Regular and Closed Meeting Agenda
for Monday, September 12, 2022, at 5:30 p.m. to be held
in the Council Chambers, in the Town Hall Complex,
at 240 Main Street, Milk River, Alberta

Town Of
Milk River

1. Call to Order

2. Delegations 6:00 pm
    A) RCMP
    B) CEO Robin Hepher: Chinook Arch Regional Library
    C) MPE Engineering

3. Additions to the Agenda

4. Approval of Minutes
    A) Minutes of the August 8, 2022, Regular Council Meeting

5. Business Arising from Minutes

6. Financial Report
    A) Year to Date Operating Budget Report

7. Administration Reports
    A) Public Works
    B) Community Peace Officer
    C) Chief Administrative Officer

8. Bylaws

9. Old Business

10. New Business
    A) Correspondence
    B) Alberta Municipalities 2022 Resolutions Administrative Input
    C) National Day for Truth and Reconciliation: September 30th
    D) Roll 2604000 Penalties Waiver Request
    E) October Regular Council Meeting Date Change Request

11. Councillors Reports
    A) Authorities, Boards and Commission Minutes

12. Mayors Report

13. Closed Session

14. Adjournment

COUNCIL PHOTO/INDIVIDUAL PHOTOS

2022-08-22

Cpl. Mike Brown
Detachment Commander
Milk River, Alberta

Dear Mayor Liebelt,

Please find attached the quarterly Community Policing Report that covers the April 1st to June 30th, 2022 reporting period. The attached report serves to provide a quarterly snapshot of the human resources, financial data and crime statistics for Milk River RCMP Detachment.

In addition to the local priorities established collaboratively between your community and our local Detachment team, the Alberta RCMP has developed broader priorities for the provincial police service. Also attached as an appendix is the Alberta RCMP/Alberta Justice and Solicitor General 2022-2025 Joint Business Plan (JBP), which has been finalized and is now in effect. Created through a united effort between the Alberta RCMP and Justice and Solicitor General, this three-year plan is focused on ensuring Albertans are safe and protected.

Meetings with subject matter experts from the Alberta RCMP, Justice and Solicitor General, and community partners were a foundational aspect in developing collective priorities for the next three years. These meetings, in addition to recommendations from the Interim Police Advisory Board, helped identify emerging trends and best practices while providing clarity on the needs of our communities.

The 2022-2025 Joint Business Plan is focused on the following six priorities:

- **Enhancing Engagement and Communication with Communities and Stakeholders:** Engaging with our communities to collectively develop policing priorities that are community-led and enhancing communication about matters related to local policing services.
- **Community Safety and Well-Being:** Working with partners in an integrated, multifaceted manner to interrupt the cycle of crime and victimization.
- **Indigenous Communities**: Strengthening relationships, working together in support of Reconciliation, and responding to the needs of Indigenous communities in Alberta.

- **Equity, Diversity, and Inclusion:** Promoting inclusion and building trust with diverse communities by addressing the behaviours that threaten their sense of safety and belonging.
- **Crime Reduction:** Understanding the drivers of crime and focusing on priority offenders to increase community safety.
- **Enhancing Service Delivery:** Ensuring service delivery models and strategies effectively meet the policing needs of our communities.

The Alberta RCMP is committed to a transparent and collaborative approach in assessing performance, including establishing appropriate indicators to track progress in achieving these goals. As such, the Alberta RCMP has secured an external Consultant to assist in developing performance metrics with ongoing consultations with the Rural Municipalities of Alberta and Alberta Municipalities to ensure alignment with the needs and expectations of our communities.

The result of our collaborative efforts is a plan that is robust, responsive to community needs, and in alignment with Ministry and partner plans and priorities. You can download a full copy of the 2022-2025 Joint Business Plan at: https://www.rcmp-grc.gc.ca/ab/publications/joint-business-plan-2022-25-plan-d'activites-conjoint-eng.htm.

As the Chief of Police for your community, please feel free to contact me if you have any questions or concerns.

