AGENDA
COMMITTEE OF THE WHOLE MEETING
Wednesday, March 13, 2024 @ 6:00 PM
Council Chambers, 1 Parklane Drive, Strathmore AB

Request for Decision

To: Council

Staff Contact: Mark Pretzlaff, Director of Community and Protective Services

Date Prepared: October 30, 2023

Meeting Date: March 13, 2024

SUBJECT: **2023-2024 RCMP Q3 Municipal Policing Report**

RECOMMENDATION: Information for Council.

STRATEGIC PRIORITIES:

☐	☐	☐	☒	☐	☐
Affordable Housing	Climate Resiliency	Community Development	Community Wellness	Economic Development	Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The Policing Report outlines the numerous priorities for the community and provides an overview of the various accomplishments throughout the year.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

N/A

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

Strathmore RCMP detachment commander, Staff Sergeant Wielgosz will report and provide an update on the activities within the RCMP detachment area from October 2023 to December 2023.

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

That this report be reviewed by Council.

COMMUNICATIONS:

This report will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

N/A

ATTACHMENTS:

Attachment I: 2023-2024 RCMP Q3 Report

Mark Pretzlaff, Director of Community and Protective Services	Approved - 09 Feb 2024
Veronica Anderson, Legislative Services Officer	Approved - 09 Feb 2024
Johnathan Strathdee, Manager of Legislative Services	Approved - 14 Feb 2024
Kevin Scoble, Chief Administrative Officer	Approved - 15 Feb 2024

STRATHMORE MUNICIPAL POLICING REPORT

QUARTER 3

October 1, 2023 – December 31, 2023

Prepared by:
Staff Sergeant Mark Wielgosz
Detachment Commander
Strathmore – Langdon RCMP

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2023-2024 ANNUAL PERFORMANCE PLAN INITIATIVES AND QUARTERLY RESULTS

1. Reduce Property Crimes – Reduction in theft of vehicles, theft from vehicles, and break and enter.

The goal of this priority is to maintain or reduce the historical five year crime levels through use of the following strategies.

Habitual Offender Management

A habitual offender management program (HOM) remains in effect to target habitual or high impact offenders residing in our Detachment area. Enforcement and monitoring efforts are undertaken to ensure offenders comply with ordered conditions or face consequence for non-compliance. Offenders are selected based upon the following factors:

- Volume of crime they commit;
- Seriousness of the crimes they commit;
- Likelihood of reoffending; and
- Impact of their crime on the community.

During this quarter, Strathmore Detachment monitored 13 habitual offenders.

Offender/Property 1: Property identified as frequented by HOM offenders and property crime. (Rocky View County) Results of checks conducted:
- One stolen vehicle recovered.
- One offender located on warrants which were executed.

Offender 2: Identified for sexual offences, high risk to the community. The offender was found in compliance during checks. (Langdon)

Offender 3: Identified as offender on release bound by a CSO. The offender was found in compliance during checks. The offender pled guilty to their remaining outstanding charges and is no longer on conditions. Now monitored in persons of interest category. (Strathmore)

Offender 4: Identified on release bound by a CSO in relation to drug trafficking. The offender was found in compliance with conditions during checks this period. (Strathmore)

Offender 5: Identified on release for multiple break and enters along with prescription fraud. Found in compliance during checks this quarter. (Strathmore)

Offender 6: Identified on release for theft, possession of property obtained by crime, and drugs. Found in compliance during checks this quarter. (Strathmore)

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Offender 7: Identified on release bound by a CSO in relation to several fraud over $5,000 charges. Found in compliance during checks this quarter. (Strathmore)

Offender 8: Identified on release for several weapons, drug, and property offences. During checks this quarter, one violation of conditions was noted and is under investigation. (Wheatland County)

Offender 9: Identified on release for several weapons and drug offences. Found in compliance with conditions during checks this quarter. (Strathmore)

Offender 10: Identified on release/probation for property offences and identity fraud. Found in compliance with conditions during checks this quarter. (Wheatland County)

Offender 11: Identified on release for several property offences and bound by monitoring conditions. Offender found in compliance during checks this quarter. (Rocky View County)

Offender 12: Identified on release bound by a CSO in relation to a mischief charge stemming from a larger arson investigation. Offender found in compliance with conditions during checks this quarter. (Strathmore)

Offender 13: Identified on release bound by a CSO in relation to an impaired driving causing bodily harm conviction. Offender found in compliance with conditions during checks this quarter. (Strathmore)

During this quarter, Strathmore members documented over 60 offender checks to ensure compliance with release conditions.

Persons of Interest Program

Outside of the offender management program, Strathmore RCMP monitors persons in the community involved in organized crime or at large on various types of release such as parole, probation, and interim release on open criminal matters. Persons are identified on the potential risk to the community, severity of offences they are accused of, or likelihood to reoffend.

Partnerships with Calgary Police Service, Federal Parole Board, Provincial Probation Officers, and RCMP intelligence units are leveraged to remain cognizant of offenders moving in and out

of Strathmore and the surrounding area.

This program is carried out by Strathmore General Investigation Section (GIS), which has been expanded to include rural areas with the addition of a rural resource. The unit consists of three

members strategically focused on:
- Drug trafficking activity;
- Serious persons crimes;

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- Habitual offender management; and
- High value property crime in both rural and municipal areas.

Security Screw Program

The Security Screw Program is now active for Strathmore and surrounding communities. The program involves provision of security fasteners to area residents without charge at select locations.

Current locations are:

- Strathmore RCMP Detachment;
- Strathmore Fire Department:
- Strathmore Ford;
- Strathmore Motor Products; and
- Strathmore Dodge.
- Rocky View County – Langdon Detachment

