LETHBRIDGE POLICE SERVICE

2019 - 2022 BUSINESS PLAN
<table>
<thead>
<tr>
<th>Page</th>
<th>Section</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Mission, Vision, Values</td>
</tr>
<tr>
<td>2</td>
<td>Organizational Chart</td>
</tr>
<tr>
<td>3</td>
<td>Operational Budget</td>
</tr>
<tr>
<td>4</td>
<td>Message from the Chair of the Police Commission</td>
</tr>
<tr>
<td>5</td>
<td>Message from the Chief of Police</td>
</tr>
<tr>
<td>6</td>
<td>Snapshot in History</td>
</tr>
<tr>
<td>7</td>
<td>Accomplishments</td>
</tr>
<tr>
<td>8</td>
<td>What our Business Plan Means To You</td>
</tr>
<tr>
<td>10</td>
<td>Environmental Scan</td>
</tr>
<tr>
<td>11</td>
<td>Future Staffing Needs</td>
</tr>
<tr>
<td>12</td>
<td>What We Heard From Our Community</td>
</tr>
<tr>
<td>13</td>
<td>What We Heard from Our Members</td>
</tr>
<tr>
<td>14</td>
<td>Strategic Priority—People</td>
</tr>
<tr>
<td>15</td>
<td>Strategic Priority—Processes</td>
</tr>
<tr>
<td>16</td>
<td>Strategic Priority—Technology</td>
</tr>
<tr>
<td>17</td>
<td>Strategic Priority—Crime and Social Issues</td>
</tr>
<tr>
<td>18</td>
<td>Strategic Priority—Community</td>
</tr>
</tbody>
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MISSION

VISION
Selflessly providing safety and service through excellence in community involvement, strong partnerships and continuous innovation.

VALUES
Accountability
Respect
Professionalism
Integrity
Competence
Reliability
LETHBRIDGE POLICE SERVICE BUDGET

<table>
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<tr>
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<th>2019</th>
<th>2020</th>
<th>2021</th>
<th>2022</th>
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<tr>
<td><strong>REVENUE</strong></td>
<td>4,010,428</td>
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<td><strong>TAX SUPPORTED</strong></td>
<td>36,064,584</td>
<td>36,335,891</td>
<td>34,510,738</td>
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<td><strong>OPERATING EXPENSES</strong></td>
<td>6,392,892</td>
<td>6,562.286</td>
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<td><strong>WAGES &amp; BENEFITS</strong></td>
<td>33,682,120</td>
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<td>32,074,224</td>
<td>32,132,211</td>
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**EQUIPMENT EXPENDITURES 2019-2022**

- Critical Incident Equipment $242,000
- Use of Force Equipment $209,000
- Traffic Unit Equipment $86,000
- Criminal Investigation Equipment $60,000
- Bicycles $16,000
- Information Technology $250,000
MESSAGE FROM THE CHAIR OF THE POLICE

On behalf of the Lethbridge Police Commission, I am pleased to endorse the 2019-2022 Business Plan. The goals and objectives set out were developed through extensive consultation with the community, partners and members of the Police Service and will provide a decisive roadmap for the next four years.

The Police Commission’s mandate is to ensure efficient and effective policing services that meet the changing needs of the community. Fiscal responsibility is paramount and we are committed to operating in transparency to maintain public trust and confidence.

The key priorities set out include a safe and inclusive workplace that reflects the diversity of the community, a commitment to innovation and leveraging proven technology, proactive and reactive initiatives that target emerging issues, building and renewing partnerships to address problems and enhancing community support and safety.

We look forward to supporting the Chief in achieving the initiatives outlined in this plan and his endeavour to maintain the highest standards of service.

Peter Deys
Chair, Lethbridge Police

The Lethbridge Police Commission is a statutory body created under the Alberta Police Act to oversee the Lethbridge Police Service. In accordance with the Police Act the Commission has the following responsibilities:

- Allocating funds provided by the City of Lethbridge in consultation with the Chief of Police
- Establishing policies that provide for efficient and effective policing
- Issuing instructions as necessary to the Chief in regard to policing
- Ensuring a sufficient level of personnel to carry out the functions of the Police Service

2018 Lethbridge Police Commission
MESSAGE FROM THE CHIEF OF POLICE

The Lethbridge Police Service 2019-2022 Business Plan was created following the most extensive internal and external consultation process in the organization’s history and sets out our goals and objectives over the next four years.

