

Department Business Plan Update

RCMP Support and Enforcement Services
September 7, 2021

Department overview

- Strathcona County RCMP Support and Enforcement Services is an integrated detachment that includes:
 - Municipal Community Peace Officers
 - Municipal RCMP support staff
 - RCMP officers



Department overview

Our department's core function involves promoting community safety and wellbeing in partnership with the RCMP, other county departments, and community stakeholders.

- We focus on:
 - public safety
 - law enforcement
 - evidence-gathering for judicial proceedings
 - support for victim of crime and tragic circumstances
 - traffic safety
 - public awareness/education through community policing



**Our Department's over-arching primary function is
to keep our community safe**

Department business functions

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. Our 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
- Integrated general traffic enforcement

Core business functions

- 1 Core business function – Crime reduction
- 2 Core business function – Traffic safety
- 3 Core business function – Community relations



Core function highlights

1 Crime Reduction Proactive Patrols

Promote and maintain community safety and well-being through proactive, collaborative and evidence-informed enforcement services



- County bylaws enforced to maintain the health, safety, and wellbeing of the community.
- The prevention and reduction of the impact of crime through the Crime Prevention Through Environmental Design (CPTED) program applied to county facilities, schools and businesses.
- Rural proactive patrol program ensures visibility and presence in rural neighborhoods on a consistent basis.
- The Proactive School/Park Patrol Program encourages safety and compliance in these high activity areas.
- Continued administrative efficiencies to support frontline RCMP and Enforcement Services members through innovation and technological enhancements.
- We continue to build strong relationships and collaborate with county departments, community organizations and regional police partners.

Core function highlights

2 Traffic Safety

Dedicated to road safety through public enforcement and education



- Ensure Vision Zero philosophy within Strathcona County remains a priority in traffic enforcement operations.
- Coordinate and deliver the Strathcona County Traffic Safety Plan in partnership with Transportation, Planning and Engineering and community partners.
- Provide resident engagement opportunities through the Traffic Safety Advisory Committee.
- Continue to develop Specific Measurable Actionable Relevant Timely (SMART) goals through historical collision analysis, mapping, intersection safety devices, and investment in technology (i.e. E-smart platform).
- Commercial vehicle safety inspections continues to ensure safety of road users.

Core function highlights

3 Community Relations

Working together with our residents, business owners and community partners, creating safe and supportive spaces.



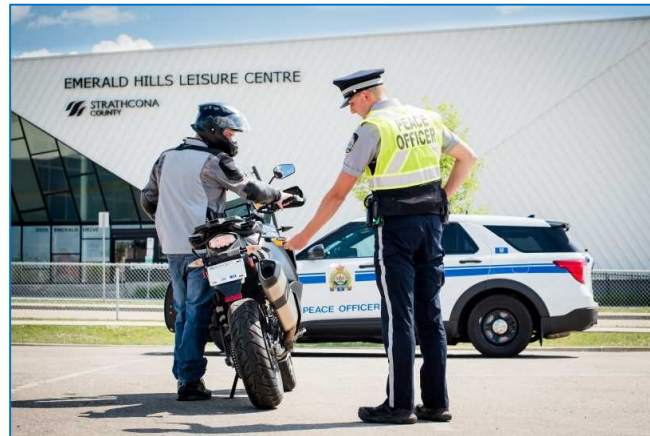
- Collaborative partnership with Strathcona County's Community Social Framework and Community Safety and Well-being initiative.
- Build and maintain positive relations including involvement opportunities with community partners such as Crime Watch and Citizens on Patrol, which remain integral to success.
- Continue to monitor and identify trends on drug/alcohol usage, delivering educational programs.
- Work with the community to prepare and respond to bylaw concerns, including enforcement and education opportunities.

Department initiatives

- Key department initiatives unfolding in 2022 include:
 - Ongoing staff engagement
 - Strathcona County's 2021 Corporate Survey identified opportunities to build leadership capacity, improve communication and strengthen the department's organizational culture.
 - Revisioning the focus and structure of Enforcement Services
 - Needed to enhance the capability of enforcement services, maximize force capacity and partnership and provide direct support, mentorship and guidance to officers.
 - Realignment of the workflow and business processes of RCMP operations support
 - Needed to manage risk, improve service delivery and efficiency in support of the RCMP's strategic policing model.

