



Lakeshore Regional Police Service

Business Plan

2022 - 2025

Prepared by: Chief of Police, Dale Cox M.O.M
April 2022

Table of Contents

MESSAGE FROM THE CHIEF OF POLICE	1
MESSAGE FROM THE CHAIR, LAKESHORE REGIONAL POLICE COMMISSION	2
ABOUT US.....	3
<i>Mission Statement</i>	4
<i>Vision Statement</i>	4
<i>Core Values</i>	4
CRIME PREVENTION	5
CALLS FOR SERVICE.....	6
COMMUNITY PROFILES	7
CAPITAL AND EQUIPMENT IMPROVEMENTS	9
OBJECTIVES COMPLETED FROM 2019-2022 BUSINESS PLAN.....	9
BUSINESS PLAN REVIEW	9
SUMMARY OF GOALS AND OBJECTIVES	10
GOAL #1 – SUSTAINABLE DEVELOPMENT	11
GOAL #2 – COLLABORATION (PARTNERSHIPS)	12
GOAL #3 – RESOURCE DEVELOPMENT AND MANAGEMENT	13
GOAL #4 – COMMUNITY POLICING	14
GOAL #5 – COMMUNITY SAFETY	15
GOAL #6 – QUALITY OF SERVICE.....	16
GOAL #7 – COMMUNICATION ENHANCEMENT	17

MESSAGE FROM THE CHIEF OF POLICE

This will be the start of our 14th year and our 5th 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.



Self-Administered First Nation policing in Canada and, specifically in Alberta, continues to be recognized as a valuable service in addressing First Nation safety and participation in the justice system. In December 2020, Alberta moved forward with adopting Bill 38 which recognized Self-Administered First Nation policing formally in the Alberta Police Act. By doing this, we are now recognized as equal to all other Category 1 police services in Alberta. This recognition is a direct result of the quality of service, professionalism, and dedication that our police service is providing.

Our previous business plan saw us reach 65% of our goals and of those that we did not reach that are still relevant, we have included in this business plan in hopes of being able to move forward with them. The main area we continue to work on is increasing the number of police officers we are allowed to hire, thereby, increasing our ability to provide a standard of service that meets the needs of all our communities.

Within this business plan, you will see that we have included some new objectives in the areas of Resource Development and Management, Community Policing, Quality of Service, and Communication Enhancement. These objectives were arrived at through community and partner consultation and approved by the Lakeshore Regional Police Commission as the priorities we should focus on over the next 3 years.

I also want to commend the Police Commission for their continued support and guidance over these last 3 years. They have become very familiar with their roles. As Police Commission members, they provide invaluable guidance and governance to our police service professionally and appropriately bringing policing to the communities we serve.

As well, I want to recognize all our dedicated, hardworking staff members, for without them we could not continue to move forward in the objectives we set out and the daily service we provide. Lastly, but most importantly, I want to thank the citizens of the communities we serve. Without their continued valuable trust in us and their input into the type of police service and programs they identify to us, we would not be as successful as we are.

D.L. Cox M.O.M.
Chief of Police

MESSAGE FROM THE CHAIR, LAKESHORE REGIONAL POLICE COMMISSION

We, the Lakeshore Regional Police Commission, appreciate and acknowledge the ongoing partnerships with the Lesser Slave Lake Indian Regional Council, the Board of Chiefs and Councils, and First Nation communities as well as LRPS Chief of Police (COP) Dale Cox, with his superb knowledge of policing, management skills, and teamwork development of staff to ensure safety within communities.

We also appreciate the financial support received from both levels of government – Provincial and Federal, for community policing and the Commission’s role of police oversight and governance.

While the past few years of Covid-19 were difficult, the Commission and police service forged ahead by implementing health and safety protocols to continue work. The Commission is thankful for the dedication and perseverance of all involved in collaboration of working together. That has been our greatest success. On the other hand, the Commission has had issues pertaining to vacancy and illness. The Commission prefers a full complement of community representation. The Commission has worked consistently through COP Dale Cox to ensure policing staff are serving communities with due diligence.

Moving forward to improve community policing goals, the Commission hopes to embark on cultural relevance by community consultation to better understand and implement concepts of the Cree traditional world view and knowledge to policing, thus creating a unique and more suitable policing service for First Nations.

