

Strategic Plan



2023-2026

**Lacombe Police Commission
&
Lacombe Police Service**

Committed to Policing Excellence



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Table of Contents

Police Commission Message	2
Police Chief Message	3
Our Mission	4
Our Vision	4
Our Values	4
Introduction/Background	5
Policing Governance Roles	5
Adequate policing is equitable and efficient:	5
Effective policing meets specified goals developed by community and police:	5
Level of service - resources available to police:	5
Standard of service - nature and quality of work provided:	5
Strategic Goal Alignment	6
Managing Community Resources	6
Supporting Community	6
Lacombe Police Commission Strategic Goals	7
Policing Excellence	7
Key Performance Measures	8
Well Governed	8
Managed Budgets	9
Service Strength	10
Crime Management	11
Community Integration	12

Message from the Police Commission



The Commission has adopted this Strategic Plan in an effort to establish a measurable set of goals to identify whether we are successfully meeting our legislated mandate to provide civilian oversight of the Lacombe Police Service with the purpose of ensuring provision of adequate and effective community policing.

The Lacombe Police Commission and the Lacombe Police Service mutually identify Policing Excellence as our overarching organizational strategic goal. We have determined that the extent to which Policing Excellence is achieved can be measured through the tracking of five operational performance measures:

- Well Governed
- Managed Budgets
- Service strength
- Crime Management
- Community Integration.

The Commission looks forward to using this Strategic Plan to assess our performance in tangible measures. The results of our assessment will assist the Commission to implement relevant policies and provide informed guidance to keep both the Lacombe Police Commission and the Lacombe Police Service on the path to our goal of Policing Excellence.

Corey Gish
Chair, Lacombe Police Commission

Police Chief

Message



With pleasure, I present the renewed Lacombe Police Service Strategic Plan for 2023-2026.

Developed with the valuable contributions of the Lacombe Police Commission, this plan expresses our continued commitment to be leaders within law enforcement.

Lacombe Police Service pledges sustained effort to proactively address and manage social disorder and crime and to advance community conditions known to give rise to optimal public safety. Strategies utilized include the systematic use of proven policing techniques, partnerships, networks, and community integration. We are equally focused upon accessibility, transparency, and accountability.

The adoption of a performance measures framework will provide an in-depth understanding of police process and the quality of the effectiveness of our policing strategy. A deeper, broader look into organizational activities and outcomes, provides a more fulsome understanding of complexities of community policing. We look forward to measuring, evaluating, and improving performance on a continuous, timely basis. Results will be shared with Council and the public through our regular reporting cycles. I believe this knowledge will further support prudent and responsive allocation of resources and therefore community safety.

Lacombe Police Service continues to serve the community with pride, compassion and commitment and indeed recognizes the enduring privilege we are given as we seek to protect this community and contribute to civil society.

Respectfully submitted,
Lorne Blumhagen
Chief of Police



Mission, Vision & Values

Our Mission

To work in partnership with the citizens of Lacombe and 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: For all people and the community we serve.

Accountability: To each other and those we serve.

Honesty: Being forthright and direct with our community and ourselves.

Integrity: Conducting ourselves in an ethical manner and maintaining confidentiality, trust, and objectivity.



Background

Policing Governance Roles

The City of Lacombe (COL) and Lacombe Police Commission (LPC) partner to facilitate policing services for the municipality. Prevailing legislation and regulations identify that the primary role of City Council is to authorize police service levels, approve attendant funding, and create a Police Commission.

Lacombe Police Commission (LPC) is appointed by City Council to provide civilian oversight of authorized police service levels. LPC is the sole jurisdiction having such authority and is wholly independent of City Council. The Commission's primary function is to ensure that delivered police services meet or exceed policing standards established by the Government of Alberta.

Alberta Justice and the Alberta Solicitor General define these standards as follows:

Adequate policing is equitable and efficient:

- **Equitable:** Provides the community specified needed and desired level and standard of service
- **Efficient:** Balance community specified needed and desired level and standard of service against the cost

Effective policing meets specified goals developed by community and police:

- Community specified level and standard of service

Level of service - resources available to police:

- Number of members (including civilian specialists) of an agency
- Availability of members to do work
- Facilities and equipment

Standard of service - nature and quality of work provided:

- Staff knowledge, skills, and abilities
- Equipment and specialized resources
- Organization oversight (internal): quality of supervision and management; policies/procedures; planning/reporting



Strategic Goal

Alignment

As noted, COL Council and LPC are functionally independent bodies that work cooperatively to provide policing services. Mutual accountability for the partnership depends on a clear alignment of intersecting strategic goals for COL and LPC. Connecting overall operational police service activities to these strategic goals allows for tracking and evidence-based measurement of the extent to which all stakeholders strategic goals are advanced. The following COL Strategic Goals correlate to LPC strategic goals.