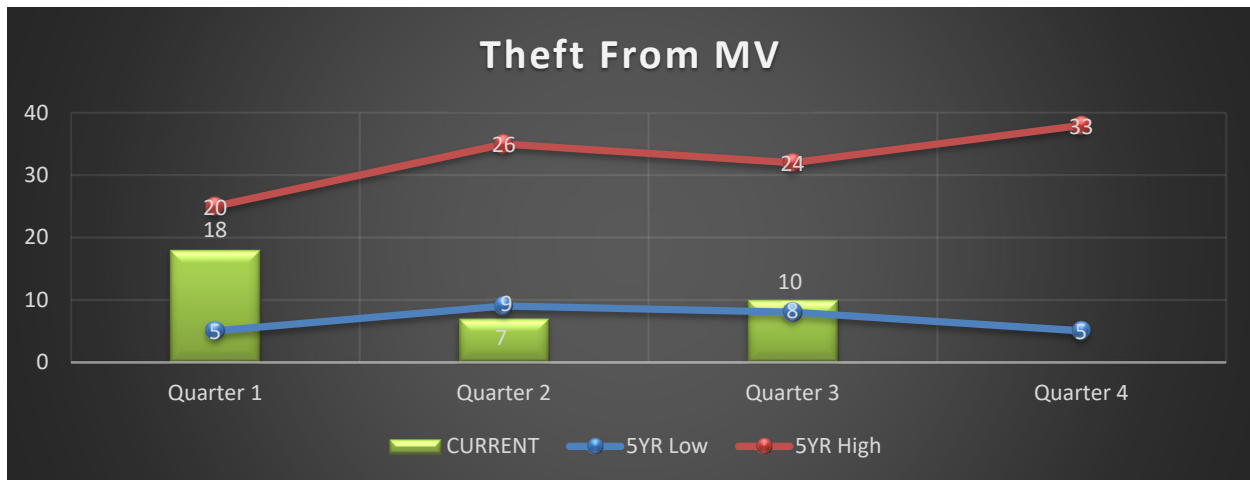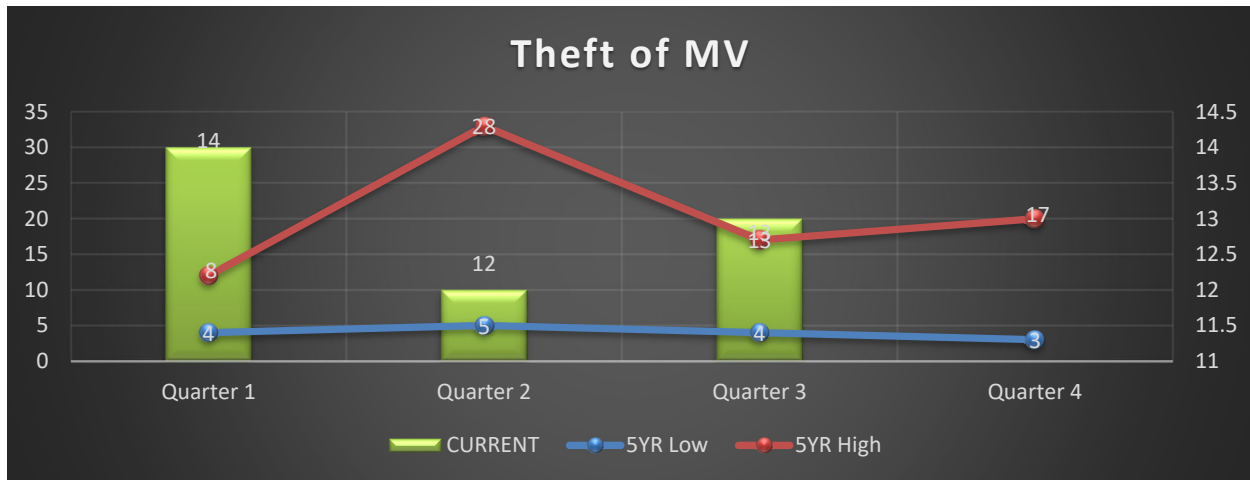Community response has been positive and several fasteners have been installed at all locations.

Crime Prevention Through Environmental Design (CPTED) and Business Outreach Program

At present, this program is available upon request or referral by front line members to conduct an assessment of properties to help prevent and deter victimization.
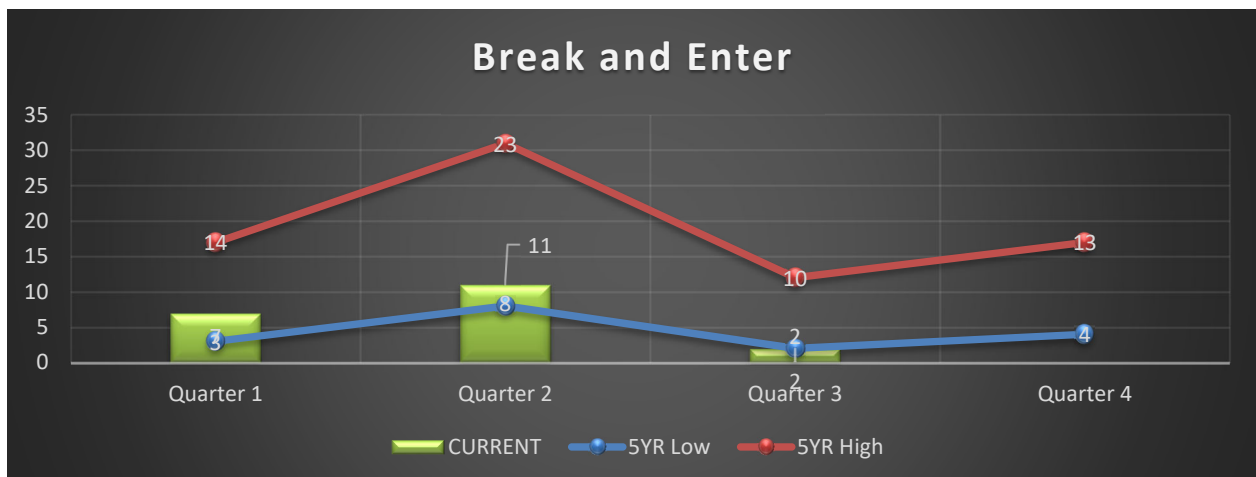
Break and Enter

CURRENT — 5YR Low — 5YR High

MUNICIPAL POLICING REPORT

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Theft of MV

Theft From MV

Results for Q1 and Q2 in the selected areas in comparison to the same time frame last year including comparisons to the preceding five fiscal year average:

	FY22/23 to FY23/24	**5 Year Average**
Break and Enter		
Q3	Down from 2 to 1 (-50%)	Down from 6 to 1 (-83%)
Theft of Motor Vehicle		
Q3	Up from 11 to 13 (+18%)	Up from 9 to 13 (+44%)
Theft from Motor Vehicle		
Q3	Down from 14 to 9 (-36%)	Down from 17 to 9 (-57%)

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MUNICIPAL POLICING REPORT

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Break and Enter: This area remains at or below the same time frame last year and historical averages. Both break in's this quarter were reported to be at residences, one of which was unfounded.