With continued support, involvement, and partnership, the Commission will be able to thrive in their important role of police oversight and governance.

Ninaskomitinawaw

Diane Halcrow
Chair, Lakeshore Regional Police Commission

ABOUT US

The Lakeshore Regional Police Service was established in 2008 through the collaborative efforts of the Lesser Slave Lake Indian Regional Council, the 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 are the Sawridge First Nation, Swan River First Nation, Driftpile Cree Nation, Sucker Creek First Nation, and Kapawe'no First Nation.



The Lakeshore Regional Police Service works closely with these 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, two Inspectors, two Sergeants, ten Constable-Investigator positions, Human Resource Coordinator, three Administrative Supports, Crime Prevention Coordinator, and two Victim Services Workers.

The Lakeshore Regional Police Service operates out of their headquarters building located on the Driftpile Cree 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 civilian employees are extensively trained, committed, loyal and enthusiastic, and represent the "best of the best."

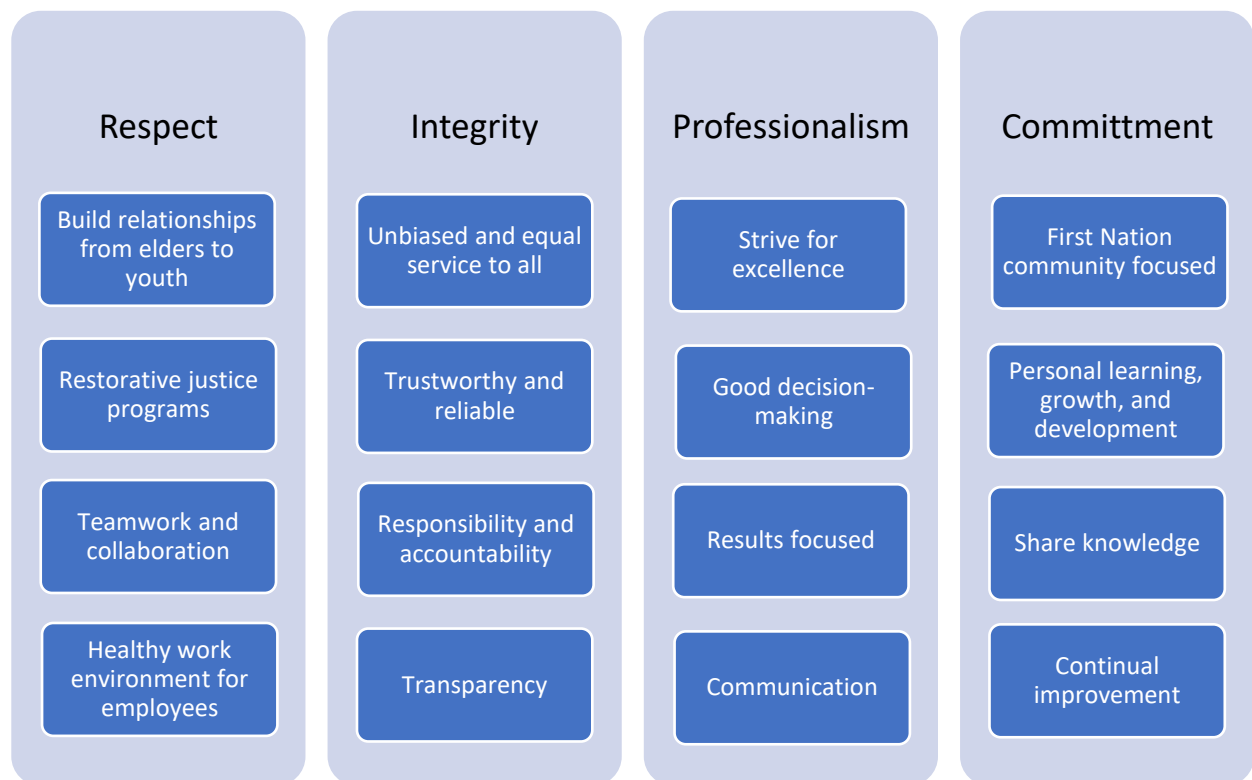
Mission Statement

The Lakeshore Regional Police Service will work in partnership with and protect the participating communities within Kapawe’no First Nation, Sucker Creek First Nation, Driftpile Cree Nation, Swan River First Nation, and Sawridge First Nation in a manner that meets cultural and traditional values while upholding the law and providing quality service.