The LPS Business Plan endeavours to respond to the needs of the people we serve and will assist us in achieving our vision of public safety through community involvement, strong partnerships and continuous innovation. It was created as a strategic roadmap and will ensure our resources remain focused and aligned with our goals.

The sworn members, civilians and volunteers who represent the Lethbridge Police Service are proud to serve a city that is rich in history and cultural diversity. We are committed to further diversifying our organization to better reflect the demographics of our community, enhancing public trust and confidence in our police service, working with partners to address community safety issues, and leveraging proven technology to maximize police resources.

The hard work, dedication and enthusiasm of our staff, the strong support of our citizens, businesses, community organizations, municipal government and police commission members will ensure the ongoing success of the organization. In the coming years LPS will continue to build on those relationships as we work together to ensure a safe and vibrant community.

Robert A. Davis
Chief of Police

Robert A. Davis
Chief of Police

Robert A. Davis
Chief of Police

Robert A. Davis
Chief of Police

MEMBERS OF THE EXECUTIVE TEAM

DEPUTY CHIEF
Scott Woods

INSPECTOR
Jason Dobirstein

A/INSPECTOR
George Carscadden

A/INSPECTOR
Jason Walper
SNAPSHOT IN HISTORY...

Northwest Mounted Police originally patrolled the untamed prairie from their base in Fort Macleod but in 1885 Corp. Eli J. Hodder arrived and set up the city’s first dedicated police force in an old meat market on Ford Street. The forerunners of today’s Lethbridge Police Service were responsible for everything from law enforcement to delivering mail and medication.

Within the year a population explosion saw the coalmining town grow from 100 or so miners to nearly 500 people and the biggest problem facing the Mounties was the control of liquor – illegal trafficking, selling after hours, public drunkenness and disorderly conduct. The effects of the whisky trade at Fort Whoop-Up went on to plague Lethbridge for many years.

By the end of 1886 there were 100 Lethbridge-based Mounties and they continued policing the area until 1902 when town council passed a resolution to create its own police force.

Former NWMP Corp. Thomas Lewis, once described as a “terror to evildoers,” became the first Chief Constable. In addition to being top cop, Lewis took on the role of constable, town inspector and pound keeper. The town’s engineer was also hired as a special constable – should his services be needed – and the two-member police force was born.

The earliest police journals date back to 1903 and include the following entries: “Thursday, January 22. At 12:15 a.m. I discovered a fire in a little shack near Mr. W. Whitney’s Livery Stable. I rung the alarm. It was clear that this fire was lit by some person or persons. Saw nothing more to report. Town quiet, weather windy.”

“Tuesday, July 21. Sitting of the Supreme Court this day. Steve Beresnyak for burglary at the Hudson’s Bay Store was found guilty and sentenced by Chief Justice Sifton to three years imprisonment with hard labour.”

For the first decade the police service shared a red brick building located at 402 2 Avenue South with the fire department before moving its 18 members across the street in 1912.

The early police force struggled with manpower issues over the years and in 1916 fire chief William Hardy was also appointed police chief. For a time the city’s firefighters even performed police duties. In 1917 the force was relocated to the “old city hall” at 322 7 Street South, sharing the space with a courtroom and magistrate’s headquarters. The building’s cellblock was largely inaccessible and inadequate and suicides and escapes were not uncommon.

In 1920 Hardy submitted his resignation as police chief, but maintained his responsibilities as fire chief. He remains the only person in the city’s history to wear both hats.

During prohibition illicit whisky stills and drunkenness were common and until 1930 numerous bawdy houses were located on the “Point” where the coulee hill extends westward from 3 Avenue and 2 Street South. Many of the madams and their girls later relocated to the area along 3 Avenue and 3 Street South which became known as the city’s “red light district” or for those in government circles, “the segregated area.”

By 1928 the public had grown dissatisfied with the force’s inability to control the city’s gambling, prostitution and bootlegging problems so the new chief, Thomas R. Nicholls, cleaned house. He asked all his men to resign and re-hired only six. New hires were brought on board and the force started over with 13 men.