Successes

- Project Tensor East initiative targeted excessive vehicle noise and speeding within Strathcona County (June-Sept)
- Victim Services' 30th anniversary celebration of their service in our community
- E-ticketing launch gained operational efficiency for provincial and municipal tickets
- COVID-19 service adaptation enabled the department to continue to offer the public safe access to services and resources



Challenges

- Service impacts
 - Although guidelines (proper distancing, mask wearing, and limited office capacity) were implemented due to the pandemic, we continued to ensure residents were provided the ability to access our service and resources.
 - Limits imposed on court availability has resulted and less timely resolution of enforcement matters.
- Financial impacts
 - Revenue reductions due to reduced front counter hours and fewer traffic enforcement operations early in the pandemic resulted in less fine revenue due to the pandemic.
 - Changes to provincial funding negatively impacted expected revenues.
 - Increased costs due to new COVID safety protocols and deferred spending.

Employee engagement

Engagement survey theme	Engagement initiative	People Plan focus area
Satisfaction, values and work environment	Leveraging a comprehensive staff-led working group to strengthen and celebrate the department's organizational culture	Accountability, trust, team
Engagement	Conducting staff listening sessions to develop a survey results action plan, test strategic initiatives and confirm operational priorities	Clear purpose, accountability, trust, leadership, team
Service Excellence	Institute an annual staff recognition and awards ceremony	Positivity, team
Leadership	Onboarding two new managers and updating department organizational structures, as well as identifying leadership development opportunities for unit supervisors	Clear purpose, accountability, trust, team

Automated Ticketing System - Status

Overall initiative status



Initiative status	Current status	Previous status
Q1 2019 – Q2 2021	G	G
Scope	G	G
Budget	G	G
Alignment to strategic goals		
<ul style="list-style-type: none"> Goal 1: Build strong communities to support diverse needs of residents by addressing Result: Through the development of this system, our Peace Officers will be able to spend more time interacting with citizens in a positive exchange of ideas and reach collaborative solutions to traffic needs. Goal 9: Continuously improving the way we work, as one organization, in an agile and sustainable manner. Result: Leverages tools to assist in service delivery and integrates information and technology. 		

Key deliverables

In line with recent changes to Alberta legislation, Enforcement Services is now in a position to proceed with electronic ticketing (e- ticketing). Implementation of this initiative will keep the County on pace with the province's Justice Transformation Initiative and simplify issuance of bylaw infractions.

The updated provincial legislation permits Alberta law enforcement agencies to use electronic violation systems. The province's Automated Ticketing System (ATS) is a combination of hardware and software that will link to the Alberta Justice On-line Network (JOIN) and upload violations in real time instead of having to submit the information for manual data entry.

By moving to e-ticketing it will greatly simplify and streamline processing times, reduce the administrative burden, and boost the accuracy of violator information. This project will result in a modern, functional e-ticketing system, which includes full access to JOIN and the Government of Alberta's Motor Vehicle Information System (AMVIS). The system will also integrate with Enforcement Services' record management system.

Opportunities/Challenges

- The move to electronic ticketing will greatly increase productivity while reducing administrative processes.
- It will improve the officer-violator experience by reducing road side time, allowing immediate processing of the violation ticket and thus allow immediate payment.
- Improve the quality output of the violation ticket as well as reduce the number of errors.

Risks	Mitigation
Information technology infrastructure architecture will not permit communication with software	IT has been dedicated to resolve issues using outside the box solutions such as dedicated VPN and MDM (Mobile Device Management) processes.
Technology will be overly complicated and will not be used	IT is simplifying the system and ensuring comprehensive training. Management has full buy-in to ensure participation in the new method of service delivery
Hardware and/or software failure	Having IT experts in house allows immediate attention to failures and address all emergent issues.

Questions?

