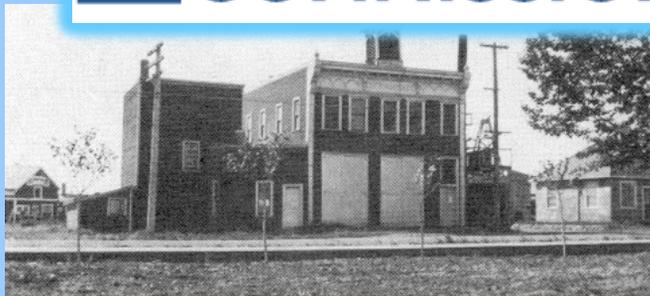


# Lacombe Police Commission & Lacombe Police Service

## *2019-2021*

# *STRATEGIC PLAN*



Committed, compassionate, courageous, caring.  
This is our community, this is our plan.



## Message from the Chief of Police



I am pleased to present the 2019-2021 Lacombe Police Service Strategic Plan.

This plan outlines our strategic priorities and objectives over the next three years and how we will measure our success. The plan outlines our performance targets and focuses on outcomes that demonstrate accountability and value for the investment.

Our Strategic Plan has been developed in consultation with the community and with the guidance and direction of the Lacombe Police Commission. It also aligns with the City of Lacombe strategic plan. Our goal is to keep Lacombe a safe, vibrant and evolving community welcoming our citizens to live, work and play.

The Lacombe Police Service strives to deliver policing excellence through leadership and community partnership. We believe in collaboration, innovation, transparency, respect and fiscal responsibility, with public safety remaining our focus and our ultimate goal.

We will report on our progress and outcomes to the Lacombe Police Commission, and adjust our priorities and targets as needed to reflect the dynamic needs of the community.

We are proud and privileged to serve this community with courage, character, compassion and commitment.

Lorne Blumhagen

Chief of Police



# LACOMBE POLICE COMMISSION

## *Message from the Chair of the Police Commission*

On behalf of my colleagues on the Lacombe Police Commission, I am pleased to present the Lacombe Police Commission and the Lacombe Police Service Strategic Plan.

The Lacombe Police Commission serves a vital role in our community by providing civilian oversight to the work of the Lacombe Police Service. The commission is an essential link between the community and the police with a mandate to balance requirements of public accountability with those of police independence. In accordance with the Alberta Police Act, the Lacombe Police Commission is responsible for overseeing the police service and has collaboratively worked with the Lacombe Police Service in the development of this strategic plan which aims to keep Lacombe a safe and vibrant community.

The Lacombe Police Commission has a legislative mandate to support the Lacombe Police Service and our strategic plan by having the responsibility to:

- Allocate the funds provided by the City of Lacombe Council
- Establish policies providing for efficient and effective policing
- Issue instructions, as necessary, to the chief of police in respect of those policies
- Ensure that sufficient persons are employed for the police service for the purposes of carrying out the functions of the police service
- Inform the City of Lacombe Council of the goals, strategies and measures associated with the LPC and LPS Strategic Plan
- Inform the citizens of Lacombe of the goals, strategies, and measures associated with the LPC and LPS Strategic Plan

It is with pride and commitment that the Lacombe Police Commission strives to be an effective governing body that aims to work in partnership with the Lacombe Police service to provide transparent, effective and responsive policing for the citizens in the City of Lacombe.

Bob Huff  
Commission Chair

# LACOMBE POLICE SERVICE



## OUR MISSION

*To provide a safe and secure community for all*

## OUR VISION

*In partnership with the community*

## OUR VALUES

*Respect, honesty, integrity, compassion,  
courage, character and commitment*



# **Lacombe Police Commission**

## **Our Mission**

**To work in partnership with the Lacombe Police Service and its citizens to ensure transparent, effective and responsive policing throughout the municipality.**

## **Our Vision**

**To become a model for municipal stakeholders in the oversight of policing.**

## **Our Values**

**Respect - We respect our people and the community we serve.**

**Accountability - We are accountable to each other and the community we serve.**

**Honesty - We are forthright, direct, and honest with our community and ourselves.**

**Integrity - We conduct ourselves in an ethical manner maintaining trust and objectivity.**

# Lacombe Police Service SUCCESS STRATEGY



**OUR VISION**



**OUR GOALS**



**OUR OPERATIONS**



**OUR REQUIREMENTS**



**OUR GUIDANCE**



**OUR MISSION**





## **Strategic Goal #1: EXEMPLIFY EXCELLENCE IN POLICING**

### **Objective 1.1 PROVIDE PROFESSIONAL SERVICE DELIVERY**

#### **STRATEGIES**

- ▶ Ensure that the Lacombe Police Service and Lacombe Police Commission prepare and retain proofs of compliance for Provincial Audit purposes.
- ▶ Review annually the status of Provincial Standards compliance documents.
- ▶ Conduct all operational and governance roles within the set standards.
- ▶ Provide training to Police and Commission members relating to Provincial Audits.
- ▶ Undergo a Provincial Standards Audit every four years.
- ▶ Conduct a Community survey every two to four years.