BREAK AND ENTER TO DATE

■ Business ■ Residence
■ Other

Theft of MV: Theft of MV saw an increase this quarter with pickup trucks stolen in 46% of occurrences. Of the 13 thefts:

Vehicle Theft by Type

■ Car ■ Motorcycle ■ SUV ■ Truck ■ Other ■ Van
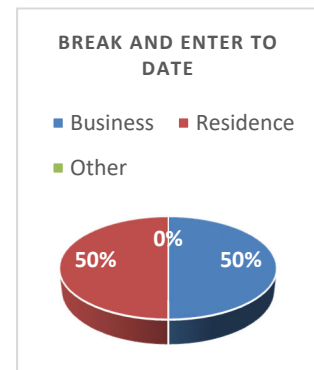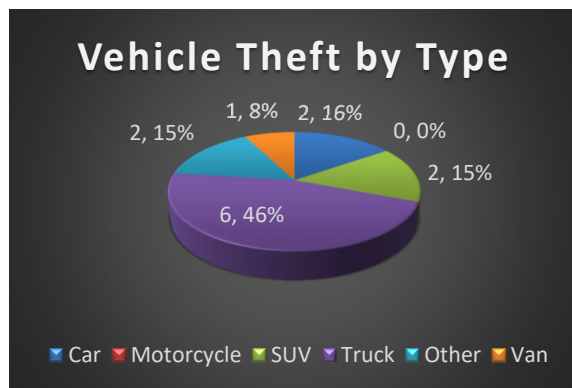
- 9 were recovered;
- 4 were recovered in Calgary;
- Charges were laid in 1 theft; and
- 3 (23%) were confirmed as crimes of opportunity.

As a result of increasing thefts this fiscal year, particularly in Q2 and into Q3, a bait vehicle program was implemented targeting two known individuals who were recent but temporary arrivals in Strathmore. Both were apprehended on other matters outside of Strathmore's area and have not returned resulting in a downward trend in this area.

Theft from MV:
- 3 were crimes of opportunity (33%);
- 2 were instances where high value items were left in clear sight;
- No catalytic converters were stolen this period; and
- 1 was a license plate theft.

Overall thefts from vehicles are down from last year and in the range for our historical averages.

2. Traffic Safety – Reduction of both injury and overall collisions.

The goal of this priority is to maintain or reduce the historical five year crime levels through use of the following strategies.

Traffic Safety/Enforcement

ENFORCEMENT RESULTS THIS QUARTER

Violations: 105

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Suspensions in both municipal and rural areas:
- 31 x Immediate Roadside Sanction alcohol/drug suspensions
- 5 x 72hr suspensions;
- 2 x 24hr suspensions;
- 4 x GDL suspensions;
- 7 Disqualified/Suspended drivers; and
- 0 Criminal Impaired Driving Charges

Check Stop Program *(in and around Strathmore)*

During this quarter 4 documented check stops were conducted in Strathmore and surrounding areas which resulted in:
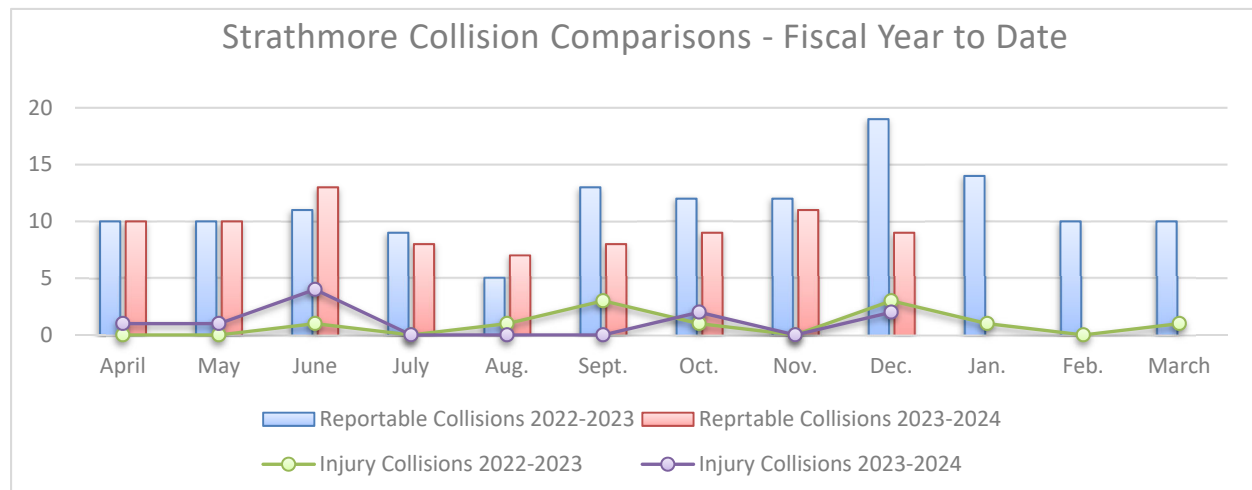
- Violations: 2
- IRS 24hr: 3
- IRS Impaired: 1
- IRS Drugs: 1
- Mandatory Alcohol Screening: 425
- Total Vehicles Checked: 425

(Wheatland Trail by Golf Course)

Bar Walk Program: Strathmore members conduct foot patrols through licensed establishments to maximize visibility in an effort to prevent, detect, and deter criminal activities. Criminal activity may include Gaming Liquor and Cannabis Act infractions, Illicit drug offences, or impaired driving. During this quarter Strathmore members documented over 25 bar walks in local establishments.

