



Lakeshore Regional Police Service Business Plan

2016 – 2019 Business Plan

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Message from the Chief of Police



This will be the start of our 8th year and our third multi- year business plan. We have seen great development and progress over that time period and as well seen great success in achieving the goals set out in our previous business plans.

The community safety role that Self-Administered First Nation Policing is taking on across Canada and especially in Alberta has grown exponentially in the last few years and I foresee this trend continuing.

The highlight of last year was finally realizing our dream of moving into our own headquarters building. The opening of this building was not only significant in increasing our ability to provide quality service to the First Nation Communities we police but was also symbolic in identifying us as a separate and distinct police service with our own home and belonging to our First Nations communities.

On the policing side we are also beginning to see the fruits of our efforts. Our calls for service which directly relate to crime rates saw a decrease of 29% and fall in line with our predictions. Through programs and policies we established in partnership with our communities we predicted our calls for service and crime rate would start to drop and that is what we are now starting to see. This does not mean our work is done and without continued effort, planning and innovation by our police service and our community partners we could see a deterioration in these advances.

A very large part of our success is directly as a result of the efforts, skills and professionalism shown by our Police Commission. These dedicated community members have taken on a task with no previous experience in this area and have come out the other side as not only fully competent Police Commission members but as the standard that other First Nation Police Commissions are now judged against. We should all be very proud and thankful for the role they have played in making our communities safer and healthier.

I also want to commend all the men and women of our police service, they continue on a daily basis to provide policing service to our communities that meets and exceeds policing standards expected in Alberta. The proof of this is in the latest Solicitor General in depth policing standards audit our policing service underwent over the last year. Again our police service was found to be 100% in compliance.

Going forward our police service will continue, in a culturally sensitive community based policing philosophy, to work with all of our communities to find innovative and appropriate programs and policies that continue to make our communities safer and healthier places to live.

Message from the Chair of the Lakeshore Regional Police Commission

MESSAGE FROM THE CHAIR

Lakeshore Regional Police Commission

It is with tremendous satisfaction to be part of a Police Commission that works in partnerships with a vast array of people with different skill sets and/or abilities to provide policing to our unique Five First Nations spread out along the Lesser Slave Lake area.

Briefly, the Commission has worked diligently with the Chief of Police, legislative sanctions, and at arms-length from the political entities within our First Nations, and community members, to assist in the creation of a first class police service known as Lakeshore Regional Police Service. It is with pride to write the police service now operates out of a newly built police facility located on a First Nation. The milestones created, thus far, are the results of working together in policing.

The services provided are for the safety and health of a community. Please contact your Commission member to share your views and thoughts on possible improvements. Thank you.

Diane Halcrow

Lakeshore Regional Police Service

About Us

The Lakeshore Regional Police Service was established in 2008 through the collaborative efforts of the Lesser Slave Lake Indian Regional Council, the newly formed Lakeshore Regional Police Commission, Royal Canadian Mounted Police, Alberta Justice and Solicitor General, and Federal Aboriginal Policing Directorate.

The Lakeshore Regional Police Service is responsible for all policing services on the five First Nations that make up the Lesser Slave Lake Indian Regional Council Territory, which runs along Lesser Slave Lake. Included in the First Nations communities of the Lesser Slave Lake Indian Regional Council Territory and within the jurisdiction of Lakeshore Regional Police Service are the Sawridge First Nation on the Eastern boundary, Swan River First Nation, Driftpile First Nation, Sucker Creek First Nation and Kapawe'no First Nation on the Western end.

The Lakeshore Regional Police Service works closely with these First Nations communities to prevent and solve crime, and police officers work closely with First Nation community members to promote safety and protect their communities. Lakeshore Regional Police Service police officers focus on the priorities in their communities and partner with First Nations community groups to create sustainable change.

