

2015-18 Department Business Plan Progress Report

RCMP and Enforcement Services

Reporting Period: Q2/2017



Goal 1: Strathcona County is a safe place to live and work.

Outcome: Strathcona County is one of the safest communities in Alberta.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Promote community safety by developing strong relationships with all county departments and community partners through effective communications	IP	<p>In the past two quarters our employees have met with representatives from neighborhood communities through the Capital Region Intersection Safety Partnership. Our employees are also active in the Provincially recognized School Traffic Safety Partnership committee. This group meets bi-monthly to address traffic concerns directly related to schools in Strathcona County.</p> <p>RCMP & Enforcement Services staff participated in the Law Enforcement Torch Run, Provincial Game Torch run, the Free our Finest fund raiser, the Polar Plunge and the announcement of the 2021 Special Olympics Provincial Games.</p> <p>We have partnered with Strathcona County Information Technology Services to develop sustainable business solutions to ongoing service delivery. This partnership has also encompassed members of Planning and Development Section as well as specialists in I.T. Service delivery related to Bellamy, Posse–Client and Posse Winchester.</p>
Establish and maintain inter-agency committees to allow for community consultation including the identification of social issues	IP	We continue to be part of several community groups and committees to ensure we are in touch with our residents and business partners. We are partnering with FCS on the Community Talk initiative to identify efficiencies and best practices to enhance our strategies to reduce Domestic Violence and Mental Health associated problems.
Host a series of ‘town hall’ meetings to allow for ‘free thought’ and the exchange of concerns by engaging community members	IP	We have collaborated with Corporate Planning and Intergovernmental affairs and Strathcona County Communications in extensive county-wide public engagement campaign on Neighborhood Traffic Safety initiatives and the new Responsible Dog Ownership Bylaw.

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		<p>Several community presentations were done both in the rural and urban setting, on a variety of Crime Prevention and awareness topics.</p> <p>In the spring of 2017, our members initiated a new traffic process that emphasized education over enforcement. This process, called "Option 4", provided an opportunity for violators to attend an information session in lieu of paying the fine. The information session was a bilateral exchange of information to better tailor our service delivery in residential areas while outlining the risks associated with the behavior of the participants. The three information sessions held in June were an unmitigated success with the members of the community and pending a final analysis of the results, is expected to have a permanent place in our Traffic Safety initiative repertoire.</p>
<p>Implement innovative policing practices aimed at reducing crime and social harm within Strathcona County</p>	<p>IP</p>	<p>We are initiating a Habitual Offender Management Program that will focus on prolific offenders in Strathcona County to ensure these offenders are abiding by court conditions and reduce the rate of recidivism for these offenders.</p> <p>We are also initiating Strategic Targeted Enforcement Program (STEP) in the rural areas of Strathcona County to ensure we are providing a balanced enforcement and police presence in the rural areas.</p> <p>As an ongoing project, RCMP and Enforcement Services initiated a major change in the process of administering automated enforcement (AE) fines. This year, the AE revenues were moved to Transportation, Planning and Engineering in an effort to provide an open and transparent accounting of the fine money. Unlike other communities who have similar programs, Strathcona County is the only community in the Capital Region who have earmarked 100% of the after cost revenues for community driven safety initiatives and therefor provide a voice in crime reduction and safety driven approach to residents.</p>

Opportunities, Challenges and Other

The economic climate continues to pressure resources on certain crime types and undesirable behaviour. The Habitual Offender Program and STEP program are new to Strathcona County and we are looking forward to reviewing their effectiveness.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Residents feel Strathcona County is a safe place to live	81.2% (2013)		85.0% (2018)
Maintain low Crime Severity Index (CSI) <i>CSI is a Statistics Canada index that factors a community's volume of crime, its severity, and its population and covers all criminal code violations including traffic and drug offences and Federal Statutes. Note: Alberta's average is 126</i>	50.3	53.9	50.3 (2018)

Goal 2: Strathcona County residents have resources and programs available to enhance crime prevention within their community.

