and wellness initiatives in order to help keep people at work and maintain resiliency</p>	<ul style="list-style-type: none"> • Create a re-integration program for employees who have been off work for extended periods of time due to injury, on-duty incidents (officer-involved shooting) or mental health issues • Redevelop and enhance of the early intervention program • Develop of unit/team wellness plans • Review and evaluate all current wellness programs 	
<p>Increase work/life balance with respect to court appearances</p>	<ul style="list-style-type: none"> • Review court scheduling practices to reduce/eliminate officers being scheduled for court when they are off 	
<p>Increase diversity within the organization to better represent the community we service</p>	<ul style="list-style-type: none"> • Enhance targeted recruiting initiatives to attract diverse applicants and individuals with diverse backgrounds • Development of an EDI plan 	
<p>Organizational realignment to balance workloads, address span of control challenges and ensure appropriate deployment of resources</p>	<ul style="list-style-type: none"> • Review organizational structure and deployment of resources to increase efficiencies and enhance service to the community 	

HEALTHY ORGANIZATION

Goal	Activity / Project	Results
Review LPS Master Plan	<ul style="list-style-type: none">• Develop a phased implementation strategy consisting of short, mid and long-term goals	
Enhance technology to address security issues and keep pace with organizational needs	<ul style="list-style-type: none">• Increase opportunities and the capability for mobile work• Implement increased security measures to safeguard LPS data and infrastructure• Upgrade the NICHE records management system	
Restructure LPS fleet management	<ul style="list-style-type: none">• Review current management process and identify opportunities for efficiencies• Hire a civilian fleet manager	



CONNECT WITH US

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