The Lakeshore Regional Police Service has full police officer authority as granted under the authority of the Alberta Police Act and consists of a Chief of Police, Inspector, two Sergeants, nine Constables, two clerical staff and a Crime Prevention co-ordinator. In addition the Lakeshore Regional Police Service also maintains strong partnerships with the Restorative Justice and Victim Services Units of the Regional Council Justice Unit. The Lakeshore Regional Police Service operates out of their headquarters building located on the Driftpile First Nation.

The Lakeshore Regional Police Service strives to ensure its image and community profile remain second to none through community engagement and partnerships, and by ensuring police officers and clerical support staff are extensively trained, committed, loyal and enthusiastic, and represent the "best of the best."

Mission

It is the mission of the Lakeshore Regional Police Service to work in partnership with and to protect the participating communities within the Lesser Slave Lake Indian Regional Council Territory in a manner that meets cultural and traditional values while upholding the law and providing quality service.

Vision

Leadership and excellence in providing policing services that enhances the lives and safety of the participating communities within the Lesser Slave Lake Indian Regional Council Territory.

Values

The values of the Lakeshore Regional Police Service are illustrated in Table 1.

Table 1 - Lakeshore Regional Police Service Values

Respect	Integrity	Professionalism	Commitment
Build relationships from elders to youth	Unbiased and equal service to all	Strive for excellence	First Nation community focused
Restorative justice programs	Trustworthy and reliable	Good decision-making	Personal learning, growth and development
Teamwork and collaboration	Responsibility and accountability	Results focused	Share knowledge
Healthy work environment for employees	Transparency	Communication	Continual improvement

Crime Prevention

The Lakeshore Regional Police Service continues to support culturally sensitive initiatives that foster the development and implementation of crime prevention. This includes the building of knowledge and capacity that can be used to develop or adapt culturally sensitive, effective ways to prevent crime. The Lakeshore Regional Police Service uses community based restorative and community justice strategies to achieve these goals.

In addition to this late last year through the financial support of the Alberta Solicitor General’s office the Lakeshore Regional Police Service was able to establish a full time Crime Prevention position within the police service. Early in the new fiscal year the first multi -year business plan for this new section will be introduced.

The Lakeshore Regional Police Service invites regular input from the communities it serves to identify existing and emerging crime trends to establish policing priorities. The Lakeshore Regional Police Service believes evaluation is a key activity in the implementation of a crime prevention strategy. The results of crime prevention evaluations contribute to building the evidence and knowledge base about effective and innovative crime prevention practices and approaches. The dissemination of knowledge obtained from evaluations enables Lakeshore Regional Police Service to develop more effective crime prevention initiatives, tools and best practices.

Calls for Service

The Lakeshore Regional Police Service responded to 1,075 calls-for-service in 2015 versus 1,506 calls-for-service in 2014 (29% decrease in calls-for -service) as illustrated in Table 2. Our community based policing philosophy; current caseloads, and geographic challenges continue to impose unique resourcing challenges. In 2014 each Lakeshore Regional Police Service police officer carried a case load of 108 incidents per police officer. Although this shows a decrease in the number of files each member carries it is still higher than the National and Provincial average. However even though the file load per member remains high our ability to solve the crimes reported to us also remains high. In Alberta the average clearance rates for reported crimes is 41.21% the clearance rate for Lakeshore Regional Police Service for this last year was at 69.64%. An area of major concern we still face is with regard to crime severity ratings. These deal with the types of crime polices services investigate giving more weighted value to more serious criminal investigations. Our crime severity rating like that in most First Nation communities is over 3times the Provincial average. The Lakeshore Regional Police Service remains committed to community policing and striving to allocate existing resources in support of this philosophy; however we must continue to move from a model of reactive policing to a model of proactive policing, through an increase to its authorized strength, to truly embrace the philosophy of community policing and allow for proper community and police officer safety.