A decade later efforts to shut down the city’s brothels were largely unsuccessful and citizens complained about trucks with no mufflers, break-ins that never got solved, an increase in jaywalking, dogs running at large and drunks congregating on the streets after last call. Compounding the problems, many policemen were leaving the force to join the army.

By 1947, the force moved to a new police station at 5 Avenue and 5 Street South where it remained until 1996.

Staff turnover plagued the police service from the mid 40s to the early 50s, but by 1952 there were 20 members and Harvey had a force he was proud of. Morale was high, public opinion was good, most of the gaming joints had been closed, bootlegging was down to the point where it was no longer a problem and the bawdy houses were gone. Now, the city’s most serious problem was the automobile....
WHAT WE ACCOMPLISHED BETWEEN 2014-2018

- Implementation of Road to Mental Readiness (R2MR) program
- Accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Use of Smart Squad mobile app for frontline officers
- New deployment model—Own Your Zone—where officers are assigned to the same beat for several years
- Largest stakeholder consultation process in the Service’s history
- Implementation of Armored Rescue Vehicle
- Completion of building expansion
- Implementation of less lethal sock guns for frontline officers
- $1 million drug seizure—largest in city’s history
- Celebrated 50th anniversary of the Canine Unit
- Implementation of Unmanned Aerial Vehicle Unit
- Implementation of Security Camera Registry
- Cadet program partnership with Lethbridge College
- Celebrated 25th Anniversary of Victim/Witness Services Unit
- Comprehensive consultation and review impacting deployment and future human resources
- Rebranding—new Mission, Vision and Values
- Strengthened partnership with Blood Tribe Police Service
- Safe Exchange Zone in police parking lot for e-commerce transactions
Beyond the Alberta Police Act which sets out the core responsibilities for all police services in the province, our business plan will guide the organization for the next four years.

As we strive to meet the changing demands of our community we recognize public safety goes beyond the scope of emergency services. We are committed to working in partnership with all levels of government, social service providers, community organizations and the public we serve to address crime and identify long term solutions to address complex social problems.

We recognize Lethbridge is a diverse and vibrant community and we are committed to reflecting that diversity within our ranks.

In public service we are accountable to you, the people we serve. We are committed to fiscal responsibility and maintaining citizen trust and confidence. We report publicly to the Lethbridge Police Commission and will continue to provide regular opportunities for the community to provide feedback.

**HIGHLIGHTS OF THE 2019—2022 BUSINESS PLAN**

- Identify and target evolving and ongoing crime that impacts the community
- Efficient and effective delivery of policing services
- Maintain a high level of public confidence, trust and satisfaction
- Greater emphasis on community engagement and volunteer opportunities
- Fiscal responsibility
- Healthy and supportive work place for all employees
- Innovative use of technology to create capacity
- Enhanced use of data analysis to identify and predict trends
- Targeted engagement and enforcement in trouble areas
“Thank you Lethbridge Police Service for caring about the citizens of this community whether or not they are low income or high income. I know you are working so hard around the clock to keep this city safe. I see your lights go off multiple times a day and I so appreciate your long hours.”

-Citizen compliment
ENVIROMENTAL SCAN

To plan for the years to come, it’s important to understand today’s changing landscape and the challenges facing our city. To enhance our understanding of the issues that are impacting our community and what is important to our citizens, the LPS conducted the most comprehensive internal and external consultation process in the organization’s history. The review examined crime and social trends, economic and demographic factors, citizen priorities and the changing environment of policing.