## **Strategic Goal #1: EXEMPLIFY EXCELLENCE IN POLICING**

### **Objective 1.1 PROVIDE PROFESSIONAL SERVICE DELIVERY**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Annual internal review to confirm compliance in preparation for an audit.
- ▶ Meet or Exceed the set standards during audits conducted by the Province every four years.
- ▶ When not in compliance, document corrective actions and confirm affirmative actions taken to correct.
- ▶ Document or maintain a record of all members of the Police Service and Commission who have received training or information on the Provincial Standards process.
- ▶ Be recognized as a model for smaller Police Agencies in the Province.
- ▶ Community survey results reflect positive support and satisfaction from the community.



## **Strategic Goal #1: EXEMPLIFY EXCELLENCE IN POLICING**

### **Objective 1.2 MAINTAIN HIGH PROFESSIONAL STANDARDS**

#### **STRATEGIES**

- ▶ Ensure Polices and Processes align with the Police Act and Provincial Standards for Public Complaints.
- ▶ Ensure the Police Commission has a Public Complaints Director identified at all times.
- ▶ Provide training to the PCD and Commission members in relation to the public complaints process.
- ▶ Provide training to Police Members who investigate Public or Service-initiated complaints.
- ▶ Provide ongoing training to LPC & LPS members and staff on Policy, Procedures, Provincial, and Federal legislation.
- ▶ Apply preventative and progressive discipline practices and document actions.
- ▶ Complete annual performance evaluations for all LPS staff.
- ▶ Commission to complete an annual self assessment.
- ▶ Ensure annual refresher training is provided to all Police members for Officer Safety and Firearms techniques.



## **Strategic Goal #1: EXEMPLIFY EXCELLENCE IN POLICING**

### **Objective 1.2 MAINTAIN HIGH PROFESSIONAL STANDARDS**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Maintain compliance standards as set by the Solicitor General.
- ▶ Complete annual reporting on Professional Standards Complaints.
- ▶ The Commission to maintain records to confirm all required training completed by Commission members and the Public Complaints Director.
- ▶ Document all Police annual training and show proofs of compliance.
- ▶ Review the number of public or Service initiated complaints annually to determine if the number of sustained complaints are reduced.



## **Strategic Goal #1: EXEMPLIFY EXCELLENCE IN POLICING**

### **Objective 1.3 COST-EFFECTIVE SERVICE DELIVERY**

#### **STRATEGIES**

- ▶ Demonstrate Fiscal Responsibility through sustainable budgeting practices.
- ▶ Develop an annual budget approved by the Lacombe Police Commission.
- ▶ Move to a three-year budget process in 2020.
- ▶ Assess future costs and hold budget consultation meetings with the Commission.
- ▶ Develop and maintain an equipment and capital budget replacement plan.
- ▶ Maintain costs within the midrange for per capita policing costs for cities of similar size in Alberta.
- ▶ Define service level expectations from Council and the Commission for the Police Service to deliver on.



## **Strategic Goal #1: EXEMPLIFY EXCELLENCE IN POLICING**

### **Objective 1.3 COST-EFFECTIVE SERVICE DELIVERY**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Budgets prepared, reviewed, and approved by City Council.
- ▶ Three-year budgets are maintained and reviewed yearly with a minimal variation from year to year.
- ▶ Equipment inventory and needs are reviewed annually and future replacement or acquisitions are approved in advance.
- ▶ Costing and budgets represent a Provincial average in per capita cost and police to population ratios are consistent with the Provincial average.