Table 2 Calls for Service

	2011/2012	2012/2013	2011/2012 to 2012/2013 (% Change)	2013/2014	2012/2013 to 2013/2014 (% Change)	2014/2015	2013/2014 to 2014/2015 (% Change)	2011/2012 to 2014/2015 (% Change)
Sawridge	14	32	+129%	14	-56%	44	+214%	+214%
Driftpile	634	656	+3%	714	+9%	480	-33%	-24%
Sucker Creek	370	523	+41%	414	-21%	296	-28%	-20%
Kapawe'no	77	72	-6%	71	-1%	39	-45%	-49%
Swan River	310	345	+11%	293	-15%	216	-26%	-30%
Total Calls	1405	1628	+16%	1506	-7%	1075	-29%	-23%
Police Officers	10	11		11		11		

Business Planning Process

The Lakeshore Regional Police Service and Lakeshore Regional Police Commission took the step of engaging in a strategic planning process as illustrated in Table 3. The purpose was to develop the strategic priorities that would set the Lakeshore Regional Police Service's course from April 1, 2016 to March 31, 2019.

Strategic planning has proven to be an invaluable way to vision, to strategize, and to use the resulting priorities to develop specific action plans. It also gives us the opportunity to review the past work done, reaffirm successes, look with a critical eye on what we could have done better, and chart a course for the future. In order to properly assess these, the strategic planning process followed the steps illustrated in Table 3.

Table 3 - Lakeshore Regional Police Service Strategic Planning Process

Five Step Strategic Planning Process	2013 - 2016 Business Plan Document
<p>Step 1 Environmental Scan and Analysis</p>	<p>Section 1 Business Plan Review Internal Analysis External Analysis</p>
<p>Step 2 Validate Vision, Mission Values</p>	<p>Section 2 Business Plan Review</p>
<p>Step 3 Identify & Develop 2013-16 Strategic Priorities</p>	<p>Section 3 Goals and Objectives Action Plans Performance Indicators</p>
<p>Step 4 Implement & Execute 2013-2016 Strategic Priority Action Plans</p>	<p>Section 4 Implementation and Evaluation Annual Budget Process Performance Management System</p>
<p>Step 5 Monitor and Evaluate Action Plans</p>	<p>Section 5 Implementation and Evaluation Progress Reports Annual Reports</p>

Lesser Slave Lake Regional Indian Council - Community Profiles

The Lakeshore Regional Police Service serves the First Nations communities of the Lesser Slave Lake Indian Regional Council Territory and within the jurisdiction of the Lakeshore Regional Police Service are the Sawridge First Nation on the Eastern boundary, Swan River First Nation, Driftpile First Nation, Sucker Creek First Nation and Kapawe'no First Nation on the Western end.

The past decade reveals a trend of First Nations persons returning to their respective First Nation communities, as illustrated by Table 4, thereby placing an increased demand on services delivered by the Lakeshore Regional Police Service. It is expected this trend will continue for the foreseeable future due to the current economic trends. It is estimated, given the current trend, the Lakeshore Regional Police Service will provide services to a minimum (estimated) population of 2771 persons in 2020 - an increase of 27% from 2010.

It is imperative to note that a significant number of First Nations persons from each First Nation community reside outside of their respective community and should a large portion of those persons return to their respective communities it would increase the total population policed by the Lakeshore Regional Police Service from 2149 persons to 6729 persons (an increase of 313%) thereby placing enormous service demands on the Lakeshore Regional Police Service.

Although the police officer per population ratio remains one of the lowest in Canada, the geographic challenges faced by the Lakeshore Regional Police Service significantly impact this ratio, as does a true community based policing philosophy that blends peacekeeping, law enforcement and restorative justice. The 2014 Lakeshore Regional Police Service Crime Severity Index revealed a rating of 296 more than 3 times higher than the Alberta average. In 2015 the Lakeshore Regional Police Service had a clearance rate of 69.64% while the average clearance rate in Alberta was 41.21%. The statistics - quantitative measurements - do not reflect the realities

facing the Lakeshore Regional Police Service from a qualitative perspective - community safety and security. Currently we are the only First Nation polices service in Alberta that does not have adequate resources to allow for 24/7 policing service. This coupled with the 296.18 crime severity rating our police service carries puts the safety of our communities and police officers at a very high and unacceptable risk level. In order to resolve this situation and place our communities and police officers at an acceptable risk level we will require a police officer increase of 6 police officers. This will allow police officers to be deployed in accordance with the International Chiefs of Police "best practices" in respect to patrol deployment - 33% of time allocated to calls-for-service, 33% of time allocated for administrative duties and 34% of time for proactive patrol.