Outcome: Improve client satisfaction with RCMP Services.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Establish effective relationships with citizens, community groups, commerce and industry representatives within Strathcona County	IP	<p>We continue to meet with industry partners to review emergency procedures and responses.</p> <p>To date there has been over 255 presentations made to the public on Crime Prevention and Awareness topics such as; Fraud, Personal Safety & Traffic Safety etc.</p> <p>Between January 1 and July 1, 2017, 427 one hour "DARE lessons" were delivered to our Elementary and Jr. High Schools students. <i>(DARE – "Drug Abuse Resistance Education")</i></p> <p>RCMP & Enforcement Services are active in the Community Advisory Committee (CAC), meeting regularly with Chamber of Commerce members, School Division representatives, elected officials and citizens to discuss ongoing crime trends, policing direction and initiatives. The CAC provides a direct pipeline for businesses and school divisions to our members and ensures a personal approach to problem solving.</p> <p>During the first two quarters of 2017 members have partnered with Strathcona District Mutual Assistance Program (SDMAP), Northeast Region Community Awareness Emergency Response (NRCAER) as well as Pipeline Alley and Strathcona County Emergency Services representatives in the execution of over a dozen Emergency Table Top Exercises. These maneuvers are designed to test the effectiveness of our internal and external processes aimed at dealing with catastrophic events.</p>
Engage Strathcona County residents in the identification	IP	The Community Policing Unit was highly visible in Strathcona County last year

<p>and delivery of crime reduction strategies designed to enhance community safety and engagement</p>		<p>making appearances at numerous public events throughout 2017, giving public safety presentations, creating educational media releases and hosting the grand opening of our new detachment in May of 2017. This event featured many law enforcement support services such as the Explosive Dispersal unit, the Emergency Response Team, the Police Dog Unit and volunteer groups ancillary to our service delivery.</p> <p>RCMP and Enforcement Services, teamed up with Citizens On Patrol to continue delivering the “Speed Watch” program. This enterprise is designed to educate road users about residential traffic safety. In addition, through a formalized process, the information gathered by “speed watch” volunteers is used to address residents and elected officials traffic concerns. This program’s visibility and regular appearances on the streets of our community provides residents with an opportunity to see their concerns addressed in a timely manner.</p> <p>Our volunteer groups (Citizens on Patrol and Crime Watch) made several appearances during the year and assisted the County at large scale events such as Canada Day and the New Year's Eve Festival.</p>
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Opportunities, Challenges and Other
RCMP & Enforcement Services are looking at identifying a liaison position focused on Emergency Planning to ensure best practices are developed and being used here in Strathcona County.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Public satisfaction levels of “users” and “non-users” with the quality of RCMP services			80.0% (2018)
Increase number of news releases related to public education and crime prevention strategies		32	30 (2018)

Goal 3: Strathcona County residents are safe on County roadways.

Outcome: Reduce the number of serious and injury collisions.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Craft preventative road enforcement strategies that are predicated upon the principle of education, enforcement and meaningful behavioral change	IP	<p>RCMP and Enforcement Services have launched the “Neighbourhood Traffic Safety Enforcement Strategy” as part of the 2020 Traffic Safety Strategic Plan. Neighbourhoods and rural areas with identified problem traffic safety concerns are targeted to reduce violations and make our communities safer for our residents. Since January 2017, our officers have targeted 6 neighborhoods in our community. Areas are identified through the Traffic Safety Advisory Team and reviewed. Through innovative funding methodology, members are assigned specific areas with exact “key performance indicators” involving contact with neighborhood representatives, complainant and elected officials as well as enforcement targets.</p> <p>During the first two quarters of 2017 there were three fatal collisions involving vulnerable road users. As a result of this review a new guideline was created to support the use of automated enforcement through intersection safety devices (ISD) at hot spots. The guidelines are part of the 2020 Traffic Safety Strategic Plan and falls under the privy of the Traffic Safety Advisory Committee.</p>
Stimulate road users, including motorists and pedestrians, to adopt safe road practices	IP	<p>Through Selective Traffic Enforcement Processes (STEP), our officers have created a matrix that allows us to identify emergent issues with traffic flow. Over the past year, our officers have been responsible for traffic safety at 80 schools on a regular basis. During those 342 school patrols, officers provide educational opportunities to; students, parents and staff, to enhance the flow and safety during drop off and pickup.</p>

