



2022 - 2025 DEPARTMENT BUSINESS PLAN

RCMP and Enforcement Services

Date of last revision
APRIL 2022



STRATHCONA
COUNTY

MESSAGE FROM THE DIRECTOR



On behalf of the RCMP and Enforcement Services leadership team I am pleased to present the 2022-2025 department business plan.

The department consists of two main business functions:

- RCMP Support Services
- Enforcement Services

The department is unique in that while the RCMP is contracted by the County to provide policing services, municipal staff provide essential support for the RCMP. This team supports RCMP members and Enforcement Services

Community Peace Officers (CPO) through a variety of direct client services, and administrative and asset and information management processes.

The Enforcement Services team provides traffic enforcement and municipal bylaw investigation along with enforcement of various provincial acts and regulations. Bylaw enforcement includes responding to noise, unsightly premises, dog licensing, vehicle for hire and alarm permitting, and parking related complaints.

As we enter 2022, the department is undertaking a number of changes that encompass staffing, operating structure and business process renewal. We have amalgimated enforcement teams to increase service capacity and capability, and aligned work-flow processes to increase efficiency and capitalize on improvement opportunities.

Our strategic focus is community safety and wellbeing through partnerships, innovation and service excellence with a focus on crime prevention, traffic safety, community engagement and education and bylaw investigation. Aligned with the RCMP's strategic policing plan, we strive to be a highly engaged and integrated detachment that serves the public interest with professionalism, accountability and through ongoing community engagement.

Staff engagement remains an ongoing priority. This includes investing in leadership, adopting a value-based approach that is open, transparent and empowers staff to give voice to the direction of our department. Emerging from the recent pandemic, RCMP and Enforcement Services is committed to service excellence as we continue to build our foundation, and promote a strong and healthy organizational culture.

Tom Sutton
Director, RCMP and Enforcement Services

PLANNING FOUNDATION

STRATHCONA COUNTY VISION

Living in Strathcona County

Strathcona County, located in the heart of Alberta, is an energetic and thriving community. A leader in North America’s petroleum industry and a champion for advancing diverse agricultural business, we use our energy to power our new tomorrow.

We are a specialized municipality and work cooperatively with our urban and rural residents to govern as a single municipality. Proud of our distinct governance model, we promote and demonstrate our achievements.

We are a welcoming place to live and attract people of all ages, cultures and walks of life to join us. Families thrive in our dynamic, caring and safe community.

We strive to be a model of ecological integrity, protecting our environment and preserving our agricultural heritage.

Investment in infrastructure, quality services, cultural and recreational programs, and facilities is a priority and sets us apart.



Goal 1
Build strong communities to support the diverse needs of residents



Goal 5
Foster collaboration through regional, community and governmental partnerships



Goal 2
Manage, invest and plan for sustainable municipal infrastructure



Goal 6
Provide facilities and services that are available and accessible to residents



Goal 3
Cultivate economic diversification, within the petro-chemical industry and beyond, through a business-friendly environment



Goal 7
Provide opportunities for public engagement and communication



Goal 4
Ensure effective stewardship of water, land, air and energy resources



Goal 8
Foster an environment for safe communities



Goal 9
Continuously improving the way we work, as one organization, in an agile and sustainable manner

CORPORATE MISSION

We are committed to working collaboratively, efficiently and effectively to provide quality service delivery to citizens, business, and industry alike.

CORPORATE VALUES

Our values help to form our organizational identity and define our culture.

Integrity	We demonstrate ethical standards and behaviours We display honest behaviour at all times We do what we say we will do
Respect	We treat others with care and dignity We pay attention to each other We welcome a variety and diversity of ideas
Safety	We consistently demonstrate safe work practices We build an environment of openness and trust We make it safe for each other to voice opinions or concerns
Fairness	We consider how our actions might affect others We treat everyone impartially and equitably We are willing to share the reasoning behind our thinking and decisions
Cooperation	We support, assist and learn from each other We give credit to others for their contributions We compromise when needed to achieve common goals

DEPARTMENT MISSION STATEMENT

To be leaders in public safety through partnerships, innovation and excellence.

DEPARTMENT OVERVIEW

Strathcona County RCMP and Enforcement Services is an integrated department that consists of municipal employees who support and work with RCMP members within the Detachment. We have two primary business functions that include RCMP Support Services and Enforcement Services. The RCMP Support Services staff provide the following:

- Front counter services such as collision reporting, fingerprinting, criminal records checks
- Municipal Operation Communication Centre (MOCC) – Our call centre and dispatch for RCMP and Enforcement Services
- Court and file management

- Court disclosure and information management and quality assurance
- Electronic voice entry (EVE) and RCMP administrative support
- Exhibit management
- Guard duty
- Canadian Police Information Centre (CPIC) operators
- Crime analysts
- Drug Abuse Resistance Education (DARE) school resource program
- Victim Services Unit (VSU)

Our Enforcement Services staff provide the following services:

- Traffic enforcement
- Bylaw enforcement
- Commercial vehicle enforcement
- Enforcement of select provincial statutes
- Corporate security services

In addition to the RCMP and Enforcement Services Department Business Plan, the RCMP, which provides contracted policing services to Strathcona County, uses an

Annual Performance Plan (APP) to guide the work and priority areas of all members throughout the year. The RCMP APP is based on their fiscal year, which runs from April 1st to March 31st.