As Lesser Slave Lake Regional Indian Council Territory populations increase and growth in Northern Alberta continues the Lakeshore Regional Police Service must evolve in its delivery of services from a model of reactive policing to a model of proactive policing, and to do so will require this increase in authorized police officer strength.

Table 4 - Lakeshore Regional Police Service Strategic Planning Process

	Land Area (sq/km)	Distance to LRPS HQ	2001 Population on First Nation (Statistics Canada)	2006 Population on First Nation (Statistics Canada)	2010 Population on First Nation (Aboriginal Affairs)	2010 Population off First Nation (Aboriginal Affairs)	2001-2010 % Change Population on First Nation	2020 Population on First Nation as per previous % change (estimate)
Sawridge	5.20	63 km	74	55	46	343	38% decrease	29
Driftpile	66.5	6 km	655	720	895	1515	37% increase	1226
Sucker Creek	67	40 km	594	549	719	1746	21% increase	855
Kapawe'no	12.8	56 km	62	143	111	218	79% increase	193
Swan River	42.3	20 km	307	305	378	758	22% increase	468
TOTAL Population		N/A	1692	1772	2149	4580	27% increase	2771
Police Officers			N/A	N/A	10	N/A	0% increase	13
Calls-for-Service per Police Officer					109	N/A	3% increase	109

Capital and Equipment Improvements

With the construction of the Lakeshore Regional Police Service headquarters complete the only infrastructure that will be required in the next year will be an exterior garage for storage of our ATV's and items that for both health and safety reasons and lack of room, cannot be stored in the main building. As it stands now there is funding within our current budget that can be allocated for this expense.

The Alberta Justice and Solicitor General Alberta First Responders Radio Communications System (AFRRCS) will also be the subject of the Lakeshore Regional Police Service Information Technology Plan once technical specifications/requirements are made available by the Alberta Justice and Solicitor General. At this point AFRRCS is still in the development stages however may become a financial requirement during the term of this business plan.

Summary of Goals & Objectives

Goals	Objectives
1. Resource Development and Management	<ol style="list-style-type: none"> 1. Administrative police officer position 2. FOIP Training 3. Auxiliary Police Program 4. New Cadet Field Trainers 5. Guard Program 6. Purchase and train for Carbine program 7. Purchase and train for in car cameras 8. Construction of an outside storage facility for equipment
2. Community Policing	<ol style="list-style-type: none"> 1. Restorative Justice Program 2. Community Surveys 3. Cultural Awareness
3. Community Safety	<ol style="list-style-type: none"> 1. Crime Prevention 3 year business plan 2. Community mapping
4. Quality of Service	<ol style="list-style-type: none"> 1. 24 hr coverage 2. Full time integrated position 3. Unit Level Quality Assurance program
5. Communication Enhancement	<ol style="list-style-type: none"> 1. Employment packages for all new employees 2. Contract list for building services 3. Use of social media by police service

Goal #1 – Resource Development and Management

Part of every police services ability to provide the best service possible to the communities it serves is in its ability to adapt and develop. With the ever changing technologies and challenges we are now faced with there must be continual assessment of the change necessary to remain current and effective. The Lakeshore Regional Police Service is no different and within this next multi- year business plan we make the necessary changes to remain current and as well look at innovative ways of moving forward.