Collision Comparisons
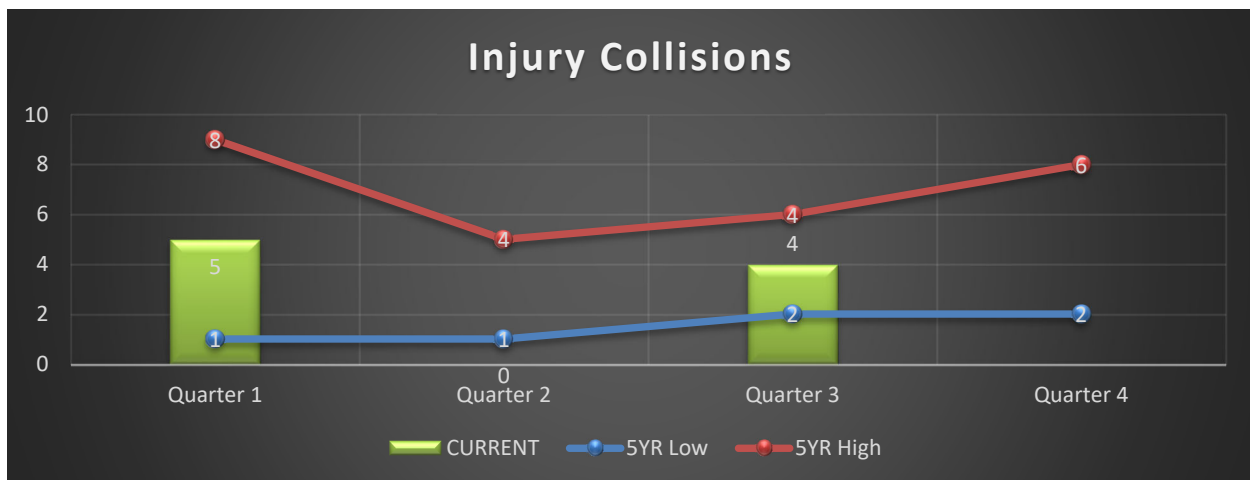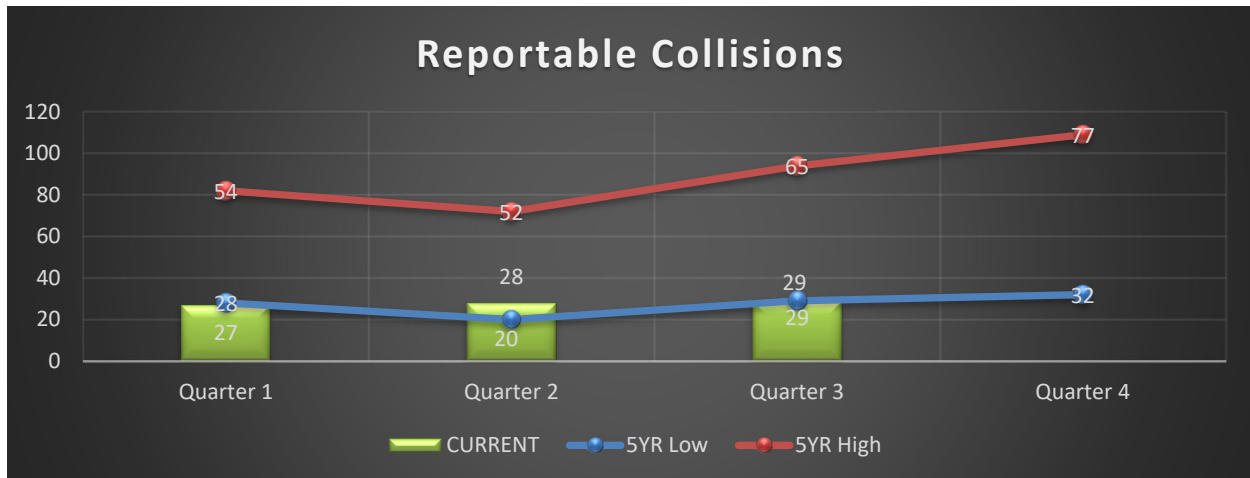
Strathmore Collision Comparisons - Fiscal Year to Date

Legend:
- Reportable Collisions 2022-2023
- Reprtable Collisions 2023-2024
- Injury Collisions 2022-2023
- Injury Collisions 2023-2024

Reportable Collisions

Injury Collisions

Results for Q1 and Q2 in the selected areas in comparison to the same time frame last year including comparisons to the preceding four fiscal year average:

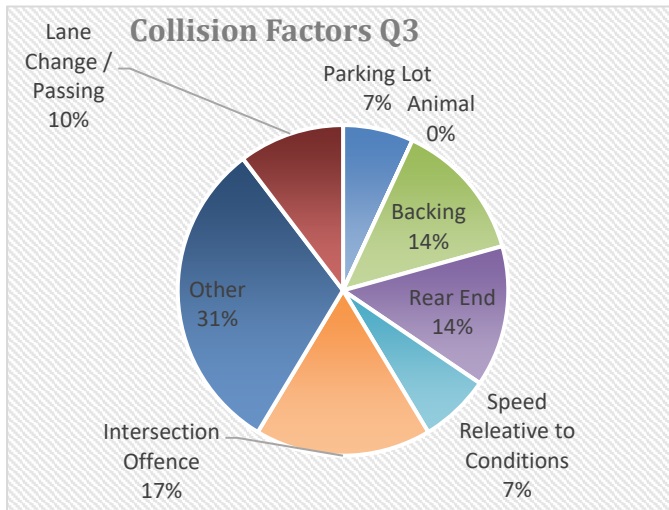|	**FY22/23 to FY23/24**	**5yr. Fiscal YR Avg.**
Reportable Collisions:		
Q3	Down from 41 to 28 (-32)	Down from 42 to 28 (-33%)
Injury Collisions:		
Q3	Unchanged at 4 (=%)	Up from 3 to 4 (+25%)

Collision Factors Q3

- Lane Change / Passing 10%
- Parking Lot 7%
- Animal 0%
- Backing 14%
- Rear End 14%
- Speed Releative to Conditions 7%
- Intersection Offence 17%
- Other 31%

(Highway 1 / George Freeman Trail)

Reportable collisions were reduced this period from last year and over our five year averages. Injury collisions remained unchanged from last year and slightly elevated from the five year averages. Most collisions occurred as a result of hitting fixed objects or parked cars followed by intersection offences and rear end incidents.

Impaired driving remains an issue in the area with seven drivers issued IRS impaired roadside sanctions between December 28 and January 1 alone. In two matters, single vehicle collisions occurred fortunately without injury.

3. Community Engagement and Indigenous Community Engagement

Fostering positive relationships within our community and seeking ways to improve engagement with our residents and indigenous communities is a priority this year. Community support and engagement is essential to the success of crime reduction and community safety initiatives. This is achieved through open communication, trust, and emersion into Strathmore and the surrounding communities as community members ourselves.

School Visits

During this quarter, Strathmore members documented 33 visits at Strathmore Schools to interact with students, provide school talks on community safety topics, and to update school SAFE plans.