Managing Community Resources

Sustainable Infrastructure

Sustainable Service Levels

Sustainable Funding

Supporting Community

Supporting Community Safety

Lacombe Police Commission Strategic Goals

Policing Excellence

Policing Excellence is the primary organizational goal for the Lacombe Police Service. The responsibility to achieve this goal is shared by the Lacombe Police Commission and Lacombe Police Service. As such, the Lacombe Police Commission adopts Policing Excellence as our primary organization goal.

The Commission provides organizational oversight through direct liaison with the Chief of Police. The Commission works to:

1. Appropriately allocate police budget resources approved by Lacombe City Council
2. Ensure presiding policy provides for adequate and effective community policing
3. Ensure sufficient human resources are available to carry out approved policing service levels

Under the direction of the Chief of Police, Lacombe Police Services are the operational arm of the organization, working to align the approved service levels with the technical and tactical expertise needed to effectively serve community needs.

The Chief of Police provides oversight to the Lacombe Police Services sworn members and civilian staff to ensure:

1. Services are delivered as authorized by the Police Commission
2. Comprehensive integration with the community
3. Community policing needs are equitably and effectively met
4. Services delivered meet or exceed professional and regulatory standards

Lacombe Police Service identifies five key performance measures (listed below), to collectively and duly illustrate the extent to which Policing Excellence has been achieved.



Well Governed

Lacombe Police Commission provides knowledgeable oversight to Lacombe Police Service. Public accountability is top of mind, while also balancing community needs, stakeholder interests, and policing standards. We serve to ensure authorized policing service levels are both adequate (judicious costs linked to approved service levels) and effective (align with community-based need and expectation).

Governing well requires:

- 1 Community Representation
- 2 Police Independence
- 3 Service Level Adequacy
- 4 Statutory Compliance
- 5 Accountability Framework



Managed *Budgets*

Lacombe Police Commission works to ensure the alignment of authorized budgets with safe policing protocols. Strategic monitoring of changing community trends provides the foresight required to ensure that resource allocations continue to fund effectual strategies to meet community demand. Enduring preservation of quality, resilient police services, in the name of a safe and vibrant community is paramount.

Adequate resourcing for today and the future will:

- 1 Conform with the Strategic Plan
- 2 Support Authorized Service Levels
- 3 Be Based Upon Informed Predictions
- 4 Recognize Long Term Planning
- 5 Be Flexible and Responsive



Service *Strength*

Lacombe Police Commission is committed to ensure police service strength effectively meets community requirements. Retention, attraction, and ongoing development of appropriately trained sworn officers and civilian positions is fundamental. The depth of service capacity is optimized through supplementary training, balanced across sworn officers. These factors increase the capacity for keen and nimble response.

Optimal service strength and depth is sustained by:

- 1 Community Representation
- 2 Police Independence



Crime Management

Lacombe Police Commission is committed to effective crime management through preemptive, predictive, and responsive policing. Awareness of conditions known to attract, encourage, prevent, or sustain unsavoury behavior provides meaningful data. Investment in this inquiry heightens police service agility and timeliness.

Crime management is optimized by:

- 1 Proactive Policing
- 2 Intelligence-based Policing
- 3 Monitoring Community Trends
- 4 Maintaining Allied Networks

Community *Integration*

Lacombe Police Commission is committed to meaningful connection with community. Building an array of community relationships, allows citizens to actively work alongside police to build a safer community. Engaging with community beyond direct policing interventions promotes collaborative, trusting relationships and mutual accountability amongst stakeholders. Policing efforts and effectiveness are bolstered as a result.

Community relationships are fostered through:

- 1 Community Partnerships Initiatives
- 2 Transparency and Accessibility
- 3 Intentional Community Engagement in Public Safety



POLICE

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COMMISSION**

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