The overall goal of this business plan is to provide efficient and effective services to the citizens we serve. As we move forward, the following trends and influences will impact the delivery of police services and longer term strategies to address crime and social disorder:

CRIME AND SOCIAL TRENDS:

- Overall increase in calls for service—mostly non-criminal incidents
- Drug crisis—methamphetamine, opioids
- Increase in property crime—spin off effect of the drug crisis
- Increase in social disorder
- Emerging and evolving cyber crime
- Increasingly mobile and transitory nature of crime and criminals
- Perception of safety diminished by social disorder
- Sophistication of organized crime
- Legalization of cannabis
- Increased mental health-related calls that tie up resources

CHANGING LANDSCAPE OF POLICING:

- Ensuring fiscal responsibility
- Accountability and transparency to citizens
- Increased workload responding to non-criminal matters including mental health and addiction issues
- Need to diversify organization to reflect demographics of the community
- Inexperienced workforce, junior members
- Changes in police culture, workplace harassment and employee accountability
- Focus on employee health and well-being—physical and emotional
- Ongoing enhancement and modernization of service delivery
- Continuum of policing to reduce costs—Community Peace Officers

POLICING PRIORITIES:

- Drug trafficking
- Property crime
- Crime prevention initiatives
- Working with community partners to develop strategies to address social disorder—public intoxication, mental health and addictions issues
- Enhanced police visibility in problem areas
- High Engagement Action Team (HEAT) to target high crime areas and prolific offenders
- Using innovative technology—Smart Squad mobile application for frontline officers—to reduce administrative workload
- Youth engagement, volunteer programs—The Watch
- Greater use of social media to connect with community
- Response to mental health-related calls—Police And Crisis Team (PACT)
Over the past five years Lethbridge Police calls for service have steadily increased as the city’s population has grown. To maintain the current level of service, LPS will need to grow its ranks over the next four years to account not only for continued population growths but to fill vacancies that will be created through retirements and attrition.

It is important to note the majority of police calls remain non-criminal in nature. This trend has remained largely consistent over the past five years. Non-criminal calls such as mental health related matters, are often complex and consume significant time and resources. Social disorder—disturbances, panhandling, vagrancy, public intoxication and drug addiction—continue to plague primarily the downtown core. These matters require police attention with a focus on innovative strategies and collaboration with social service providers to address root causes.

A direct effect of the drug crisis has been an increase in property crimes as addicts steal to feed their habits. The impact to police resources in responding and investigating these crimes is significant.

The population of Lethbridge has been steadily increasing by approximately 1.9 per cent each year. The population is 99,769 with a projected growth to 107,888 by 2022. In order to continue to maintain current service levels (cop to pop) as the population and geographic footprint of the city expands, LPS will need to increase its authorized strength to 185 sworn police officers and 70 civilian support staff by 2022.

Between 2019 and 2022 there will be 20 officers who reach retirement eligibility and additional officers will also be required to account for any retirements and attrition.
WHAT WE HEARD FROM OUR COMMUNITY

The Lethbridge Police Service believes in the value of community consultation and conducts annual citizen surveys. In 2018, in addition to the annual survey, LPS partnered with the Citizen Society Research Lab to engage community partners and organization stakeholders in a targeted consultation process. The feedback provided from these reviews help guide our strategic priorities.

NEIGHBOURHOOD SAFETY:
For the most part, Lethbridge residents feel safe in their neighborhoods. A majority (51.7%) feel very safe and a further 40.4% feel somewhat safe. A substantial majority of Lethbridge residents (70.3%) feel just as safe in their neighborhood this year as they did one year ago, but slightly more residents feel less safe (16.9%) than those who feel more safe (12.8%) this year compared to last year.

Of the 16.9% who feel less safe, nearly half (48.8%) cited property crime are the main reason they feel less safe than they did one year earlier. 14.1% cited undesirable people as a source of their reduced feelings of safety and 6.1% cited a fear of violent crime.

DOWNTOWN SAFETY:
Overall, Lethbridge residents feel safe when visiting downtown Lethbridge, although less safe than they feel in their own neighbourhood. Approximately three of every 10 city residents do not feel safe downtown.

STAKEHOLDER PRIORITIES:
Residents in both the citizen and stakeholder surveys prioritize drug issues as their most recommended area for service improvements.

Additional policing priorities were noted as:
- Property crime
- Public intoxication, vagrancy and panhandling
- Crime prevention programs
- Traffic enforcement and cyber crime
- Greater use of Community Peace Officers or Special Constables
- Establishment of a High Engagement Action Team (HEAT)

COMMUNITY SATISFICATION:
A substantial majority of Lethbridge residents (66.1%) believe the Lethbridge Police Service is doing a good job policing their community. Among the small number of residents who evaluated LPS performance as poor (3.7%) or very poor (2.6%), one-third (32.2%) cited a variety of general concerns about safety or provided general commentary on the societal problems associated with crime as their reasons. A further 14.9% made specific mention of drugs, drug trafficking or the crime associated with drug use.
WHAT WE HEARD FROM OUR MEMBERS

LPS employees participated in two internal surveys in 2018 to identify operational priorities and employee health and wellness priorities.