		<p>Members were involved in four different private traffic control operations in the industrial heartland area, to provide smooth transitions for workers. Officers created traffic plans with local partners who provided local knowledge, allowing the most efficient use of our resources.</p> <p>During the first two quarters of 2017, we have partnered with the representatives of Alberta Justice to ensure a homogenous service delivery is maintained from the moment a violation is detected until the final court appearance. As such, Enforcement Supervisor and RCMP supervisors attend court every Monday to provide a sounding board to residents and Crown Prosecutors. The presence of this officer ensures the goals set in the 2020 Traffic Safety Strategic Plan remain the focus of all resolutions.</p>
<p>Implement ongoing 'Checkstop' and 'Distracted Driving' programs, in partnership with community agencies and departments, in an effort to reduce serious injury and fatal collisions in Strathcona County</p>	<p>IP</p>	<p>Over the course of 2017 we worked in a Joint Force model implementing operation oriented enforcement under a TEAM delivery process. This service delivery system allows officers to monitor a greater number of vehicles, in order to capture violators. This system also permits a fiscally responsible approach to our prosecutions while ensuring a high conviction rate. Over the past six months, we have partnered with; Sheriffs, Alberta Transportation, Fish and Wildlife Conservation officers, Edmonton Police Service along with volunteer organizations, to implement road safety programs.</p> <p>The first six months of 2017 saw 5 multi-agency traffic operations specifically targeting long week-end traffic. January 1st, April 14 and 17, May 22 as well as July 1. These operations targeted driver behavior identified as high risk in an attempt to promote more responsible road uses.</p>

Opportunities, Challenges and Other

RCMP & Enforcement Services continue to research best practices and work with Strathcona County departments and partner agencies such as the Edmonton Police Service in joint traffic enforcement operations.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Number of annual multi-agency CVSA operations to ensure commercial vehicle safety compliance	9 (2013)	9	15 (2018)
Increase number of news releases related to traffic safety	6 (2015)	18	12 (2018)
Increase the number of traffic operations at identified hot spot areas within the County	18 (2015)	119	40 (2018)

Goal 4: Increase resident awareness of the Strathcona County Enforcement Services' bylaw program.

Outcome: Improve client satisfaction with Enforcement Services.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Increase public awareness on the role and responsibilities of Strathcona County Enforcement Services through enhanced community engagement	IP	<p>Over the past six months, our staff have logged over 1,000 hours volunteering in the community as: Hockey Coach, Special Olympic Coach, Soccer Coach, School Mentor, Football Coach, Senior Transportation, Snow Angel, Scout and Girl Guide Leader, Dance Instructor, Meals on Wheels volunteer and other great volunteer opportunities, bringing greater awareness to RCMP & Enforcement Services.</p> <p>In addition, RCMP and Enforcement Services, wearing honour guard garbs and red serge, have participated in the Canada Day celebration, the recent Museum Raising of the Flag, the 2017 Chamber of Commerce Trade Fair, the Strathcona County Rural Trade Fair, the RCMP & Enforcement Services Detachment Grand Opening, a booth at the A.A.C.P.O. Annual General Meeting, the Law Enforcement Torch Run, the Provincial Softball Championship as well as the SARA Awards.</p> <p>In the first two quarters of 2017 the RCMP has completed over 30 mounted patrols throughout the Hamlet. Those patrols continue to raise the brand recognition of the RCMP amongst the residents of Sherwood Park.</p>
Establish and implement a detailed communications strategy to educate and inform county residents of the most common 'enforcement related' calls for service	IP	<p>Our officer's work closely with the County's Communication specialist to ensure an accurate and consistent message is delivered through our Facebook and website pages. As such, we have trained six of our employees as web masters to ensure accurate and timely updates are provided to the web pages.</p> <p>In the previous six months, Enforcement Services has also answered over 400 resident questions through the Info@strathcona.ca portals. Those queries</p>