The APP is created in consultation with the community. Through the consultation process, priorities are identified and are the focus of proactive work by all members and staff at the Detachment.

For the 2022 / 2023 fiscal year the APP priorities are:

1. Crime Reduction
2. Traffic Safety
3. Member Wellness
4. Community Engagement – Youth, Businesses and Seniors

In all four of these areas the RCMP and department staff work together to provide effective and efficient law enforcement services that meet the needs of our residents.



Each priority has goals and measures to track progress throughout the year. In addition, each priority has various initiatives that are assigned to specific members or units to ensure the goals for the year are attained.

Although the APP is specific to the RCMP, all members and staff contribute to the success of the plan and work in an integrated manner.

Enforcement Services priorities for 2022 are:

1. Crime Prevention and Community Patrols
2. Traffic Safety
3. Community Engagement and Education
4. Noise Complaints
5. Unsightly Property Complaints

Enforcement Services priorities have goals that include assigned patrol areas (urban and rural including school zones), a Strategic Traffic Enforcement Plan (STEP) that identifies monthly areas of focus and targeted initiatives, community engagement events and public education campaigns, and bylaw investigation standards. Each goal is complimented by corresponding key performance indicators.

DEPARTMENT CORE BUSINESS FUNCTIONS AND PROGRAMS (SUMMARY OF OPERATIONAL PLANS)

RCMP SUPPORT SERVICES

RCMP Support Services provide support to RCMP members and Enforcement Service's Community Peace Officers through a variety of services such as front counter customer service, the MOCC call/dispatch centre, court and file management, CPIC operations, crime analyst, exhibit management, electronic voice entry and administrative support and victim services.

This core function supports these Priority Based Budgeting (PBB) Programs:

- Direct Client Interface
 - Front counter operations
 - Municipal Operations Communication Centre (MOCC)
 - Victim Services Unit (VSU)
 - DARE instructors
- Information and Asset Management
 - Electronic Voice Entry (EVE) and administrative support
 - Court, file and disclosure management
 - CPIC operators
 - Crime analysts
 - Quality assurance
 - Exhibits
 - Guards

2022 – 2025 FORECAST

Areas of focus over the next four years include:

- Improve administrative workflow of RCMP and Enforcement Services files through process mapping, redundancy analysis and policy compliance.
 - This includes all business lines involved in managing criminal and non-criminal files as an end to end process.

- Upgrade detachment and support infrastructure in response to emerging needs.
 - Upgrade the MOCC call centre system for digital communication (Next Gen 911 system)
 - Support RCMP efforts to move to online criminal record checks and vulnerable sector searches.
 - Replace the detachment's digital fingerprint machines.
 - Support improved exhibit control.
- Partner with other Strathcona County departments and other community organizations in response to the county's Social Policy Framework.
 - Align victim services with organizations in the same operating space in responding to individual victims of crime and tragedy.
 - Partner with organizations in responding to trauma experienced by community under the Violence, Threat and Suicide Prevention protocol.

ENFORCEMENT SERVICES

Enforcement Services provides traffic and municipal bylaw enforcement, along with enforcement of various provincial acts and regulations, including those governing commercial vehicles. Enforcement Services is also responsible for developing the county's corporate security program.

This core function supports these PBB Programs:

- Traffic Enforcement
 - Commercial vehicle safety inspections
 - Traffic safety planning, public relations and education
 - Traffic safety law enforcement
- Municipal Bylaw Enforcement
 - Bylaw investigations
 - Alarm and vehicle for hire (taxi) permitting
 - Dog licensing
- Community Engagement, Public Relations and Educational Campaigns

2022 – 2025 FORECAST

Areas of focus over the next four years include:

- Enhance the service offerings of Enforcement Services to cover emerging needs along the law enforcement continuum.
 - Expand bicycle and off-road vehicle patrols.
 - Explore enhanced authorities available under the province's Community Peace Officer Program.
 - Provide crime prevention through environmental design (CPTED) principles and techniques to businesses and community organizations.
 - Maintain a robust commercial vehicle safety inspection process to ensure the safety of road users.
- Promote the Vision Zero philosophy within Strathcona County.
 - Vision Zero is a commitment to enhance traffic safety in municipalities located within the Edmonton Metropolitan Region through regional research, collaboration, and support that is sustained through collaborative and integrated evidence-based intersection initiatives to achieve an objective of no serious injury or fatality collisions.
 - This includes partnering with other departments to deliver the 2022 Strathcona County Traffic Safety Strategic Plan, increase resident engagement on Traffic Advisory Committee, and implement an annual department-level Strategic Traffic Enforcement Plan (STEP).
- Develop a county-wide corporate security program.
- Partner with other Strathcona County departments and other community organizations to enhance community engagement and promote crime prevention and public education efforts.