(Cst. VILLANUEVA and SHAIKH agreed to allow students to do their nails)

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Attendance at Community Events

Oct 21: S/Sgt. Mark WIELGOSZ and Sgt. SALMON attended the grand opening ceremonies at Brave Park in the Lakewood Development. MLA DeJONG and Mayor FULE were also present with the Fire Department.
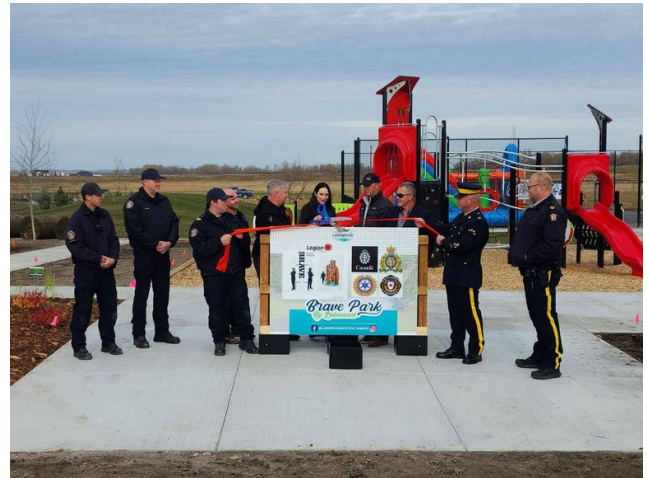
Oct 31: Strathmore members handed out candy to trick or treaters in the Town.

Nov 4: S/Sgt. WIELGOSZ and his wife Attended the Legion Veterans Dinner to participate and interact with veterans.

Nov 11: S/Sgt. WIELGOSZ and Cst. SHAIKH participated in Remembrance Day ceremonies at the Legion in Strathmore.

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Nov 16: Cpl. WASSILL and Cst. MANCA attended the sports center to play indoor softball with the PALS youth group.

Nov 25: Cst. KIM attended the festival of lights to interact with residents in attendance.

Community Liaison Program

A community liaison program is in place with a member is assigned to a community group. The purpose of this program is to form a link with community groups to seek feedback on concerns and open channels of communication with respect to education, how to reduce or prevent victimization, and early identification of community cultural issues. There are 17 community groups with liaison members assigned in Strathmore. If a community group would like to request an RCMP liaison, please contact S/Sgt. Mark WIELGOSZ at Strathmore Detachment.

4. Other Initiatives

Strathmore Youth and Indigenous Youth Diversion Program

Strathmore Detachment has implemented a youth and Indigenous youth diversion program to give young persons a chance to redeem themselves through restorative justice. The goals of the program include educating and deterring youth from entering the criminal justice system, to provide an opportunity to make recompense for wrongdoing through restorative justice principles, and give young persons an opportunity to learn from their mistakes.

Eligible criminal cases involve first time minor offences such as property crimes. Candidate eligibility is determined on four criteria:

1. Admission of wrongdoing;
2. Expression of legitimate remorse;
3. Willingness to make recompense and participate in youth justice forums; and
4. Victim consent to allow the matter to proceed toward diversion.

Investigating members will determine eligibility as an option to find the best outcome in response to minor criminal matters and prevent repetition of offenses. Activities typically involve volunteerism and soft labour tasks within the community (picking up litter, removing graffiti, shovelling snow for seniors, etc.)

Diversions are also available for Siksika Indigenous youth to participate in programming available on the Nation. Once the agreed upon contributions have been completed, the criminal case is concluded without going to court.

Partnerships have been created with the Town of Strathmore and Siksika Nation to facilitate and monitor restorative measures.

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Rural Alberta CAPTURE Program

On June 12, 2023 The Alberta RCMP announced the voluntary surveillance camera registry program, called CAPTURE (Community Assisted Policing Through the Use of Recorded Evidence) was available Province wide.
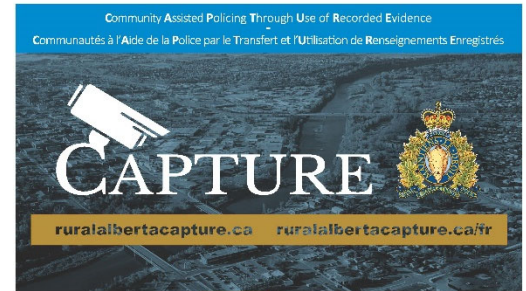
Residents and businesses who have video surveillance, and are willing to share video camera footage when requested, can sign up. This initiative won't replace officers from knocking on doors, but it will help officers track down video evidence in ongoing criminal investigations in RCMP jurisdictions.

The program aims to reduce the time an officer needs to search for and gather video evidence when conducting an investigation. The CAPTURE program allows a person or business to upload a portion of the video requested. This allows the officer to evaluate the video footage before deciding to ask for a copy.

Strathmore Detachment is now active with the CAPTURE program. To get started, visit www.ruralalbertacapture.ca and create an account. From there you can enter your contact information and video cameras on the secure site. Your information is not available to the public. If an officer needs to contact you, they will do so by the information provided.

Things to know about the program:

- This is completely voluntary and consent can be withdrawn at any time;
- Registering a camera and contact information allows the RCMP to see a list of security cameras so they can contact the owners during an investigation;
- The video footage on your camera remains your property;
- The RCMP will not have live access to your camera feed. We will only ask for videos already recorded;
- You can share your video footage through the website for an officer to view before they decide if the video will help in their investigation; and
- An officer can provide you with a USB thumb drive to copy your video. An officer can not download the video; they can only view it.

Online Crime Reporting

Online crime reporting is also available to report minor property crimes or non-emergent matters without the need to call the police or Visit the Detachment. These reports are routed through the Alberta RCMP Call Back Unit who will follow up with complainants. Depending on the complexity of the incident, the report can be forwarded to the appropriate Detachment to continue with the investigation.

The online reporting tool can be accessed at https://ocre-sielc.rcmp-grc.gc.ca/alberta or through the Alberta RCMP App

Alberta RCMP App

The Alberta RCMP App is available through the most app stores. It is free and provides users access to a variety of community safety programs such as the Online Crime Reporting tool, Crime Mapping, Crime Statistics, and media releases to name a few.

Watch Clerk Program

With support from the Town of Strathmore, Wheatland County and Rocky View County a watch clerk program was created in late 2017 early 2018. Watch clerks are support staff employees dedicated to supporting front line policing activities within Strathmore and in the Rural areas by completing administrative tasks on behalf of front line members thereby maximizing their ability to actively patrol our area. This program is a valuable investment in community safety.

Each funding partner contributes to the program to fund thee clerks with a fourth provincial position reallocated by the Detachment Commander into the pool. All positions are filled and are working independently with their respective watches.