## **Strategic Goal #1: EXEMPLIFY EXCELLENCE IN POLICING**

### **Objective 1.4 IMPROVE PROFESSIONAL STANDARDS**

#### **STRATEGIES**

- ▶ Maintain high compliance with all professional standards as per the Police Act.
- ▶ Ensure the Lacombe Police Commission maintains a Public Complaints Director.
- ▶ Ensure that Commission Members and the Public Complaints Director complete the Solicitor General`s training for public complaints.
- ▶ Provide training to Police Supervisors on public complaints and Police Service Investigations.
- ▶ Provide quarterly and annual reports to the Solicitor General and Commission on public complaints and their outcomes.
- ▶ Maintain the IAPRO complaints database and train investigators and the Public Complaints Director on the system.

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Meet compliance protocols as set but the Solicitor General.
- ▶ Complete annual reporting on Professional Standards Complaints.
- ▶ Review five-year averages with a target of maintaining or reducing the number of public complaints.



## **Strategic Goal #2: RECRUITING, SELECTION & RETENTION OF STAFF**

### **Objective 2.1 RECRUIT & SELECT QUALITY APPLICANTS**

#### **STRATEGIES**

- ▶ Build a reputation as an employer of choice.
- ▶ Provide competitive salary, benefits, and work environment.
- ▶ Where possible recruit staff that are reflective of the diversity of the community.
- ▶ Adhere to the Provincial Standards for Recruitment & Selection of Police applicants.
- ▶ When selecting Police Commission Members attempt to reflect the diversity of the Community on the Board.
- ▶ Create and maintain a Human Resource Plan to provide a template for future considerations on growth, structure, attrition, and budgeting for the Service.



## **Strategic Goal #2: RECRUITING, SELECTION & RETENTION OF STAFF**

### **Objective 2.1 RECRUIT & SELECT QUALITY APPLICANTS**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Maintain adequate staffing and reduce the amount of time positions are vacant.
- ▶ Adhere to the LPS Human Resource Plan and plan for predicted growth and trends.
- ▶ All new hiring processes adhere to Provincial Recruit Selection guidelines.
- ▶ Review completely and review the Statistics Canada Administrative Survey to determine diversity staffing levels for the service.



## **Strategic Goal #2: RECRUITING, SELECTION & RETENTION OF STAFF**

### **Objective 2.2 RETENTION OF STAFF**

#### **STRATEGIES**

- ▶ Provide a desirable work environment and opportunities for advancement, development and career satisfaction.
- ▶ Promote staff wellness and work–life balance.
- ▶ Create an inclusive and respectful environment.
- ▶ Create an environment of transparency and accountability for all levels of the Service.
- ▶ Develop a training plan and provide mentorship and learning opportunities for all staff.
- ▶ Reduce reliance on overtime through adequate staffing and effective resource deployment.
- ▶ Conduct meetings with staff, members, and supervisors to provide information on organizational issues to promote inclusion, obtain buy in and support Service values.



## **Strategic Goal #2: RECRUITING, SELECTION & RETENTION OF STAFF**

### **Objective 2.2 RETENTION OF STAFF**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Increase staff training and development.
- ▶ Increase supervisory and leadership development.
- ▶ Obtain feedback from staff on job satisfaction.
- ▶ Evaluate overtime incurred or sick time used due to employees off duty.
- ▶ Staff assessments and feedback identify a high level of competence and commitment.



## Strategic Goal #3: REDUCE CRIME & VICTIMIZATION

### Objective 3.1 REDUCE VIOLENT CRIME

(Homicide, Aggravated Assault, Sexual Assault, Robbery, & Arson)

#### STRATEGIES

- ▶ Maintain two LPS members full time to serious and prolific crime reduction unit.
- ▶ Participate in coordinated joint forces crime reduction initiatives.
- ▶ Create an intelligence and source management program for the Service.
- ▶ Work collaboratively with other Police and enforcement agencies to share information and intelligence on investigations and subjects of mutual interest.
- ▶ Enhance internal communications and procedures to coordinate investigations and increase investigative efficiencies.
- ▶ Implement human and technical support to increase strategic and tactical crime analysis functions.
- ▶ Increase investigation capacity and depth of LPS through training.
- ▶ Maintain strong partnerships with health and social agencies.
- ▶ Deliver awareness and prevention programs to the community through the Community Liaison Officer position.
- ▶ Ensure members obtain training in areas associated to serious or specialized investigation.
- ▶ Assign a supervisor to review all serious, domestic violence, sexual assault, and missing person files to provide oversight and administer major case management protocols.
- ▶ Provide assistance to victim through Lacombe Victim Services.



