

2020-2022

PROTECTIVE SERVICES Department Business Plan

Overview

Protective Services includes two law enforcement agencies; Municipal Enforcement Services and the RCMP. Both provide vital services to ensure residents, businesses and visitors have access to a safe and enjoyable community whether at home or work, or while using roadways, parks and facilities. Officers are supported by an essential team of dedicated and skilled support personnel.

Officers use a balance of engagement, education and enforcement to achieve the City's desired outcomes. Fair, impartial and professional engagement with the community, including our youth, are hallmarks of the Department.



Program	Description
Conventional Traffic Enforcement	Integrated traffic services which consists of RCMP and Municipal Enforcement Services. Conventional enforcement of provincial traffic safety laws and regulations using conventional enforcement E.g., distracted driving, impaired driving, municipal traffic / parking laws. This service also includes crowd and traffic control for planned community events. As well as Commercial Vehicle Safety Compliance which is enforced by Municipal Enforcement Services.
Automated Traffic Enforcement	Relates to intersection safety device (ISD) cameras and photo-laser devices. Includes preparation of affidavits; review, approval, and issuance of tickets to violators; preparation and management of Court disclosure packages including video evidence. Lead and conduct independent testing of ISD camera systems in accordance with provincial standards. Coordinate maintenance and repairs of ISD sites with the service provider. ISD ticket approval and administrative work to support this program.
Animal Control	Municipal Enforcement officers enforce the Animal Control Bylaw and provincial Animal Protection Act. Includes the investigation of animal abuse, dangerous animals, and apprehending / processing animals roaming at large. Also includes care and maintenance of animals while in our care and ensuring animals receive necessary veterinary care.
Municipal Bylaw Enforcement	Enforcement of City of Fort Saskatchewan Bylaws by Municipal Enforcement Services and RCMP officers. These include waste management, traffic, dangerous goods, animal, business, Community Standards, etc. This service also includes all Provincial Statute Enforcement such as the Petty Trespass Act; Provincial Offences Procedure Act; Weed Control Act; etc.
Protective Services Analysis	Generating economic, geographic, social and/or other general information analysis relative to resource allocations used for department planning. Traffic analysis informs Municipal Enforcement and the RCMP about collision trends and locations giving context about when/where/how the collisions are occurring. Used by front line staff to plan traffic enforcement and education. Strategic crime analysis involves providing information concerning crime statistics (increases/decreases/stability) and may also provide resource acquisition and allocation information. Where possible, sharing data to benefit other departments.
General Duty Response to Calls	General Duty refers to the uniformed officers who observe, detect and respond to all manner of calls for police services. Duties include criminal code, CDSA and provincial stature investigations; proactive patrols in an effort to reduce crime and increase traffic safety; and assisting the general public with various non investigative calls for service. Annual Police Priorities reflect the priorities of the Justice Minister, K Division's Commanding Officer, and those of Fort Saskatchewan's Council and community. Allocation of resources is based on these priorities.

General Investigations Section (GIS)	The GIS Section supports the General Duty Members with their investigations and depending on the complexity and/or severity of the file, will take the lead on certain files. They are subject matter experts on technics such as search warrant drafting and investigative interviewing.
Public Relations and Education	Protective Services, in partnership with Corporate Communications, prepare weekly articles or conduct media interviews about Vision Zero, road safety, animal care, and other bylaw and community standards issues to enhance safety and positive interactions with local media and residents.
Traffic / Crime Reduction Unit (T/CRU)	The Traffic/Crime Reduction Unit's mandate is to use intelligence based proactive policing to reduce crime and increase traffic safety in support of Vision Zero. The T/CRU approach will incorporate intelligence gathering, evidence collection, thorough investigative strategies and support for those offenders looking to end their crime cycles. In addition they will foster partnerships with neighboring Detachments and agencies to break down intelligence silos.
School Resource Officer Program (SRO)	The School Resource Officer takes a holistic community based approach to proactively work with the City's youth to provide education on key topics such as anti-bullying, drugs/alcohol and traffic safety. While enforcement is sometimes required, wherever possible, alternative measures are used formal statute enforcement is a last resort.
Policing Committee	The Policing Committee facilitates communication between City Council, the RCMP, the Protective Services Director and the community. Through its civilian oversight role, the Policing Committee enhances public confidence.