Fiscal Year to Date Calls for Service
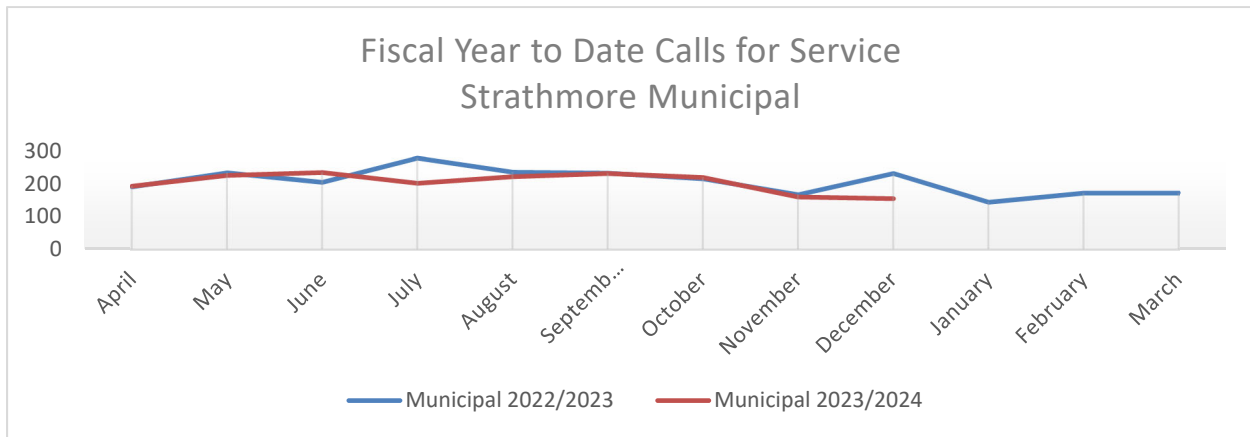
*** Traffic offences/complaints/investigations were removed as Strathmore Detachment continues use of e-ticketing. E-ticketing creates a file for each roadside stop. Separation of traffic complaints and self generated enforcement was not done. Inclusion of traffic stats may give the appearance of artificially high occurrence numbers.*
*** The numbers shown are occurrences within the Town of Strathmore which do not include rural or Langdon files.*

In Q3 Strathmore Detachment responded to 538 calls for service within Town limits, down from 618 from the year prior, a decrease of 13% from the same period in the year prior.

Fiscal Year to Date Traffic Offences and Reports
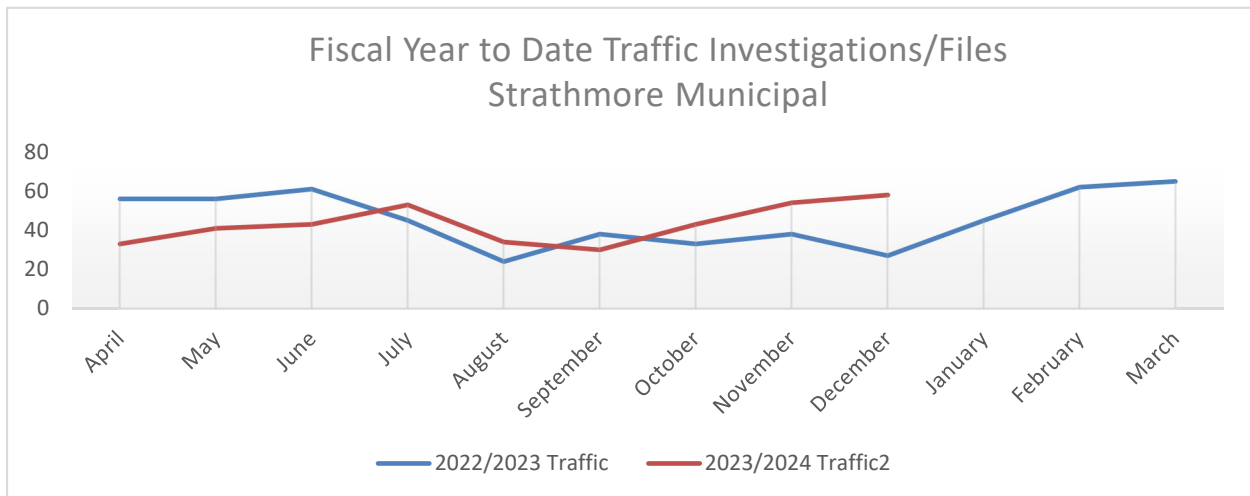
Traffic files in Q3 increased from 98 to 155 compared to the same time frame last year, an increase of 58%.

Staff Sergeant Mark Wielgosz   2024-02-07
Detachment Commander
Strathmore-Langdon Detachment

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Request for Decision

To: Council

Staff Contact: Veronica Anderson, Legislative Services Officer

Date Prepared: February 15, 2024

Meeting Date: March 13, 2024

SUBJECT: **Committee of the Whole Meeting Minutes - February 14, 2024**

RECOMMENDATION: THAT Council adopt the February 14, 2024 Committee of the Whole Meeting Minutes as presented in Attachment I.

STRATEGIC PRIORITIES:

☐	☐	☐	☐	☐	☐
Affordable Housing	Climate Resiliency	Community Development	Community Wellness	Economic Development	Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

N/A

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

N/A

SOCIAL SUSTAINABILITY:

N/A

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

Pursuant to Section 208(1)(iii) of the *Municipal Government Act*, the minutes of the February 14, 2024 Committee of the Whole Meeting are given to Council for adoption.

ORGANIZATIONAL:

N/A

OPERATIONAL:

N/A

FINANCIAL:

N/A

POLICY:

N/A

IMPLEMENTATION:

N/A

BACKGROUND:

N/A

KEY ISSUE(S)/CONCEPT(S):

N/A

DESIRED OUTCOMES:

N/A

COMMUNICATIONS:

Once signed, the February 14, 2024 Committee of the Whole Meeting Minutes will be posted on the Town's website.