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		<p>are non-operational and require senior Enforcement Officers to provide opinions and advice to residents.</p> <p>We have provided news releases to local; newspapers, radio stations and alternative media sources every week for the past year. The bulk of the releases address emergent issues along with common enforcement topics, while highlighting events of interest in Traffic Court.</p> <p>Our officers are extremely active on Twitter, conveying traffic safety messages to their followers, while promoting the vision, values and mission of Strathcona County.</p>
<p>Heighten awareness within Strathcona County of the mechanisms by which residents may engage Strathcona County Enforcement Services in order to address emerging trends or concerns</p>	<p>IP</p>	<p>In the first two quarters of 2017, Strathcona County has been involved in County Connect, providing updates to County residents and elected officials. RCMP and Enforcement Services answered all queries within the allotted period of time.</p> <p>Our officers have also been involved in the first two quarters on public engagement processes over; traffic safety, neighborhood traffic initiatives and Responsible Dog Ownership Bylaw.</p>

Opportunities, Challenges and Other
Enforcement Services continues to work with our Communications Department in developing strategies on education and awareness. Examples are the Responsible Dog Ownership Bylaw, Vehicle for Hire Bylaw and the Noise Reduction Strategy.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Public satisfaction levels of "users" and "non-users" with the quality of Enforcement Services	46.4% (2013)		60.0% (2018)

Goal 5: Strathcona County promotes a strong supportive working environment.

Outcome: Employees are motivated and engaged in support of County objectives.

Progress Update		
Initiative	Status <i>IP: In Progress</i> <i>NS: Not Started</i> <i>C: Complete</i> <i>WI: With Issue</i>	Milestones/Deliverables Achieved
Engage County staff in bilateral communication and encourage continuous learning opportunities	IP	<p>Supervisors meet weekly to exchange ideas and convey information received from Strathcona County. Supervisors spent a training day working on Performance Reports, ongoing employee communications and County values.</p> <p>We continued with monthly Employee Communication meetings and monthly Unit Head meetings in 2017. RCMP and Strathcona County Supervisors attend these meetings in order to share; issues, ideas and continue to enhance communication.</p> <p>During the second quarter of 2017, Strathcona County provided RCMP & Enforcement Services with the 2017 Employee survey results to identify areas of improvement in employer-employees relationships. This survey provided additional communication opportunities between departments. Our department will continue to foster new ideas to address any areas of opportunities.</p>
Enhance involvement with department employees in the Human Resources employee engagement survey	IP	<p>The first two quarters of 2017 provided RCMP & Enforcement Services with an opportunity to formalize the communication process with the Human Resources Department. We work closely with HR to ensure close adherence to Strathcona County policies and procedures.</p> <p>During the first quarters of 2017, RCMP & Enforcement Services in consultation with HR completed an in-depth analysis of the 2015-2017 compensation processes. This approach provided both departments with an opportunity to determine areas of growth and improvement.</p>
Enhance employee recognition program	IP	<p>In the Spring Retreat of 2017, supervisors were trained in providing more timely and significant feedback to employees through</p>

		<p>performance logs in conjunction with the employees performance planning and review process. Supervisors are expected to recognize all efforts and ideas that contribute to the success of each department and ensure this information is documented and reviewed by the department manager.</p> <p>The results received from the 2017 employee survey is used as the baseline to provide conceptual ideas aimed at recognizing outstanding work performed by employees and departments. Under the tutelage of the department manager, the employees have been tasked to return in the third quarter with innovative ideas and theories that would further bolster this initiative.</p>
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Opportunities, Challenges and Other

The recently completed Employee Engagement Survey has provided a platform to reflect and develop strategies to enhance our department on Communication strategies and workplace environment.

Key Performance Indicator/Measures	Benchmark	Progress Update (include year)	Target
Municipal employees have a clear understanding of the department's goals and how they fit with Strathcona County objectives	65% (2014)	81%	75% (2018)
Municipal employees have opportunities for career growth within Strathcona County	52% (2014)	46%	75% (2018)