My Fort: Engaged People, Thriving Community

OUR COMMUNITY VISION

We are a welcoming, compassionate City.

We are a friendly, multi-generational community and there is a strong sense of pride and ownership in what we have accomplished together.

As a community, we are stewards of the environment and are committed to using our resources wisely.

We have a deeply rooted respect for our place and celebrate the river valley.

The Fort is a leader in sustainable eco-industrial development with a flourishing local economy.

We support every aspect of life in Fort Saskatchewan from local business to social services.

We know our history, and have a dynamic vision for our future.

Arts, recreation and culture thrive.

Downtown is the heart of the community; it is a vibrant destination for business or play and an attractive place to live.

Fort Saskatchewan is home with a small-town feeling at heart and where a strong sense of community thrives.

OUR MISSION

Working together to create a sustainable and thriving community through exemplary leadership and management.

OUR CORE VALUES

Our commitment to each other and to our citizens

LEADERSHIP – Take ownership in achieving results

INNOVATION – Embrace new ways of doing things

SERVICE EXCELLENCE – Deliver “WOW” service to our community

FUN – Enjoy what we do and bring passion to our work

OUR GUIDING PRINCIPLES

Just as our values are reflected in everything we do, our decisions and actions are aligned with the following guiding principles.

CONTINUOUS IMPROVEMENT	We constantly look for ways to improve our services, refining our daily practices, keeping the leading edge in sight and being open to change.
COLLABORATION	We work collaboratively with our colleagues, residents, partners, regional neighbours, and stakeholders.
STRATEGIC THINKING	We use a strategic and forward thinking mindset and consider the impact of decisions on others.
STEWARDSHIP	We are good stewards, accountable for our community's resources, managing costs and investing for the future.

Department Goals and Initiatives

Goal 1: Reduce the frequency and severity of fatal and / or serious injury collisions within the City of Fort Saskatchewan (Vision Zero and Safe System Approach to Traffic Safety)

Linkages: Excellence in Government
Protective Services 2019-2022 Traffic Safety Plan

Initiatives:		Timeframe		
		2020	2021	2022
1.1	Vision Zero -Using the Safe Systems Approach, analyse traffic and collision data to direct resources to safety concerns across the “5 E’s of Traffic Safety” with monthly collision analysis reports a) modernize collision reporting and statements b) provide educational Vision Zero information to all drivers reporting collisions			
1.2	Analyse commercial vehicle and dangerous goods movements within the City and enhance the Municipal Enforcement Services commercial vehicle and dangerous goods enforcement program a) CVE training for new officers b) Collaborate with Fire and Emergency Management to update of the Dangerous Goods Bylaw			
1.3	Conduct a minimum of one monthly traffic operation targeting high risk driving			
1.4	Repeat and High Risk Driving Establish and manage a Repeat or High Risk Driver education and enforcement program. a) Conducting in-house research of high risk driver behavior related to ATE and share with Capital Region Intersection Safety Partners.			
1.5	Modernization of Municipal Enforcement Traffic Safety program: a) E-ticketing technology for MES vehicles b) New technology for the Watchguard system to automatic download.			
1.6	Review the City’s Automated Traffic Enforcement program and assess the need to add, move, or remove sites (freeze on new equipment/sites until 2022) a) Possible Replacement of 2 MES In-car Camera System b) ISD Site possible Replacement/Upgrade			
1.7	Update the 2019-2022 Traffic Safety Plan – review conducted every 2 years (next review 2022)			
1.8	Review and Update to the Traffic Bylaw C4-09			

Goal 2: Provide high quality administrative support for Municipal Enforcement and RCMP Officers.

Linkages: Operational Excellence–High Quality Administrative Support is essential for officer and community safety, and to optimize the use of police / peace officer resources through the use of administrative staff to complete clerical related tasks.

Initiatives:

		Timeframe		
		2020	2021	2022
2.1	Annually, the Police Administrative Section will re-evaluate each position and its associated duties and functions. This may result in reallocating work and or duties to more efficiently and effectively provide admin support			
2.2	Court Detail – efficiencies within the Provincial Court has resulted in virtual court proceedings. Court Liaisons will monitor all police files in the court system virtually and assist Crown Prosecutors			
2.3	Modernization of Protective Services reporting systems. KDIV is moving towards online crime reporting and we will look at ways within our detachment this can be implemented. a) Online payment systems will be explored for bylaw fine payments and licencing.			
2.4	Social Media – create a social media account for Protective Services to improve community engagement and public education initiatives.			
2.5	Review of Web Page content yearly			
2.6	Review and update of Police Clerk job descriptions and the creation of new classifications within the Protective Services Department			

Goal 3: Provide enhanced Municipal Enforcement Services, animal care and control services for the City of Fort Saskatchewan.