ALTERNATIVE ACTIONS/MOTIONS:

1. Council may adopt the recommended motion.

2. Council may provide further direction regarding the Committee of the Whole Meeting Minutes.

ATTACHMENTS:

[Attachment I: COMMITTEE OF THE WHOLE - 14 Feb 2024 - Minutes](#)

Claudette Thorhaug, Legislative Services Officer	Approved - 22 Feb 2024
Johnathan Strathdee, Manager of Legislative Services	Approved - 26 Feb 2024

MINUTES
COMMITTEE OF THE WHOLE MEETING

6:00 PM - Wednesday, February 14, 2024

Council Chambers, 1 Parklane Drive, Strathmore AB

COUNCIL PRESENT: Mayor Pat Fule, Deputy Mayor Melissa Langmaid, Councillor Debbie Mitzner, Councillor Jason Montgomery (virtual), Councillor Denise Peterson, Councillor Richard Wegener, and Councillor Brent Wiley

STAFF PRESENT: Kevin Scoble (Chief Administrative Officer), Jamie Dugdale (Director of Infrastructure, Operations, and Development Services), Mark Pretzlaff (Director of Community and Protective Services), Kara Rusk (Director of Strategic, Administrative, and Financial Services), and Johnathan Strathdee (Manager of Legislative Services)

1.   CALL TO ORDER

Mayor Fule called the February 14, 2024 Committee of the Whole Meeting to order at 6:02 p.m.

2.   CONFIRMATION OF AGENDA

Resolution No. 005.02.24A

Moved by Councillor Langmaid

THAT Council adopt the February 14, 2024 Committee of the Whole Meeting Agenda as presented.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

3.   CLOSED MEETING

Resolution No. 006.02.24A

Moved by Councillor Peterson

THAT Council move In Camera to discuss items related to sections 24(1)(a) and 24(1)(b)(i) of the *Freedom of Information and Protection of Privacy Act* at 6:05 p.m.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

3.1.   Land Strategy – Advice from officials – FOIP S. 24(1)(a)

Resolution No. 007.02.24A

Moved by Councillor Peterson

THAT Council move out of Camera at 7:28 p.m.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Resolution No. 008.02.24A

Moved by Councillor Peterson

THAT Council take a 4-minute recess.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

Mayor Fule reconvened the February 14, 2024 Committee of the Whole Meeting at 7:33 pm.

Resolution No. 009.02.24A

Moved by Councillor Peterson

THAT Council defer the discussion on item 3.2 to after Question and Answer period on the Committee of the Whole Agenda, thereby creating a second Closed Meeting section with the new discussion being 8.1.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

4.   **DELEGATIONS**

None.

5.   **CONFIRMATION OF MINUTES**

5.1.   **Committee of the Whole Meeting Minutes – January 24, 2024**

Resolution No. 010.02.24A

Moved by Councillor Peterson

THAT Council adopt the January 24, 2024 Committee of the Whole Meeting Minutes as presented in Attachment I.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

6.   **BUSINESS**

6.1.   **Garden & Garage Suites Discussion**

6.2.   **Letters of Support Policy No. 1109 Discussion**

7.   **QUESTION AND ANSWER PERIOD**

None.

8.   **CLOSED MEETING**

Resolution No. 011.02.24A

Moved by Councillor Langmaid

THAT Council move In Camera to discuss items related to sections 24(1)(b)(i) of the *Freedom of Information and Protection of Privacy Act* at 8:26 p.m.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

8.1   **Council/CAO Dialogue – Advice from officials – FOIP S. 24(1)(b)(i)**

Resolution No. 012.02.24A

Moved by Councillor Peterson

THAT Council move out of Camera at 9:40 p.m.

FOR: Mayor Fule, Councillor Langmaid, Councillor Mitzner, Councillor Montgomery, Councillor Peterson, Councillor Wegener, and Councillor Wiley

AGAINST: None.

CARRIED

9. **ADJOURNMENT**

Mayor Fule adjourned the February 14, 2024 Committee of the Whole Meeting at 9:40 p.m.

_____

Mayor

_____

Director of Strategic, Administrative, and Financial Services

Request for Decision

To: Council

Staff Contact: Kara Rusk, Director of Strategic, Administrative, and Financial Services

Date Prepared: January 22, 2024

Meeting Date: March 13, 2024

SUBJECT: **Service & Service Level Policy No. 1218**

RECOMMENDATION: This report is for information and to obtain feedback during the Committee of the Whole.

STRATEGIC PRIORITIES:

☐	☐	☒	☒	☒	☒
Affordable Housing	Climate Resiliency	Community Development	Community Wellness	Economic Development	Financial Sustainability

HOW THE STRATEGIC PRIORITIES ARE MET:

The Service & Service Level Policy will aid in establishing a framework for the ongoing review and evaluation of the Town's programs, services and service levels that are responsive to community needs while also balancing the Town's strategic priority of being financially sustainable.

SUSTAINABILITY

ECONOMIC SUSTAINABILITY:

Economic conditions and community needs can evolve over time. The Service & Service Level Policy will establish a flexible framework for review and evaluation allows the Town to adapt its programs and services to address emerging challenges or opportunities.

SOCIAL SUSTAINABILITY:

The Service & Service Level Policy, with a dual focus on community responsiveness and financial sustainability, can positively impact social sustainability by promoting community engagement, equitable service delivery, improvements in quality of life, social cohesion, health, and safety, resilience to social challenges, and the leveraging of social capital. It reflects a commitment to creating a community that is not only economically viable but also socially inclusive and resilient.

ENVIRONMENTAL SUSTAINABILITY:

N/A

IMPLICATIONS OF RECOMMENDATION:

GENERAL:

A strong Service & Service Level Policy ensures that program and service reviews are a regular part of the Town's operations. The services and existing service levels are documented in the "Services and Service Levels Inventory" which is reviewed, and direction provided by Council on an annual basis.

ORGANIZATIONAL:

The Service & Service Level Policy helps support the long-term management of the establishment of the Town's Service and Service Level Inventory involved in creating a systematic and transparent process for regular service reviews, aligning with Council's strategic priorities, promoting a culture of continuous improvement, and ensuring effective communication with stakeholders. These implications underscore the importance of organizational commitment, resource allocation, and a well-structured approach to service management and improvement.

OPERATIONAL:

The Service & Service Level Policy was developed to support resource allocation, standardized review processes, performance measurement, budget process, training, Council coordination, feedback mechanisms, documentation accessibility, a continuous improvement culture, and compliance with governance standards. These operational considerations are vital for the effectiveness and sustainability of the program and Services and Service Levels Inventory. Providing adequate support, training, and resources to staff can contribute to the success of the review process and the development of a robust Service & Service Level Inventory.

FINANCIAL:

It's important for the Town to strategically plan and allocate staffing resources to support the ongoing program and to review and inventory all services, both internal and external for the organization. This ensures that the process is effective, transparent, and aligned with the organization's goals and the Town's strategic priorities.

POLICY:

The Service & Service Level Policy will be reviewed on at least once every three years by Administration and direction will be provided by Council. The policy ensures that program and service reviews are a regular part of the Town's operations.