Vision Statement

Leadership and excellence in providing policing services that enhances the lives and safety of the participating communities within the Kapawe’no First Nation, Sucker Creek First Nation, Driftpile Cree Nation, Swan River First Nation, and Sawridge First Nation.

Core Values



CRIME PREVENTION

The Lakeshore Regional Police Service continues to support cultural 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.

Through continued financial support from the Alberta Solicitor General's office, the Lakeshore Regional Police Service maintains a full-time Crime Prevention position within the police service. 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.

Our Crime Prevention section also plays a major role in information sharing with our communities. This is achieved through our monthly newsletter which includes timely information sharing on issues that are currently impacting our communities. This unit is also responsible to gather community feedback on the types of presentations and information our citizens are interested in hearing more about.

CALLS FOR SERVICE

The Lakeshore Regional Police Service responded to 1,708 calls-for-service in 2020/2021 versus 1,497 calls-for-service in 2021/2022, a 12% decrease in calls-for-service as illustrated in Table 1.

Table 1 - Calls for Service

	2020/21	2021/22	2020/2021 to 2021/2022 (% Change)
Kapawe'no	73	64	-12%
Sucker Creek	382	385	+.8%
Driftpile	1083	864	-20%
Swan River	110	135	+23%
Sawridge	60	49	-18%
Total Calls	1,708	1,497	-12%
Investigators	8	7	

Data obtained from Occurrence Stats (All Violations) 2020-2022

Our community-based policing philosophy, current caseloads, and geographic challenges continue to impose unique resourcing challenges. In 2020 each Lakeshore Regional Police Service investigator carried a caseload of 213.5 incidents per police officer. In 2021 with the overall decrease in calls for service, that number is now 213.8 cases per officer. This files-to-investigator ratio continues to be 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 in 2020 was 34% while the clearance rate for Lakeshore Regional Police Service for this same period was almost 51%.

An area of major concern we still face is regarding crime severity ratings. These deal with the types of crime police services investigate giving more weighted value to more serious criminal investigations, which also usually require more time and resources to investigate. Our crime severity rating (281.71) like that in most First Nation communities is over two and a half times higher than the Provincial average (107.36) and nearly 4 times higher than the National average (73.44).

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 our authorized strength, to truly embrace the philosophy of community policing and allow for proper community and police officer safety.

COMMUNITY PROFILES

The Lakeshore Regional Police Service serves the First Nations' communities of Sawridge First Nation, Swan River First Nation, Driftpile Cree Nation, Sucker Creek First Nation, and Kapawe'no First Nation.

It is imperative to note that a significant number (6,008) of First Nations' persons reside outside of their respective community (Registered Indian Population by Sex and Residence, 2020, Indigenous Services Canada website, Retrieved Aug. 9/22 from: [Registered Indian Population by Sex and Residence, 2020 \(sac-isc.gc.ca\)](https://www.sac-isc.gc.ca)). 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, thereby, placing enormous service demands on the Lakeshore Regional Police Service.

Although the police officer per population ratio is lower than in most of 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 2021 Lakeshore Regional Police Service Crime Severity Index revealed a rating of 281.71 (Statistics Canada [Police personnel and selected crime statistics, municipal police services \(statcan.gc.ca\)](https://www25.statcan.gc.ca/n1/pub/25-000002001001-eng.htm)). The Alberta average for 2021 was 101.36 giving us a crime severity rating 178% higher than the Alberta average (Statistics Canada. [Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas](https://www25.statcan.gc.ca/n1/pub/25-000002001001-eng.htm)).

As mentioned earlier, even with these higher crime severity ratings, the clearance rates, ability to bring these investigations to a successful conclusion, has Lakeshore Regional Police service with a clearance rate of 59.82 which is 74% more than the Provincial average of 34.45 (Statistics Canada. [Table 35-10-0026-01 Crime severity index and weighted clearance rates, Canada, provinces, territories and Census Metropolitan Areas](https://www25.statcan.gc.ca/n1/pub/25-000002001001-eng.htm)).