Sincerely,

Cpl. Mike Brown
Detachment Commander
Milk River RCMP Detachment

Milk River Provincial Detachment
Crime Statistics (Actual)
April to June (Q1): 2018 - 2022

All categories contain "Attempted" and/or "Completed" July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	0	0	0	N/A	N/A	0.0
Sexual Assaults		2	0	1	0	0	-100%	N/A	-0.4
Other Sexual Offences		4	0	2	0	0	-100%	N/A	-0.8
Assault		3	4	0	2	2	-33%	0%	-0.4
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	0	0	0	N/A	N/A	0.0
Criminal Harassment		3	0	2	1	3	0%	200%	0.1
Uttering Threats		2	0	1	3	0	-100%	-100%	-0.1
TOTAL PERSONS		**14**	**4**	**6**	**6**	**5**	**-64%**	**-17%**	**-1.6**
Break & Enter		4	1	0	0	1	-75%	N/A	-0.7
Theft of Motor Vehicle		0	1	0	0	0	N/A	N/A	-0.1
Theft Over $5,000		0	1	0	1	0	N/A	-100%	0.0
Theft Under $5,000		2	4	1	0	2	0%	N/A	-0.4
Possn Stn Goods		4	0	0	0	0	-100%	N/A	-0.8
Fraud		0	2	2	5	5	N/A	0%	1.3
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		0	0	2	4	1	N/A	-75%	0.6
Mischief - Other		3	3	0	1	5	67%	400%	0.2
TOTAL PROPERTY		**13**	**12**	**5**	**11**	**14**	**8%**	**27%**	**0.1**
Offensive Weapons		2	1	0	2	1	-50%	-50%	-0.1
Disturbing the peace		0	2	4	0	1	N/A	N/A	0.0
Fail to Comply & Breaches		4	1	3	4	1	-75%	-75%	-0.3
OTHER CRIMINAL CODE		2	1	1	2	1	-50%	-50%	-0.1
TOTAL OTHER CRIMINAL CODE		**8**	**5**	**8**	**8**	**4**	**-50%**	**-50%**	**-0.5**
TOTAL CRIMINAL CODE		35	21	19	25	23	-34%	-8%	-2.0

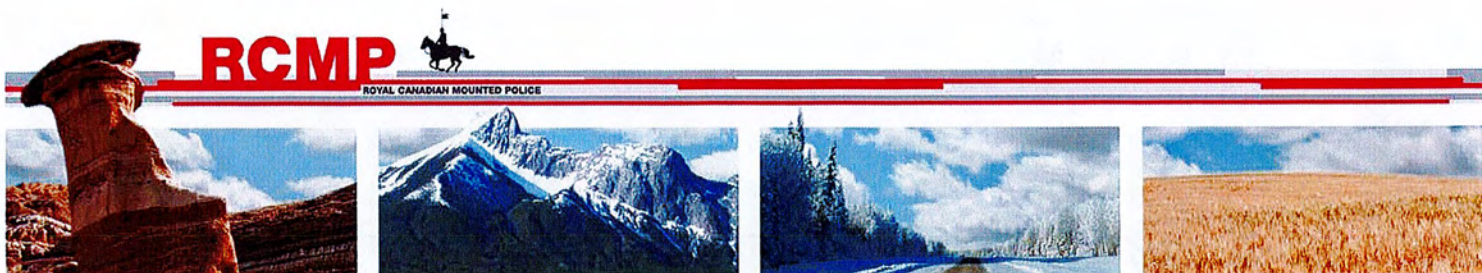# Milk River Provincial Detachment
Crime Statistics (Actual)
April to June (Q1): 2018 - 2022

