TABLE OF CONTENTS

1. Our Services
   1.1 Our Mandate
   1.2 Lines of Business

2. Accomplishments

3. Implementing Sustainability
   3.1 Strategy 1
   3.2 Strategy 2
   3.3 Strategy 3
   3.4 Strategy 4
   3.5 Strategy 5

4. The Measures of Our Performance
It is my pleasure to present to you the 2012-2014 Business Plan for Wood Buffalo RCMP. As the Officer in Charge of the Wood Buffalo Detachment I am proud of what we accomplished in 2011. For 2012-2014 we have established priorities that will enable us to continue to build on these accomplishments. During the past year we underwent significant personnel changes involving RCMP members and our Municipal Employees who support us on a daily basis. Although we encountered challenges we were able to achieve progress in making the Regional Municipality of Wood Buffalo a safe community.

We currently have 147 regular members and 1 civilian member under the Municipal Policing Agreement. These resources are dedicated to the urban area of Fort McMurray. In addition, we have 35 members that provide policing to the rural service area including Fort Chipewyan. We also have 7 regular members and 1 civilian member that are provincially funded and form part of our Combined Forces Special Enforcement Unit.

The 2012-2014 strategies, actions and initiatives of Wood Buffalo RCMP will support and align with the strategies and directions of the Municipal Development Plan (MDP). During the next three years we will increase the number of special enforcement programs and will enhance crime prevention efforts in problem areas in support of the MDP strategy: Promote community safety. Likewise, our initiatives in support of traffic enforcement and increased interdepartmental initiatives will support the Municipal Development Plan strategy Promote safe mobility.

Since 2008 the Regional Municipality of Wood Buffalo has engaged the opinions of citizens through surveys as a guide for our policing priorities. Going forward, we will continue to engage our residents for this purpose, and will continue consultations with other community, industry and Aboriginal stakeholders.

As we move forward into 2012, we will continue to foster these and other community partnerships that will assist us in achieving our goal of safe homes & safe communities.

Sincerely,
Kirke Hopkins
Superintendent,
Officer in Charge
Wood Buffalo RCMP Detachment
1.1 Our Mandate

As Alberta’s Provincial Police Service, the RCMP (“K” Division) is responsible for implementing the objectives, priorities and goals established in conjunction with Alberta Solicitor General and Public Security Ministry. Furthermore, through its own goal of working towards safe homes and safe communities, the RCMP aims to support the overall priorities of Solicitor General and Public Security.
1.2 Lines of Business

**General Policing**

The largest component of Wood Buffalo Detachment comprises four watches of uniformed police officers. General policing officers respond to a variety of calls for services, and enforce a multitude of Criminal Code, federal, provincial and municipal statutes. An important component of our provincial policing efforts is Fort Chipewyan Detachment, which operates as an affiliate of Wood Buffalo Detachment. Policing in other rural communities of the region is additionally augmented by a number of industry-funded Enhanced Policing positions.

**Traffic Services**

Wood Buffalo RCMP Traffic Services has a mandate of enforcing and promoting traffic safety within the Regional Municipality of Wood Buffalo. Our Traffic unit follows Canada’s Road Safety Vision goals for reduction in fatality and serious injury collisions on our roadways.

**Plainclothes Unit**

The Plainclothes Unit of Wood Buffalo Detachment investigates all major criminal offences under the Criminal Code and other federal and provincial laws. The Unit is divided into four sections: Persons Crimes, including the Domestic Violence Abuse Team (DVAT); Crime Reduction Teams, the Drug Unit, and the Combined Forces Special Enforcement Unit.

**Specialized Services**

Two areas of specialized services support the general policing operations of the detachment: Forensic Identification, and Police Dog Service. The role of Forensic Identification Services is to detect and secure physical evidence at a crime scene in order to support an investigation. The Wood Buffalo RCMP Police Dog Service has been serving the citizens of Wood Buffalo since 1993. Currently, the unit comprises three general services police dogs and one narcotics-detection dog.

**Community Policing/Victim Services (CPVS)**

The Community Policing/Victim Services (CPVS) Section comprises the Community Policing Unit and Fort McMurray Victim Services Unit. Community Policing comprises the communication and media team for Wood Buffalo Detachment, who participates in media relations, school resource programs, public safety and education, education within schools, and liaison with rural communities and industry. The Fort McMurray Victim Services Unit provides immediate, short term crisis intervention services to people affected by crime, tragedy or disaster.
In 2011 Wood Buffalo RCMP saw numerous accomplishments in the areas of Education & Awareness, Operations, Partnerships and Personnel. Some of these accomplishments included:

**Education & Awareness Initiatives:**
- The Drug Abuse Resistance Education (D.A.R.E.) program continued this year with the training of two enhanced members. Students in the rural communities of Fort McKay, Janvier and Conklin received D.A.R.E training.
- In April and May 2011, our members did over 30 presentations in schools on diverse subjects such as drugs, crime prevention and bullying to coincide with Crime Prevention Week.