Currently, we are the only First Nation police service in Alberta that does not have adequate resources to allow for 24/7 policing service. This coupled with the 281.71 crime severity rating, our police service carries put the safety of our communities and police officers at a very high and unacceptable risk level. To resolve this situation and place our communities and police officers at an acceptable risk level, we will require an immediate police officer increase of 6 police officers.

As our 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 2 - Community Profiles

	2016 Population on First Nation StatsCan	2021 Population on First Nation StatsCan	2016-2021 % Change Population on First Nation StatsCan	Dec. 31, 2020 Population Off-Reserve ISC	Land Area sq/km StatsCan	Distance to LRPS HQ
Sawridge 150G	20	41	105% increase	493	9.40	66 km
Sawridge 150H	10	10	0		11.99	63 km
Driftpile 150	828	775	6.4% decrease	1963	64.95	2 km
Sucker Creek 150A	689	703	2.0% increase	2230	60.7	40 km
Kapawe'no 150B	154	42	72.7% decrease	265	0.29	56 km
Kapawe'no 150D	5	5	0		3.9	56 km
Kapawe'no 229	5	97	1,840% increase		1.23	56 km
Kapawe'no 231	42	5	88.1% decrease		0.5	56 km
Swan River 150E	413	400	3.1% decrease	1057	39.47	20 km
TOTAL Population	2166	2078	.04% decrease	6008		

2021 Population on First Nation: Statistics Canada. 2022. (table). *Census Profile*. 2021 Census. Statistics Canada Catalogue no. 98-316-X2021001. Ottawa. Updated July 26, 2022. <https://www12.statcan.gc.ca/census-recensement/2021/dp-pd/prof/index.cfm?Lang=E> (accessed August 8, 2022).

Registered Indian Population by Sex and Residence, 2020, Indigenous Services Canada website, Retrieved Aug. 9/22 from: [Registered Indian Population by Sex and Residence, 2020 \(sac-isc.gc.ca\)](https://www.sac-isc.gc.ca)

CAPITAL AND EQUIPMENT IMPROVEMENTS

Within this business plan, we have indicated one of our goals will be to increase the number of full-time police officers we have and as well to develop and implement specialized police units. These increased officers and proposed units are identified within this plan. To accommodate these increases, we will require more office space resulting in a need for capital infrastructure planning. To be strategic, this plan will need to also address timelines for these infrastructure additions.

We will also, over the time period of this business plan, need to continue evergreening our Information Technology hardware and software.

OBJECTIVES COMPLETED FROM 2019-2022 BUSINESS PLAN

1. Third Officer position created for administration duties
2. Policing Standard Reviewer – Human Resource Coordinator position created and took the lead on policing standards review
3. Cadet Field Trainers – moved training schedule outside Business Plan
4. Building Maintenance Position – hired Trades contractors as needed
5. Community Mapping – maps completed and now updated on regular basis
6. Unit Level Quality Assurance – met on policing standards and Prisoner Booking Forms Audit is done regularly
7. Alberta First Responder Radio Communication System roll out

BUSINESS PLAN REVIEW

This Business Plan is a dynamic document. The Lakeshore Regional Police Service and Lakeshore Regional Police Commission will monitor, on a yearly basis, the progress of the Business Plan and adjust 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 mission, vision, and values and making a difference in the communities it serves.

SUMMARY OF GOALS AND OBJECTIVES

Goal	Objectives
 <p>1. Sustainable Development</p>	<ol style="list-style-type: none"> 1. Long-term Funding Agreement 2. Infrastructure Funding for Building Modifications
 <p>2. Collaboration (Partnerships)</p>	<ol style="list-style-type: none"> 1. Mental Health/Addictions 2. Training Plan Development with Edmonton Police Service (EPS) 3. Restorative Justice Program
 <p>3. Resource Development and Management</p>	<ol style="list-style-type: none"> 1. Recruitment and Retention 2. Mentorship Program
 <p>4. Community Policing</p>	<ol style="list-style-type: none"> 1. Environmental Scan through Community Survey 2. Cultural/Community Awareness
 <p>5. Community Safety</p>	<ol style="list-style-type: none"> 1. Crime Prevention 3-Year Business Plan 2. Community Safety Planning
 <p>6. Quality of Service</p>	<ol style="list-style-type: none"> 1. 24/7 Coverage 2. Review and Update Policy Manual
 <p>7. Communication Enhancement</p>	<ol style="list-style-type: none"> 1. Community Communication Plan

