

Priorities Committee Meeting_Sep07_2021

STRATEGIC INITIATIVE AND UPDATE

RCMP and Enforcement Services Department Business Plan Update

Report Purpose

To provide Priorities Committee with an update on the RCMP Support and Enforcement Services 2021 – 2024 Business Plan.

Our Prioritized Strategic Goals

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

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

Goal 7 - Provide opportunities for public engagement and communication

Goal 8 - Foster an environment for safe communities

Report

Strathcona County RCMP Support and Enforcement Services consist of two business functions: RCMP operations support and municipal enforcement services. The Department is uniquely positioned to provide essential support services to our contract police partner and provide municipal enforcement services in the community. Services include:

- Criminal records checks, security clearances and fingerprinting;
- Police and enforcement service dispatch and 911 emergency response;
- Cell guards;
- Court and file management;
- Crime analysis;
- Fleet and exhibit management;
- Victim Services;
- Drug Abuse Resistance Education (DARE);
- Bylaw enforcement (including parking, dog licensing, and unsightly premises);
- Alarm permitting;
- Corporate security;
- Vehicle for hire permitting;
- Commercial vehicle enforcement; and
- Integrated general traffic enforcement.

The department's mission is to be leaders in public safety through partnership, innovation and excellence. The department's core function involves active and supportive community policing in partnership with the RCMP, other departments, and community stakeholders. Our department's over-arching purpose is to promote and maintain community safety and wellbeing through proactive, collaborative and evidence-informed enforcement services.

Critical areas of focus include:

- Service delivery
- Service innovation through workflow redesign
- Identification of community needs through engagement and community partnership
- Strengthening organizational culture through staff engagement and effective internal communication.

Key initiatives unfolding in 2022 include ongoing staff engagement, revisioning the focus and structure of enforcement services to enhance its capacity and scope and realigning the

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workflow and business processes of RCMP operations support teams to support the RCMP's new strategic policing model.

Engagement

Strathcona County's 2021 Corporate Survey identified opportunities to build leadership capacity, improve communication and strengthen the department's organizational culture. Activities from the latter half of 2021 are ongoing while efforts will continue into fiscal year 2022 to address identified gaps. Coupled with continued implementation of the 2020 workplace assessment recommendations, highlights include:

- Onboarding two new managers and updating department organizational structures
- Identifying leadership development opportunities for unit supervisors
- Conducting staff engagement sessions to develop a survey results action plan, test strategic initiatives and confirm operational priorities
- Leveraging a comprehensive staff-led working group to strengthen and celebrate the department's organizational culture
- Institute an annual staff recognition and awards ceremony

Enforcement

To enhance the capability of Enforcement Services, maximize force capacity and partnership, and provide direct support, mentorship and guidance to officers, the orientation and operating structure of the branch needs to adapt. The anticipated design aims to leverage a generalist approach to bylaw and traffic enforcement and provide team level supervisors across each team. This will allow Enforcement Services to capitalize on the various skills and expertise of the officers and offer greater agility, while fostering the right environment to promote safe communities in partnership with other departments, the RCMP, and community stakeholders. This initiative is within allocated resources and is expected to be implemented in the second quarter of 2022.

The Vision Zero philosophy within Strathcona County remains a priority in traffic enforcement operations. Development of forward-looking and expanded traffic safety plan is key. This includes targeted enforcement and education efforts (i.e. Project TENSOR East). It also includes the use of collision analysis and mapping, intersection safety devices, and investment in technology (i.e. E-smart platform). Partnerships with other departments, the RCMP and community stakeholders (Crime Watch, Citizens on Patrol, the Traffic Safety Advisory Committee, etc.) remain integral to success.

RCMP Business Processes

The RCMP Strategic Policing Model is a community-based policing approach that's seeks to facilitate regular and ongoing proactive policing engagements with communities in order to foster trust and strengthen relationships. It focusses on integration (where appropriate), intelligence-led decision making, targeted enforcement, offender management (rather than crime management), communication and evaluation of key performance indicators or KPIs. Business support processes likewise need to adapt and innovate in response. The imperative to do so is also a risk mitigation strategy identified in the 2020 workplace assessment. The project begins with a thorough review of the workflow and business processes and ends with implementing measures that clarify roles and resource allocation, lines of accountability, and policy compliance gaps and remedies. This critical department initiative

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will occur in the fourth quarter of 2021 and through the first half of 2022. Risk identification is ongoing and recommended changes are expected to occur within current budget.

Technical upgrades to the Municipal Operation Call Centre (MOCC) or next-gen 911 is also planned for 2022. Required under federal law, changes include transitioning the call and input systems for the MOCC from analog to digital and expand data collection and storage. This initiative is budgeted under the Community Services Division approved business cases.

Other Impacts

Policy: N/A

Legislative/Legal: N/A

Interdepartmental: N/A

Master Plan/Framework: 2021 Strathcona County Traffic Safety Strategic Plan.

Enclosure

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Department Business Plan Update – RCMP and Enforcement Services presentation