DEPARTMENT ANNUAL CAPITAL IMPROVEMENTS

The list below includes initiatives that this department will be supporting during the 2022 – 2025 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

- Annual Facility Capital Lifecycle Program
Lead: Facility Services
- Annual Information Technology Corporate Infrastructure Replacement Program - Municipal
Lead: Information Technology Services

DEPARTMENT IMPROVEMENT INITIATIVES

AUTOMATED TICKETING SYSTEM – ENFORCEMENT SERVICES (AUTO 1201)

Enforcement Services implemented an electronic ticketing system (e-ticketing) for provincial ticketing in July 2020 and expanded to include municipal bylaw ticketing in June 2021. Although this project is largely completed, technology modifications are still being finalized.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner

- Leverages tools to assist in service delivery
- Integrates information and technology

Department role:

Lead: RCMP and Enforcement Services

Support: Information Technology Services

Timeframe:

Start time: T1 2019

End time: T2 2022

RCMP/ENFORCEMENT SERVICES – NEXT GENERATION 9-1-1 (AUTO 2142)

Introduction of the mandated NG911 system is specifically designed to improve the system and enhance responsiveness and efficiency. NG911 will ensure increased digital quality with a primary focus on improved Global Positioning System (GPS) tracing of 911 callers, improved nation-wide Geographical Information System (GIS) mapping, text to 911, acceptance of multimedia when making 911 calls, and improved transfer of calls from Strathcona County's primary PSAP (Emergency Services). The NG911 upgrade is required under federal regulations on or before March 4, 2025.

In addition, the current 911 and call recording systems in the MOCC are at end of life. These upgraded systems in conjunction with the MOCC as an operational secondary PSAP, contribute to Strathcona County's Social Framework and promotes community safety and wellbeing. Modernized technology will contribute to improved response times within our growing community.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 8: Foster an environment for safe communities

Department role:

Lead: RCMP and Enforcement Services

Support: Information Technology Services

Timeframe:

Start time: T2 2022

End time: T3 2023

DEPARTMENT SUPPORT ROLES (IMPROVEMENT INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

- Business Expense Policy Review and Update
Lead: Financial and Strategic Services
- Strathcona County Business Transformation (SCBT) Project
Lead: Financial and Strategic Services
- Enterprise Risk Management Program
Lead: Financial and Strategic Services
- Occupational Health and Safety/ Disability Management Technology Project
Lead: Human Resources
- Succession Planning Strategy
Lead: Human Resources
- New Occupational Health and Safety Legislation Implementation
Lead: Facility Services
- Corporate Inclusion and Diversity Training
Lead: Human Resources and Family and Community Services
- Digital Workplace Program
Lead: Information Technology Services
- Electronic Procurement System Update
Lead: Financial and Strategic Services
- Truth and Reconciliation Commission Calls to Action
Lead: Inter-governmental Affairs

DEPARTMENT STRATEGIC INITIATIVES

NON-PROFIT PARTNERSHIP FOR ANIMAL SHELTER PILOT PROJECT (INIT 206)

There have been complaints from Strathcona County residents to Council and Administration regarding stray and abandoned cats, in both rural and urban locations. This business case provides an opportunity to establish a partnership between Strathcona County and a non-profit agency to provide a low-cost animal shelter in the County. A local shelter run by a non-profit organization provides a mechanism to promote voluntary licensing, voluntary spay and neutering, and community education with the goal of responsible cat ownership in the County. Furthermore, the short-term pilot project approach mitigates long-term expenses and risks to the County if the animal shelter is not viable.

Linkage to corporate business plan organizational excellence goal and result(s):

Goal 5: Foster collaboration through regional, community and governmental partnerships

- Regional assets leveraged for mutual benefit

Department role:

Lead: RCMP and Enforcement Services

Timeframe:

Start time: T1 2022

End time: T2 2023

DEPARTMENT SUPPORT ROLES (STRATEGIC INITIATIVES)

The list below includes initiatives that this department will be supporting during the 2022 – 2025 Business Plan timeline. Lead departments are responsible for providing clear plans to support departments. These plans are to advise support departments on particulars of the support required and timing.

- Event and sport tourism initiatives – 2023 Special Olympics Alberta Winter Games
Lead: Recreation, Parks and Culture