## **Strategic Goal #3: REDUCE CRIME & VICTIMIZATION**

### **Objective 3.1 REDUCE VIOLENT CRIME**

(Homicide, Aggravated Assault, Sexual Assault, Robbery, & Arson)

#### **PERFORMANCE MEASURE TARGET**

- ▶ Complete an annual Crime Analysis Report and include the statistics with recommendations in the LPS/LPC Annual Report.
- ▶ Assess the Crime Analysis over a five-year period and ensure strategies have been developed and implemented in areas of concern or noted increase.
- ▶ Increased investigative training for members and report on annual training completed.
- ▶ Increase external police, community, and Provincial partnerships focused on response strategies.
- ▶ Document and report on compliance with Provincial and Federal training and reporting requirements for serious crime events.
- ▶ Review and audit LPS Viclas (Violent Crime Linkage & Analysis System) submissions.



## Strategic Goal #3: REDUCE CRIME & VICTIMIZATION

### Objective 3.2 REDUCE DOMESTIC VIOLENCE

(Domestic Assault, Criminal Harassment, Intimidation)

#### STRATEGIES

- ▶ Maintain an LPS member to review all domestic violence files.
- ▶ Ensure provincial protocols are followed on all domestic violence investigations.
- ▶ Ensure all referrals for the victim and family are made.
- ▶ Domestic Offender Management during pre and post trial.
- ▶ Support Domestic Violence Courts and Committees to ensure victims are supported and offenders are managed and risks are reduced.
- ▶ Ensure all LPS receive Domestic Violence Training as provided by the Province.
- ▶ Develop programs through the Community Liaison Officer and Community Support Groups to support and educate victims.
- ▶ Create targeted offender initiatives for high risk or repeat offenders to reduce re-victimization.
- ▶ Liaise with Community Corrects to monitor and enforce release conditions for offenders.



## **Strategic Goal #3: REDUCE CRIME & VICTIMIZATION**

### **Objective 3.2 REDUCE DOMESTIC VIOLENCE**

(Domestic Assault, Criminal Harassment, Intimidation)

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Annual reporting on Domestic Violence to confirm Provincial guidelines are being met.
- ▶ Confirm all LPS members receive Domestic Violence training.
- ▶ Crime Analysis reflects reductions or maintained levels of Domestic Violence or related offences.
- ▶ Document feedback from victims through VSU to measure perceived level of service and satisfaction from victims.
- ▶ Observe noted increases in offences related to breaches of Court conditions reflective of targeted enforcement initiatives.



## **Strategic Goal #3: REDUCE CRIME & VICTIMIZATION**

### **Objective 3.3 REDUCE PROPERTY CRIME**

(Break & Enters, Motor Vehicle Thefts, Thefts from Motor Vehicles, Mischief to Property – Vandalism)

#### **STRATEGIES**

- ▶ Maintain two LPS member assigned to the Crime Reduction Unit.
- ▶ Maintain a Community Liaison Officer position to provide crime prevention information and develop initiatives for the community.
- ▶ Increase public awareness on prevention strategies.
- ▶ Work with local media to educate citizens on emerging trends and community issues.
- ▶ Partner with Central Alberta Crime Prevention Centre and City of Lacombe to develop and implement graffiti strategy.
- ▶ Increase information and communication between police members to help identify offenders and increase solve rates for property crime offences.
- ▶ Police members will attend all property offences and coordinate investigative files.
- ▶ Increase Police Presence and visibility through preventative patrols in retail and commercial business locations as well as residential areas where property crimes are occurring.



## **Strategic Goal #3: REDUCE CRIME & VICTIMIZATION**

### **Objective 3.3 REDUCE PROPERTY CRIME**

(Break & Enters, Motor Vehicle Thefts, Thefts from Motor Vehicles, Mischief to Property – Vandalism)

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Community satisfaction survey results reflect positive community satisfaction ratings.
- ▶ Observe increased solve rates for non-violent crimes and property crime.
- ▶ Reduction in Property Crime over a five-year average in Annual Crime Analysis.
- ▶ Observe improved standing on the Stats Canada Crime Severity Index for “non-violent crime.”