OPERATIONAL PRIORITIES:

- Enhance frontline policing
- Enhance Criminal Investigation Division and Combined Forces Special Enforcement Section
- Increased internet/cyber crime investigative capacity
- Technology advancements
- High Risk Offender management
- Crime prevention strategies
- Enhance training opportunities, including investigative skills, use of force, supervisor/management, trial court skills, computer/software and note-taking
- Increased crime analysis and data
- High Engagement Action Team (HEAT) to target high crime areas and prolific offenders
- More capacity in Priority Crimes Unit (property crimes)
- Additional support staff—Records Management, Property and Exhibits, Training, IT, Policy and Accreditation, Crime Analysis, Fingerprint Technician

HEALTH AND WELLNESS PRIORITIES:

- Regular communication about portions of the wellness program including the Employee Family Assistance Plan, Road to Mental Readiness, Critical Incident Stress Management and physical fitness.
- Maintaining R2MR training and providing it to individuals in acting roles and new promoted supervisors.
- Revitalization and education about CISM
- Providing a list of approved psychologists instead of only being able to access one
- Ensuring confidentiality of the process and by the providers
**2019-2022 STRATEGIC PRIORITIES**

**PEOPLE**

*We are committed to a safe, inclusive and accountable workplace that reflects the diversity of the community we serve.*

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<th>OBJECTIVES</th>
<th>ACTIONS</th>
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| Employee wellness through a continued commitment to physical fitness and emotional well-being | ♦ Enhance and revitalize Critical Incident Stress Management Training and access across the service  
♦ Enhance Road to Mental Readiness program |
| Ensure employees are well-trained, competent and leaders in their field     | ♦ Increase capacity to deliver in-house training                         
♦ Development of a leadership program                                       |
| Ensure sworn and civilian employees in the organization reflect the diversity of the community we serve | ♦ Develop a contemporary recruiting strategy to better reflect the community and attract and retain individuals who are under-represented in policing  
♦ Work to remove systemic barriers in the recruiting process                  
♦ Establish a cadet development program                                      |

**CORNERSTONE MEASURES**

- Train additional CISM members to replenish team
- Partner with Fire to deliver spouse/family-specific R2MR training
- Coordinate and plan R2MR training for partner agencies
- Increase confidence/use of wellness program by adding more psychologists
- Use in-house subject matter experts to develop and deliver more training courses
- Deliver the leadership program to appropriate ranks
- Recruit and retain more individuals who are underrepresented in policing
- Work with the province to identify and reduce recruiting barriers around ESL and other issues
- Transition some cadets from CPO-level to regular police officers
We are committed to innovation by continuously reviewing processes to enhance service delivery, identify efficiencies and ensure decisions are data-drive and evidence-based.

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<th>OBJECTIVES</th>
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<td>Enhance analytics</td>
<td>✦ Review current analyst units to identify gaps, eliminate redundancy and build capacity for predictive analysis as funding allows</td>
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| Continue to evaluate processes to increase efficiencies—smarter ways of doing business | ✦ Review of traditional public service processes to build capacity for automation  
  ✦ Implement an electronic major case management system to enhance information-sharing between police agencies  
  ✦ Implement an electronic asset management system |
| Assess deployment of all employees to enhance operations | ✦ Centralized deployment of the Criminal Investigation Division  
  ✦ The right people in the right jobs working the right hours |
| Identify opportunities for civilianization and increase opportunities for volunteers | ✦ Research further civilianization opportunities |

**CORNERSTONE MEASURES**

- Targeted enforcement operations in identified hot spots
- Reduction in crime and disorder in identified hot spots
- Increase in availability and use of online services
- Greater interagency information sharing
- Improved security, tracking and maintenance of all equipment and weapons
- Increase in Lethbridge-based targeted drug enforcement projects
- Improved customer service/response during peak times
- Implementation of civilian positions at a lower cost
We aim to be innovative leaders in identifying new technology to meet the changing demands of policing, achieve the Service’s strategic priorities and satisfy public expectations.