**Operations:**
- An overarching goal of Wood Buffalo Detachment is to reduce crime and fear of crime with focusing on drugs, gang activity, property crime and downtown safety. From 2008 to 2010 criminal code offences decreased by 63% in the Rural Service Area and 10% in the Urban Service Area. In addition we have seen a substantial increase in the number of people who feel safe in our downtown.

**Personnel:**
- In 2011 we have continued to be successful in attracting new officers to Wood Buffalo Detachment. We are very pleased to report that we have been successful in staffing regular member positions. We do have vacancies at times but these are either due to transfers or for medical reasons.

**Partnerships:**
- In June 2011 the Regional Municipality of Wood Buffalo took possession of the Integrated Mobile Command Unit. Wood Buffalo RCMP is pleased to have access to this asset to assist us in enhancing our operational readiness and response. This unit is also available to the Fire Department, Bylaw Services and Emergency Management.

- In partnership with the Municipality and other community groups the Borealis Park Initiative was created. The partnership has introduced initiatives to make this location safer. In collaboration with the Municipality, a crime prevention through environmental design assessment (CPTED) was completed which resulted in changes to lighting and landscaping.
As the police force of Wood Buffalo, safety and security is an integral part of our mandate. Our strategy Contribute to community safety will directly support the Municipal Development Plan strategy Promote community safety. The other strategies of our three-year business plan that focus on organized crime, property crime, and enhanced crime prevention will further support the regional strategy to promote community safety.
In 2012-2014 the Wood Buffalo RCMP is committed to support the implementation of the Municipal Development Plan through the delivery of departmental strategies, actions and initiatives. While we will support the implementation of many areas of the MDP, the Department’s efforts will focus on areas that support the MDP goals of Home & Belonging and Working Together.

1. Contribute to community safety
   - Promote safe mobility
     - STRATEGIC PLAN PRIORITY
   - Develop Sustainable Mobility Choices
     - WOOD BUFFALO RCMP 2012-2014 STRATEGY
   - Support young talent in the region
     - STRATEGIC PLAN PRIORITY

2. Build Complete Communities
   - Promote accessibility through universal design
     - WOOD BUFFALO RCMP 2012-2014 STRATEGY
   - Enhance youth programs
     - WOOD BUFFALO RCMP 2012-2014 STRATEGY

MUNICIPAL DEVELOPMENT PLAN STRATEGY

An important part of our work is the development of programs and partnerships that focus on youth. Our 2012-2014 strategy Enhance youth programs, will support the Municipal Development Plan strategy Support young talent in the region, through our delivery of enhanced police-community involvement and education programs, and increased school liaison programs.

In 2012-2014 our strategy Contribute to traffic safety will directly support the Municipal Development Plan strategy Promote safe mobility. Through enhanced traffic enforcement initiatives, increased interdepartmental collaboration, and public education related to traffic safety, we will achieve these departmental and regional strategies.

A component of our initiatives under the RCMP strategy Contribute to community safety is Crime Prevention Through Environmental Design (CPTED). Our initiatives in this area support the Municipal Development Plan strategy Promote safety through universal design.
3.1

STRATEGY 1

Contribute to traffic safety
<table>
<thead>
<tr>
<th>ACTION 1.1</th>
<th>ACTION 1.2</th>
<th>ACTION 1.3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase traffic enforcement</td>
<td>Increase interdepartmental initiatives</td>
<td>Develop public education related to traffic safety</td>
</tr>
<tr>
<td>INITIATIVE 1.1.1</td>
<td>INITIATIVE 1.2.1</td>
<td>INITIATIVE 1.3.1</td>
</tr>
<tr>
<td>Initiate one traffic enforcement project per watch, per quarter</td>
<td>Conduct a project in collaboration with Sheriffs and Bylaw Services</td>
<td>Conduct safety education programs in schools</td>
</tr>
<tr>
<td>INITIATIVE 1.1.2</td>
<td>INITIATIVE 1.2.2</td>
<td>INITIATIVE 1.3.2</td>
</tr>
<tr>
<td>Conduct one traffic enforcement project in each of the Urban Service and rural areas</td>
<td>Participate in provincial traffic initiatives</td>
<td>Participate in traffic safety initiatives</td>
</tr>
</tbody>
</table>
3.2

STRATEGY 2

Reduce the impact of organized crime
ACTION 2.1
Increase the number of drug trafficking prosecutions