Objectives	Action Plans	Person(s) Responsible	Timelines	Performance Indicators
Admin Police Position	Develop and implement Admin NCO Position	Chief of Police	2016	Job description developed and position filled
Freedom of Information Training	Identify appropriate training venues to train at least one employee a year in FOIP and Privacy Act legislation	Ops Officer	2016 to 2019	Have at least 3 employees trained in FOIP and Privacy Act legislation by end of reporting period
Auxiliary Policing Program	Research requirements and insurance implications for our police service to have an auxiliary police program	Chief of Police Admin NCO	2016-2018	Policy and insurance coverage for our auxiliary program if viable. Recruitment of members for the auxiliary program if feasible.
Cadet Field Trainers	Identify training courses for cadet field trainers	Ops Officer	2016 to 2019	Train at least 1 member a year as a cadet field trainer
Guard Program	Ensure there are sufficient guards security cleared to be available when required Ensure all guards are properly trained Ensure guard room is properly equipped	Admin NCO	2016	List of available qualified guards Personnel files on each guard outlining their security clearance and training Equipment list for guard room with schedule for review on a monthly basis
Carbine Program	Identify and purchase the carbine our police service will be using.	Cst Cardinal	2016	Purchase of carbines and all members qualified in their use.

	<p>Obtain carbine training for our Firearms instructors</p> <p>Train and qualify all of our police officers</p>			
In Car Cameras	Identify, purchase and install an in car camera system for all of our patrol vehicles	Ops Officer	2016-2019	All patrol vehicles equipped with in car camera systems and all members trained in their use
Exterior Storage facility	Obtain quotes and budget to construct an exterior garage for the secure storage of the police services ATV,s and equipment that cannot be stored in the police facility building	Chief of Police	2016-2018	Approved quote, budget allocated, contractor identified, all permits in place, construction of building

Goal #2 – Community Policing

Since its inception the Lakeshore Regional Police Service has structured its policing on a Community Based Policing philosophy. By taking this approach we are able to tailor our practices and policies to better fit the needs of the communities to which we provide service to. We recognize that policing is not a one size fits all and that we require the communities input as to what they see as their priorities and the best means to move forward with those ideas and plans to make their communities safer and healthier for all who live there.

Objectives	Action Plans	Person(s) Responsible	Timelines	Performance Indicators
Restorative Justice	Ensure all members are familiar with the process for referring someone to Restorative Justice or conflict resolution circles Community presentations outlining what Restorative Justice is and how it can be applied and the process it will follow Track the number of Restorative Justice referrals and their outcome Develop Unit Level Quality Assurance to assess the use and effectiveness of the program	Supervisors Crime Prevention and Restorative Justice coordinator Chief of Police Ops Officer	2016 2016 Quarterly 2016 -2019	Sign and initial form signed by each member that they know how to use the process Reports on file of where and when the presentations were given and number of persons in attendance Reports on file indicating the number of referrals in the reporting period Quality assurance form in place and being used
Community Surveys	Work with the Police Commission and Alberta Policing standards to develop a	Chief of Police	2017	Developed survey in place as well as plans for distribution and collection

	survey that meets required policing standard needs			
Cultural Awareness	Through our Community policing programs and our everyday dealings with our communities participated in cultural and traditional events. Have representation at each communities annual Pow-wows	All Employees	Ongoing	Reports on file of the number of cultural and traditional events our employees have participated in over the reporting period
Community Justice Forums	Hold yearly community justice forums to discuss community policing needs and allow the police service and police commission to outline upcoming programs and policing ideas for the communities	Chief of Police Police Commission Crime Prevention	Yearly	Reports on file of dates and times forums held as well as topics discussed

Goal #3 – Community Safety

Community safety is the primary objective in policing. The Lakeshore Regional Police Service strives to achieve this through innovative approaches with a belief that crime prevention is a key element in achieving this. We also recognize the value in utilizing new and developing technologies in striving to make our communities safer and will continue to apply these measures where applicable and possible.