Linkages: Excellence in Government - Continuous Improvement and Operational Excellence

Initiatives:

		Timeframe		
		2020	2021	2022
3.1	Operationalize the new Animal Control Kennel (to be built on the Protective Services site)			
3.2	Provide 3-day animal behaviour and handling certification or re-certification course to enforcement staff (3 year refresher cycle)			
3.3	Municipal Enforcement Officers will conduct monthly park and / or trail patrols for the purpose of inspecting animal licenses			
3.4	Establish new relations with animal care groups in addition to the Edmonton Humane Society, to identify alternate care locations for abandoned animals			
3.5	Bi-annual review and update of the Animal Control Bylaw to maintain its relevancy and currency amongst regional comparators – next update 2022			
3.6	Review animal licenses to ensure City records are up-to-date and animals are properly licensed – conducted every 2 nd year, next update 2022			
3.7	Municipal Enforcement Policy & Procedure Manual Update			
3.8	Bylaw Review and Updates establish schedule for reviews of Municipal Bylaws relating to enforcement. a)Community Standards Update b)Business Licence –update to Pawn Shops c)Traffic Bylaw Review			
3.9	Create efficiency and consistency with how statistical data is reported, stored and utilized for reporting purposes. The Protective Services Analyst will create reports that inform us of the collisions trends for Vision Zero and traffic safety within the City. Also this analysis informs of how to focus enforcement efforts.			

Goal 4: Enhance Employee Wellness

Linkages: Staff Centered Goal

Initiatives:

		Timeframe		
		2020	2021	2022
4.1	Provide Mental Health wellness and / or first aid training for each Protective Services employee having contact with the public			
4.1.1	Provide subsequent annual mental health wellness training / opportunities for department staff a)Critical Incident Stress Management Program and Peer support for front line service b)Road to Mental Readiness (R2MR)			
4.2	Maintain, update and submit to People Services, the Department training matrix identifying staff training requirements			
4.2.1	Provide annual supervision and leadership training to staff holding senior clerical or senior officer positions			
4.2.2	Provide ongoing professional development for staff based upon their current assignments / interests. Promote improved communication			
4.3	Conduct annual team-building exercises			
4.4	Promote personal wellness (physical, mental and emotional) through fitness, education, webinar or other work duties			

Appendix – Protective Services

Department Goals and Initiatives being considered for next strategic and business plan cycle (2023-2027)

Goal 1: Reduce the frequency and severity of fatal and / or serious injury collisions within the City of Fort Saskatchewan (Vision Zero and Safe System Approach to Traffic Safety)

Initiatives:		Timeframe:				
		2023	2024	2025	2026	2027
1.1	Analyse commercial vehicle and dangerous goods movements within the City and enhance the Municipal Enforcement Services commercial vehicle and dangerous goods enforcement program Addition of 1FTE for CVE to enhance traffic enforcement					
1.2	Resource Request: .33 Full Time Equivalent (FTE) Casual Community Peace Officer (CPO)1 Position Ensure Protective Services maintains its ability to provide existing level of service; continuity of services / resiliency against staff vacancies					
1.3	[Resource Request: 1 FTE CPO Level 1] To maintain the level of service against the growing population, and expanding roadways / infrastructure.					
1.4	Review the City's Automated Traffic Enforcement program and assess the need to add, move, or remove sites Capital Equipment Lifecycle Reserve a) Replacement/Upgrades of ISD Sites					

Goal 2: Provide high quality administrative support for Municipal Enforcement and RCMP Officers.

Initiatives:		Timeframe:				
		2023	2024	2025	2026	2027
2.1	Resource Request 1 FTE Police Clerk: Information Management					

	<p>and Court Detail is a high risk, high frequency clerical function to ensure police prosecutions. Work volume and complexity easily exceeds the capacity of the single clerk filling this role</p>					
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