## **Strategic Goal #4: STRENGTHENING COMMUNITY PARTNERSHIPS**

### **Objective 4.1 CRIME PREVENTION & EDUCATION**

#### **STRATEGIES**

- ▶ Increase LPS community partnership by assigning members to participate with Lacombe Community Watch Association; Lacombe Chamber of Commerce; Youth Unlimited; Lacombe Ministerial; Big Brothers & Big Sisters; Lacombe Victim Services; local Service Clubs; Lacombe & District Rural Crime Watch.
- ▶ Monitor emerging crime and drug trends and develop programs or messages to deliver to the public.
- ▶ Increase media messaging to inform the community on police activities, investigations and information where appropriate.
- ▶ Maintain a partnership with Lacombe Victim Services to ensure victims are being supported through local and Provincial programs.
- ▶ Maintain a Community Liaison Officer position to provide support and education to community groups and citizens on crime prevention initiatives.
- ▶ Provide “Crime Prevention Through Environmental Design”, CPTED training to Police members or the Community Liaison Officer to assist in education to the public and businesses to reduce victimization.
- ▶ Apply targeted enforcement techniques through the Crime Reduction Team or Patrol members in cooperation with Probation or Parole agencies to identify and apprehend prolific offenders.
- ▶ Complete an annual Crime Analysis and make recommendations annually on emerging trends and reduction strategies to be implemented.
- ▶ Conduct a community survey to obtain citizen feedback.



## **Strategic Goal #4: STRENGTHENING COMMUNITY PARTNERSHIPS**

### **Objective 4.1 CRIME PREVENTION & EDUCATION**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Maintain a list of cooperative initiatives with community groups.
- ▶ Record and obtain feedback or critiques of prevention programs delivered.
- ▶ Develop and review an annual Crime Analysis document to measure success of implemented initiatives in all areas.
- ▶ Observe annual Crime Severity Index ratings reflecting low or positive crime rate statistics.
- ▶ Complete a community survey every two years and recognize positive feedback and ratings from citizens on their sense of safety and security.



## **Strategic Goal #4: STRENGTHENING COMMUNITY PARTNERSHIPS**

### **Objective 4.2 YOUTH SAFETY & EMPOWERMENT**

#### **STRATEGIES**

- ▶ Maintain a minimum of one School Resource Officer position for the Wolf Creek Public Schools in Lacombe.
- ▶ Partner with the Public and Private Schools where possible to enhance service delivery.
- ▶ Explore expanded services and partnerships with School Administrations to support programs throughout the region if viable.
- ▶ Ensure the longevity of the School Resource Officer Program in all public schools within the City of Lacombe in partnership with Wolf Creek Public Schools and Lacombe County.
- ▶ Maintain and renew agreements with Wolf Creek School Division and other schools where applicable to ensure mutual commitments to the SRO program.
- ▶ Deliver programs and services aimed at the appropriate grade group to provide knowledge and resources to youth.



## **Strategic Goal #4: STRENGTHENING COMMUNITY PARTNERSHIPS**

### **Objective 4.2 YOUTH SAFETY & EMPOWERMENT**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Maintain the School Resource program and confirm signed agreements are in place.
- ▶ Ensure the Community Liaison Officer position is maintained and develops partnerships with community groups created.
- ▶ Obtained feedback from Schools and Community groups on increased youth programs.
- ▶ Receive positive feedback and assessments through the SRO assessment documents administered through the School Division.



## **Strategic Goal #5: IMPROVE TRAFFIC SAFETY**

### **Objective 5.1 REDUCE TRAFFIC COLLISIONS**

#### **STRATEGIES**

- ▶ Increase impaired driving awareness and enforcement and participate in Provincially funded joint forces checkstop initiatives.
- ▶ Increase distracted driving enforcement.
- ▶ Assign resources to focus on traffic enforcement and initiatives.
- ▶ Assess feasibility and implement Automated Traffic Enforcement equipment and strategies at high collision locations.
- ▶ Collaborate with the Municipal Government on traffic safety issues, traffic plans, and initiatives.
- ▶ Complete an annual traffic analysis and develop ongoing strategies to focus on high collision locations.



## **Strategic Goal #5: IMPROVE TRAFFIC SAFETY**

### **Objective 5.1 REDUCE TRAFFIC COLLISIONS**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Increased enforcement of school zones and high collision locations.
- ▶ Confirm and record number of regular and enhanced checkstops per year.
- ▶ Assess feasibility and implement where possible, Automated Traffic Enforcement (ATE) equipment and strategies at high collision locations under the oversight of LPS.
- ▶ Complete an annual traffic analysis over a five-year period to identify trends and reductions in traffic and collision-related offences.