Objectives	Action Plan	Person(s) Responsibilities	Timelines	Performance Indicators
Crime Prevention	Develop a 3 yr business plan encompassing all 5 first nations	Crime Prevention coordinator	2016	Crime Prevention plan approved and signed off by Chief of Police
Community Mapping	Work with each First Nation Community to have individual house numbers assigned for each house in their community	Crime Prevention	2018	Map on file indicating each res on each First Nation with individual house numbers
	In partnership with each community, erect signage for each residence in the community, that is easily visible	Crime Prevention	2019	Each house will have a sign at the road that indicates their house number
	Develop a program that allows each resident of a home to know what their house number is	Crime Prevention	2018	Develop a program that assist all members of a household to know what their house number is including children and elders
	Have in place an electronic mapping program for each community that lists each house by number and directions on how to get there.	Crime Prevention	2019	All mapping programs are on mobile work stations and all members know how to access them. All mapping is kept up to date by the Communities and shared with emergency responders

Goal #4 – Quality of Service

As a result of our experience since our inception the Lakeshore Regional Police Service has developed programs and policy to assist in the manner in which we deliver services to the communities we police. We have also over this time identified areas that we need to continue to improve on. Our goal is to identify areas in which we need to improve and find ways of making those improvements and in areas where we have already improved means of continuing or improving that service.

Objectives	Action Plans	Person(s) Responsible	Timeline	Performance Indicators
24 Hr coverage	Prepare a time line and resource based business plans that outlines the need for our police service to provide 24 hour service to our communities in order to increase service delivery as well as community and officer safety	Chief of Police Police Commission	2016	Presentation of the business plan to the funding partners indicating the requirement of 24 hour policing as well as a planned time line for increasing resources in order to be able to provide this service
Integrated Drug position	Prepare a business case to extend the enhanced funding for this position for another 3 years	Chief of Police Police Commission	2016	Presentation of the business case to the ADM Sol Gens office
Unit Level Quality Assurance	Identify high risk areas or areas of concern that require quality assurance reviews. Develop guidelines for those reviews and a schedule for the reviews as well as a schedule for any follow up required.	Ops Officer	2017	Guidelines for reviews on file as well as copies of the review that have been completed including appropriate follow up where required.

Goal #5 – Communication Enhancement

Communication both external and internal for any organization is an integral part of their business line. The Lakeshore Regional Police Service recognizes this and continues to strive to make improvements in this area. Again we need to look at evolving technologies to assist us in this area and as well to listen to our communities and employees to ensure our communication strategies are meeting their needs as well as those of the police service.

Objectives	Action Plans	Person(s) Responsible	Timeline	Performance Indicators
Employee pkgs for all new employees	Identify all forms and information documents that persons coming to work for the Lakeshore Regional Polices service in the various capacities require Prepare and have on hand the different pkgs required for each category of employee and retain in an electronic format	Admin NCO	2016	List of forms and documents reviewed and approved
Contact list for building service providers	Compile a list of all the contacts for the various mechanical, IT and building maintenance providers and place in both a contact ledger and an electronic format for reference by all employees	Admin NCO	2016	Both hard copy and electronic copy available to all employees
Social media usage	Develop policy and programs to utilize social media as a tool for our police service based on best practices already in place with other police services	Admin NCO	2018	Once policy and programing is developed we will run tests on the value and practicability of this type of service

Business Plan Review

The Lakeshore Regional Police Service 2016 -2019 Business Plan is a dynamic document and the Lakeshore Regional Police Service and Lakeshore Regional Police Commission will monitor, on a yearly basis, the progress of the Business Plan and make adjustments on an annual basis as required. The Lakeshore Regional Police Service will report its progress through the Lakeshore Regional Police Service Annual Report.

The Business Plan is integrated with the Lakeshore Regional Police Service annual budget to support Lakeshore Regional Police Service priorities and its commitment to its vision, mission and values, and making a difference in the communities it serves.