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<th>OBJECTIVES</th>
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| Leverage existing technology and adopt new technology | ♦ Advance e-ticketing  
♦ Enhance the current capabilities of the records management system  
♦ Continue to advance Smart Squad applications  
♦ Research body-worn cameras  
♦ Research and implement Business Intelligence tools |
| Eliminate outdated technology | ♦ Review existing technology to eliminate redundancy  
♦ Research and implement replacement options for Mobile Data Terminals (MDTs) |

**CORNERSTONE MEASURES**

- Service wide use of electronic ticketing where applicable
- Implementation of Niche Evidence Manager
- Establishment of a pilot project to review body-worn camera
- Use of Tableau software to track officer performance, ticket generation, case reporting, geographic location awareness and officer activity
- Service wide upgrade of MDTs
We are committed to maintaining public safety by analyzing data to identify and target emerging issues and implementing proactive and reactive policing strategies.

### OBJECTIVES

| Enhance analysis and use of data to deploy officers effectively | Identify and rapidly respond to emerging issues and trends |
| Implement innovative strategies to address crime and social disorder | Deploy a High Engagement Action Team (HEAT) |
| | Implement Community Peace Officers |
| | Seek innovative ways to deal with the drug crisis and associated crime and social problems |
| Diversion of individuals from the justice system | Work with City of Lethbridge and other stakeholders to research viability of a HUB model—a collaborative multi-agency approach to connect people with the appropriate services to address drug and addiction issues |
| | Implement and expand Police And Crisis Team (PACT) to respond to mental health-related calls |
| | Continue to work with the judiciary on the establishment of a restorative justice program for the City of Lethbridge |

### CORNERSTONE MEASURES

- Use of analytic software to identify issues and deploy resources to reduce and deter crime and disorder
- Improve perception of safety through increased visibility—CPOs, Watch Patrollers, Safe Walk program
- Increased referrals to community support services and development of partnerships
- Increased PACT files and referrals
- Diversion of more offenders to alternative measures/restorative justice initiatives
We will continue to engage and partner with community stakeholders to identify issues, increase awareness, target problems, renew relationships and enhance community support and safety.

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<tr>
<th>OBJECTIVES</th>
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<tr>
<td>Enhance community policing strategies</td>
<td>♦ Own Your Zone policing model where officers are assigned to and remain in the same beat for several years</td>
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<td>♦ Revitalize neighbourhood associations and crime prevention initiatives</td>
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<td>♦ Implementation of a bicycle registry</td>
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<td>Establish community engagement opportunities to prevent and detect crime</td>
<td>♦ Develop and implement “The Watch” program where community volunteers will patrol downtown and serve as the eyes and ears of the police service</td>
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<td>♦ Increase engagement with community and neighbourhood associations to prevent and detect crime</td>
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<tr>
<td>Enhance public communications</td>
<td>♦ Greater use of social media and online platforms, including the development and implementation of an LPS app</td>
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<td>♦ Enhanced online presence—new website</td>
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**CORNERSTONE MEASURES**

- Greater participation and information sharing with neighbourhood associations
- Return more stolen bicycles to their rightful owners (less bikes to auction)
- Enhanced perception of public safety particularly in the downtown
- Enhanced public engagements including two-way communication and information dissemination using online tools
- Addition of new e-transaction capabilities available to the public online (submission of information requests, payment options)
“After conducting a vehicle stop the officer made a point of stopping to say hello to my kids and invited them to sit inside and turn on the lights. My kids have been talking about how wonderful the policeman was ever since. My son is even saying he now wants to grow up and catch bad guys. In the few minutes it took for him to stop, he's created a relationship of admiration and trust rather than fear of authority. I truly appreciate the time he took to do this.”

- Citizen Compliment
General Inquiries: inquiries@lethbridgepolice.ca
Switchboard: 403-327-2210
EMERGENCY 911
Non-emergency: 403-328-4444

135 1 Avenue South
Lethbridge, AB T1J 0A1

CONNECT WITH LPS
www.lethbridgepolice.ca