GOAL #1 – SUSTAINABLE DEVELOPMENT

Objectives	Action Plan	Person(s) Responsible	Timelines	Performance Indicators
Obtain adequate funding and resources for a Long-term Funding Agreement	Negotiation Committee to meet with funding partners to present long-term funding proposal	Chief of Police (COP) Commission Regional Council	March 31 st , 2023	Regional Council to sign long-term funding agreement with Canada and Alberta
Infrastructure funding for building modifications	Work with Canada and Alberta for funding	COP Commission Regional Council	1 st and 2 nd years	Funding in place for Headquarters expansion and modifications

GOAL #2 – COLLABORATION (PARTNERSHIPS)				
Objectives	Action Plans	Person(s) Responsible	Timelines	Performance Indicators
Mental health/addictions partnership with other organizations	Continue to work with community addictions and mental health facilitators to develop local long-term planning	Crime Prevention Coordinator Health Centres Regional Council NNADAP	1 st and 2 nd years	Development of long-term planning that assists clients locally with addictions and mental health
Develop training plan with EPS	Review all training that EPS can offer us and develop a yearly syllabus to train our employees	EPS COP LRPS Training Officer	1 st and 2 nd years Then ongoing	Number of employees from our service who receive training from EPS
Develop partnership with communities for Restorative Justice Program	Facilitate community meetings to assist local communities in starting and running a successful Restorative Justice Program	Crime Prevention Coordinator COP	1 st and 2 nd years	A Restorative Justice program that is fully functioning and community run

GOAL #3 – 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
Develop Recruitment and Retention Plan	Identify strategies for new recruiting and retention plan	Admin Officer HR Coordinator	1 st year	Increase in available applicants for all LRPS positions
Develop Mentorship Program	Development of curriculum program and policy	HR Coordinator COP	2 nd year	Mentorship program fully functioning and funded

GOAL #4 – 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 can 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
Environmental Scan through Community Surveys	Look at possibility of using a professional survey company Development of survey that will identify the concerns in each community	COP Commission	2 nd and 3 rd years	Completion of a community survey that reflects the environmental scan of all communities that can be used in the development of future business planning
Develop a formalized program for Cultural/Community Awareness	LRPS uses two elders in-house Commission to take lead in each of their communities	COP Commission	2 nd year	Cultural and traditional person to discuss important points such as why there are Treaties, Residential Schools, smudging, pow wows, etc.

GOAL #5 – 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
Develop 3-yr Crime Prevention Business Plan	Include community partners Identify core community safety issues and work with partners to address same	Crime Prevention Coordinator	1 st yr for plan then follow up on plan for remainder of multi-year business plan	Crime Prevention Business Plan approval Identification of core community safety issues and plans to address them
Develop Community Safety Planning	Work with communities and Public Safety Canada to identify community safety issues and develop planning for them	Crime Prevention Coordinator COP	Full length of business plan	Community safety plans for all communities that participate in the planning Positive outcomes from the plans

GOAL #6 – 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. 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
Obtain 24/7 Policing Coverage (top priority)	Prepare a timeline 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. Seek sufficient funding	COP Police Commission Regional Council Admin Officer	2nd and 3rd year	Presentation of the business plan to the funding partners indicating the requirement of 24-hour policing as well as a planned timeline for increasing resources Receiving funding to support 24/7 policing Develop schedule to accommodate 24/7 policing Fill all positions - both sworn and civilian required for 24/7 policing
Review and update of Policy Manual	Identify areas in the Policy Manual that are lacking or require updating	COP HR Coordinator	Updates where required Complete review in last year of business plan	An updated policy manual that meets the policing standards and current requirements of our police service

GOAL #7 – 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
Develop Community Communication Plan	To work on better digital communication methods to reach more members of our communities in a timely manner	Crime Prevention Coordinator COP HR Coordinator	2 nd and 3 rd year	Having reliable and consistent digital communication programs in place with identified persons responsible for day-to-day oversight of these programs