## **Strategic Goal #6: EXCELLENCE IN POLICE SERVICE DELIVERY**

### **Objective 6.1 IMPROVE CLEARANCE RATES**

#### **STRATEGIES**

- ▶ Increase effectiveness through reduced response times and greater community partnerships.
- ▶ Increase investigational skills and organizational capacity through training, mentorship, and file quality review.
- ▶ Ensure police attend all complaints as practicable and initiate an investigation where required.
- ▶ Coordinate investigations when multiple occurrences are linked and clear all files associated to an offender (s).

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Increase clearance rates on person's crimes.
- ▶ Increase clearance rates on property crime.
- ▶ Five-year average on crimes decrease and clearance rates increase.
- ▶ Crime severity index falls or stays consistent over five year averages.



## Strategic Goal #6: EXCELLENCE IN POLICE SERVICE DELIVERY

### Objective 6.2 ENHANCED COLLABORATION & PARTNERSHIPS

#### STRATEGIES

- ▶ Maintain memberships with associations and committees including Alberta Association of Chief's of Police (AACP), Alberta Association of Police Governance (AAPG), Alberta Federation of Police Associations.
- ▶ Provide representation on various enforcement and policing committees including Provincial Standards Committee, Alert Executive and Civilian Advisory Committee, Use of Force Committee, Criminal Intelligence Service of Alberta and Recruit Selection Committee.
- ▶ Develop working partnerships with other Provincial and Local Enforcement Agencies to support public safety and crime reduction initiatives to enhance service delivery and budget efficiencies.
- ▶ Partner with Community and Social Agencies to deliver crime reduction and crime prevention initiatives to enhance service delivery to victims and persons in need of intervention.
- ▶ Identify funding and revenue partnering initiatives to support or enhance service delivery and offset publicly funded policing costs in keeping with effective and efficient policing strategies.
- ▶ Provide support to Community Groups and Crime Prevention initiatives through the Community Liaison Officer.
- ▶ Collaborate with the City of Lacombe and provide support to Disaster Management & Planning through resources, response plans and training for members.



## **Strategic Goal #6: EXCELLENCE IN POLICE SERVICE DELIVERY**

### **Objective 6.2 ENHANCED COLLABORATION & PARTNERSHIPS**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Confirm continued involvement in associations and groups by maintaining an annual record of group affiliations.
- ▶ Review the number of MOUs (Memo of Understanding) created or held with various agencies and developed for special projects.
- ▶ Assess revenue agreements created and determine sustainability, cost effectiveness and expansion options.
- ▶ Record, review, and assess the number of presentations and initiative delivered by the Community Liaison and the Service.
- ▶ Ensure LPS is integrated in the City of Lacombe Disaster Management Plan and participates in all disaster exercises and members are trained in all levels of the Incident Command System (ICS).



## **Strategic Goal #6: EXCELLENCE IN POLICE SERVICE DELIVERY**

### **Objective 6.3 FOCUS ON DIVERSITY & INCLUSION**

#### **STRATEGIES**

- ▶ Maintain Provincial Standards for hiring and recruitment to ensure staffing is reflective of community diversity where possible.
- ▶ Recruit and appoint members to the Lacombe Police Commission reflective of community diversity where possible.
- ▶ Provide diversity awareness to new members and current staff.
- ▶ Foster an internal culture of inclusion, understanding and acceptance.
- ▶ Maintain policy to address harassment and bullying issues within the workplace.
- ▶ Enhance policy to ensure investigative procedures are in place for racial and biased-based incidents and investigations.
- ▶ Provide enhanced positive public interactions with Police through cultural diversity awareness training.
- ▶ Provide Mental Health training to members and staff.
- ▶ Form partnerships with diverse organizations or groups to understand emerging trends and issues that will provide support to investigations or training.



## **Strategic Goal #6: EXCELLENCE IN POLICE SERVICE DELIVERY**

### **Objective 6.3 FOCUS ON DIVERSITY & INCLUSION**

#### **PERFORMANCE MEASUREMENT TARGET**

- ▶ Correlate statistics for Police staff and Commission members to determine if diversity within the groups is consistent with the diversity of the community.
- ▶ Maintain training records of diversity training provided or attended by the members of the Service and Commission.
- ▶ Review policies to ensure they reflect staff wellness, diversity, and investigative procedures for hate crimes or incidents.
- ▶ Confirm partnerships with other diverse community groups.
- ▶ Ensure all Police Members receive the two-day Police Mental Health Response training through the Solicitor General's Department.

The Lacombe Police Commission & Lacombe Police Service Strategic Plan was developed and implemented in 2019.

This plan is to be reviewed annually to ensure all strategies and performance measure targets are trending to meet the set goals.