IMPLEMENTATION:

Administration will continue to move forward with delivering Council's Strategic Priorities through the implementation of the Service & Service Level Policy to foster a culture of continuous improvement within the Town and initiate the review of internal and external programs/services to continually improve service delivery.

BACKGROUND:

The Services and Service Levels Inventory (The Inventory) serves as a foundation for the Service Delivery and Optimization Component of the Strategic Framework, a Council-approved framework that sets direction on how business planning, budgeting, and delivery of services is to take place at the Town of Strathmore. The Inventory helps better articulate services provided to residents and the community. It also helps enhance decision making and more effectively links the Town's business planning, budgeting and optimization of services, processes and delivery methods, to ensure residents', businesses' and other stakeholders' expectations of services delivered are met.

The Inventory is used as a basis for the development of the proposed budget, to maintain services and service levels approved by Council. The Inventory is also used to identify program and service reviews.

The Services and Service Levels Inventory has major program areas, each consisting of sub-programs, related services, and sub-services. A program is a group of services that address one of the primary purposes of local government - a mandate to achieve outcomes by delivering services. The services are outputs that meet the needs of client or target groups, they provide value, contribute to the program and sub-program goals and comply with the purpose of a program. Each service and sub-service outline associated levels of service that clients can expect to receive from the Town.

The Inventory outlines the current state and as such Administration will continue to review, evaluate, improve and enhance services and service levels, processes and delivery methods to ensure community needs continue to be met. The Services and Service Levels Inventory is reviewed annually and updated as necessary based on changes made with community input and Council direction.

KEY ISSUE(S)/CONCEPT(S):

A structured and regular approach to reviewing and documenting services, active involvement of the Council, alignment with community needs, strategic direction, transparency, accountability, continuous improvement, and a balance between service quality and financial sustainability.

DESIRED OUTCOMES:

The desired outcome of embedding the Service and Service Level Policy is to create a responsive, transparent, and financially sustainable local government that continually adapts to community needs, fosters community engagement, and strives for excellence in service delivery. The policy sets the stage for a dynamic and resilient organization that is committed to the well-being and satisfaction of its residents.

COMMUNICATIONS:

ALTERNATIVE ACTIONS/MOTIONS:

1. Provide recommendations to modify Service & Service Level Policy No. 1218.
2. Send the policy back to administration for changes.

ATTACHMENTS:

Attachment I: Service Service Level Policy No. 1218 DRAFT

Kara Rusk, Director of Strategic, Administrative, and Financial Services	Approved - 14 Feb 2024
Veronica Anderson, Legislative Services Officer	Approved - 23 Feb 2024
Johnathan Strathdee, Manager of Legislative Services	Approved - 27 Feb 2024
Kevin Scoble, Chief Administrative Officer	Approved - 29 Feb 2024

TOWN POLICY

POLICY NUMBER: 1218

REFERENCE:	**ADOPTED BY:**
Resolution No.	Town Council

PREPARED BY: Strategic, Administrative & Financial Services	**DATE:** January 19, 2024

TITLE: Service & Service Level Policy

Purpose

To establish a framework for the ongoing review and evaluation of the Town's programs, services and service levels that are responsive to community needs while also balancing the Town's strategic priority of being financially sustainable.

Policy Statement

The establishment of the Town's Service Level Inventory ensures that program and service reviews are a regular part of the Town's operations. The services and existing service levels are documented in the "Services and Service Levels Inventory" which is reviewed, and direction provided by Council on an annual basis.

1.0 DEFINITIONS

1.1 "Town" means the municipal corporation of the Town of Strathmore.

1.2 "Review" means an analysis of programs and services, service levels, procedures and operations and/or performance of an organization to evaluate the adequacy of resources, processes and systems, the service or program offering.

1.3 "Program" refers to a collection of services provided to the community by the Town. Programs may be external (resident/community) facing or internal (employees) facing.

1.4 "Service" means the particular deliverable being provided to address the needs of residents, clients, businesses, etc. and/or identified program goals and objectives. Services may be delivered to either external (resident/community) or internal stakeholders (employees).

1.5 "Service Level" is an expected level of service to be delivered. It establishes an expectation for the service recipient, a commitment to a specified outcome that is measurable, to the best of its ability.

1.6   "Services and Service Levels Inventory" is a Council-approved document that contains an inventory of services delivered by the Town and documents the associated service levels.

2.0   RESPONSIBILITIES

2.1   Town Council shall:

    a. Annually review the Services and Service Levels Inventory and provide direction around external programs, services, and service levels as part of the Town's annual budgeting process.

    b. Provide sufficient resources to support reviews of programs, services and service levels.

    c. Approve services and service levels, by resolution on an annual basis.

2.2   The Chief Administrative Officer shall:

    a. Foster a culture of continuous improvement within the Town and initiate the review of internal and external programs/services to continually improve service delivery.

    b. Ensure that the Service and Service Level Policy is reviewed at least once every three years by Administration.

    c. Arrange for the Service and Service Level Inventory to be presented to Council on an annual basis.

    d. Identify resources required to develop, implement, and evaluate the Service and Service Level Inventory on an ongoing basis.

    e. Ensure that feedback provided and adopted by Council in regards to the Town's Citizen Satisfaction Survey is incorporated into the Service and Service Level Inventory.

3.0   SERVICE LEVEL EXPECTATIONS

3.1   Council members may, by resolution initiate a program/service review of external program/services, or internal program/services as limited by the delegations to the Chief Administrative Officer or as consistent with other Council Policies.

3.2   Some of the inputs that may be considered in the ongoing review of the Town's services and service levels are the Citizen Satisfaction Survey and/or resident/stakeholder feedback.

3.3   Administration shall prepare business cases for Council's consideration during the regular business planning and budget process when the resources required to conduct a review or expand service levels exceed the Town's existing resource capacity.

3.4   Timing for requests for additional resources relating to reviewing, modifying or expanding programs, services and services levels are preferred to align with the budget process so, if resources are approved, any additional reviews, changes, etc. can be implemented the following year.

3.5   Reviews shall utilize internal data, where available, and, where comparable data exists, may include periodic benchmarking with other comparable municipalities as a means of identifying the potential service level.

3.6   Updates on the progress and/or outcomes of reviews shall be provided to Council upon completion.

END OF POLICY

APPROVAL

_____

Mayor

_____

Director of Strategic, Administrative

and Financial Services