INITIATIVE 2.1.1
Identify gangs, and individuals and groups associated with the drug trade

INITIATIVE 2.1.2
Conduct investigations with a goal to seize contraband

ACTION 2.2
Disrupt and dismantle organized crime groups

INITIATIVE 2.2.1
Identify gang-related individuals and groups

INITIATIVE 2.2.2
Conduct investigations with a goal to disrupt and dismantle organized crime groups

ACTION 2.3
Increase public awareness of drugs and gang related

INITIATIVE 2.3.1
Continue to deliver Drug Abuse Resistance Education (DARE) programs in schools

INITIATIVE 2.3.2
Continue to deliver the Keep Straight Project (Public education programs and presentations on drugs and gangs)

INITIATIVE 2.3.3
Promote the Report a Drug House program
ACTION 3.1
Reduce the incidence of Break & Enters

INITIATIVE 3.1.1
Update and maintain intelligence on prolific offenders

INITIATIVE 3.1.2
Develop an analytic system for tracking motives

INITIATIVE 3.1.3
Participate in crime prevention opportunities and initiatives

ACTION 3.2
Reduce the incidence of Auto Thefts

INITIATIVE 3.2.1
Update and maintain intelligence on prolific offenders

INITIATIVE 3.2.2
Develop quarterly initiatives related to the auto-theft program

INITIATIVE 3.2.3
Develop a system to track and map auto-theft patterns

ACTION 3.3
Promote awareness and protection against property crimes

INITIATIVE 3.3.1
Continue the Business Premises Check program

INITIATIVE 3.3.2
Develop a media plan to educate the public in ways to secure personal property
3.3
STRATEGY 3
Reduce property crime
3.4

STRATEGY 4

Contribute to community safety
ACTION 4.1
Increase special enforcement programs

INITIATIVE 4.1.1
Continue with Crime Reduction Enhanced Enforcement shifts

INITIATIVE 4.1.2
Continue the Ride the Bus Program

ACTION 4.2
Enhance crime prevention in problem areas

INITIATIVE 4.2.1
Continue the Alberta Drive Project

INITIATIVE 4.2.2
Conduct foot patrols and bar walks in the downtown core

INITIATIVE 4.2.3
Create a dedicated team to initiate crime prevention programs at Borealis Park

INITIATIVE 4.2.4
Continue 7-11 Trespass Tickets initiative
ACTION 5.1
Enhance police-community involvement and education programs

INITIATIVE 5.1.1
Enhance student involvement in DARE programs

INITIATIVE 5.1.2
Enhance student participation in the PARTY program (mock collisions and trauma scenarios, and presentations by police, EMS and medical professionals)

ACTION 5.2
Increase school liaison programs

INITIATIVE 5.2.1
Extend schools visitations and presentations

INITIATIVE 5.2.2
Enhance involvement in rural community programs, with a goal that Aboriginal Community Constable Program (ACCP) members collaborate with communities to develop and deliver youth oriented programs
STRATEGY 5

Enhance youth programs
In 2012-2014, the Wood Buffalo RCMP Detachment will measure the results of programs and activities on an annual basis. These measures will be a combination of output measures and outcome measures. Output measures support budgeting and planning processes by measuring the volume of work, and the demand for policing services. Outcome measures based on client satisfaction allow us to determine if our efforts are meeting the expectations and needs of our clients. The following is a listing of some of our performance measures in 2012-2014.

<table>
<thead>
<tr>
<th>STRATEGY, ACTION OR INITIATIVE</th>
<th>PERFORMANCE MEASURE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Percentage of citizens very concerned about drinking and driving in the region</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>1 Percentage of citizens very concerned about speeding/ aggressive driving in the region</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>1 Percentage of citizens very concerned about motor vehicle collisions in the region</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>1.1 Number of Provincial and Criminal Code driving offences charges</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>1.1.1 Number of traffic enforcement projects conducted</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>2.1 Number of drug trafficking charges</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>2.3.2 Number of Keep Straight presentations delivered</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>2.3.3 Number of Drug Houses reported</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>3.1 Number of residential break and enters</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>3.3 Number of public education awareness campaign on protection against property crimes.</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>4.1 Percentage of citizens who feel safe at night</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>4.1.1 Number of Crime Reduction Enhanced Enforcement shifts</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>4.2 Number of persons, property and Criminal Code charges</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>5.1 Number of police-community events, initiatives presentations and/or visitations</td>
<td>TBD TBD TBD TBD</td>
</tr>
<tr>
<td>5.1.1 Number of students who graduate from the DARE program</td>
<td>TBD TBD TBD TBD</td>
</tr>
</tbody>
</table>