All categories contain "Attempted" and/or "Completed"   July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		4	0	0	0	0	-100%	N/A	-0.8
Drug Enforcement - Trafficking		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Other		1	0	0	1	0	-100%	-100%	-0.1
Total Drugs		**5**	**0**	**0**	**1**	**0**	**-100%**	**-100%**	**-0.9**
Cannabis Enforcement		0	0	0	0	2	N/A	N/A	0.4
Federal - General		2	5	11	1	6	200%	500%	0.4
TOTAL FEDERAL		**7**	**5**	**11**	**2**	**8**	**14%**	**300%**	**-0.1**
Liquor Act		0	0	0	0	0	N/A	N/A	0.0
Cannabis Act		0	0	0	1	0	N/A	-100%	0.1
Mental Health Act		8	5	2	2	7	-13%	250%	-0.5
Other Provincial Stats		11	7	8	6	7	-36%	17%	-0.9
Total Provincial Stats		**19**	**12**	**10**	**9**	**14**	**-26%**	**56%**	**-1.3**
Municipal By-laws Traffic		0	0	0	0	0	N/A	N/A	0.0
Municipal By-laws		9	1	0	3	0	-100%	-100%	-1.6
Total Municipal		**9**	**1**	**0**	**3**	**0**	**-100%**	**-100%**	**-1.6**
Fatals		0	0	0	0	0	N/A	N/A	0.0
Injury MVC		0	1	0	1	0	N/A	-100%	0.0
Property Damage MVC (Reportable)		13	8	7	6	6	-54%	0%	-1.6
Property Damage MVC (Non Reportable)		2	3	1	2	0	-100%	-100%	-0.5
TOTAL MVC		**15**	**12**	**8**	**9**	**6**	**-60%**	**-33%**	**-2.1**
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	1	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		**23**	**26**	**20**	**76**	**202**	**778%**	**166%**	**40.8**
Other Traffic		**0**	**0**	**0**	**1**	**1**	**N/A**	**0%**	**0.3**
Criminal Code Traffic		**1**	**3**	**3**	**0**	**0**	**-100%**	**N/A**	**-0.5**
Common Police Activities									
False Alarms		**3**	**1**	**0**	**1**	**0**	**-100%**	**-100%**	**-0.6**
False/Abandoned 911 Call and 911 Act		3	9	2	13	10	233%	-23%	1.8
Suspicious Person/Vehicle/Property		14	10	10	9	10	-29%	11%	-0.9
Persons Reported Missing		3	3	2	0	1	-67%	N/A	-0.7
Search Warrants		1	1	0	0	0	-100%	N/A	-0.3
Spousal Abuse - Survey Code (Reported)		3	7	10	2	5	67%	150%	-0.1
Form 10 (MHA) (Reported)		**0**	**0**	**0**	**0**	**0**	**N/A**	**N/A**	**0.0**

RCMP Provincial Policing Report

Detachment	Milk River Provincial
Detachment Commander	Cpl. Mike Brown
Quarter	Q1 2022
Date of Report	2022-08-22

Community Consultations

Date	2022-06-01
Meeting Type	Community Connection
Topics Discussed	Annual Priorities and any community concerns
Attendees	Community Residents
Notes/Comments	

Canada

RCMP
ROYAL CANADIAN MOUNTED POLICE

Community Priorities

| Priority 1	Enhance Road Safety
Current Status & Results	Milk River Detachment members were very proactive in the area during the first quarter when it comes to road safety and enforcement. Members have set up check stops, radar areas and stop sign initiatives. A write up was sent community wide. Members received positive feedback from members of the public while conducting these initiatives. A seminar was attended in Canmore and ongoing work continues on a few initiatives to have members of the public involved in community safety activities. All members of the Detachment are ASD trained and with one member attending training in the second quarter.
Priority 2	Enhance Awareness and Education
Current Status & Results	During the first quarter the Milk River Detachment organized a fun softball game versus the High School Girls team. Members were present and interacted with the public at the Coutts rodeo. The Detachment has been receiving praise for being involved in the community and very approachable. Plans are being finalized to have members very active in the local schools during the upcoming school year.
Priority 3	Crime Reduction
Current Status & Results	Milk River Detachment members have increased proactive patrols in the area and have received positive feedback from the residents and elected officials. Proactive patrols will continue through the fiscal year and concentrate in the areas campgrounds, school zones and along the Canadian and US Border. The number of persons entering Canada illegally has increased since the last quarter of the previous fiscal year. At least 7 persons have been apprehended and transported to the Coutts point of entry for processing.

Canada

Crime Statistics[1]

The following table provides policing statistics on actual offences within the periods listed. Please see Appendix for additional information and a five-year comparison.

Category	April - June			January - December		
	2021	2022	% Change Year-over-Year	2020	2021	% Change Year-over-Year
Total Criminal Code	25	23	-8%	73	77	5%
Persons Crime	6	5	-17%	17	20	18%
Property Crime	11	14	27%	38	44	16%
Other Criminal Code	8	4	-50%	18	13	-28%
Traffic Offences						
Criminal Code Traffic	0	0	N/A	10	2	-80%
Provincial Code Traffic	76	202	166%	64	241	277%
Other Traffic	1	1	0%	1	1	0%
CDSA Offences	1	0	-100%	2	5	150%
Other Federal Acts	2	8	300%	31	13	-58%
Other Provincial Acts	9	14	56%	48	49	2%
Municipal By-Laws	3	0	-100%	3	4	33%
Motor Vehicle Collisions	9	6	-33%	63	51	-19%

[1] Data extracted from a live database (PROS) and is subject to change over time.

Trends/Points of Interest

Canada
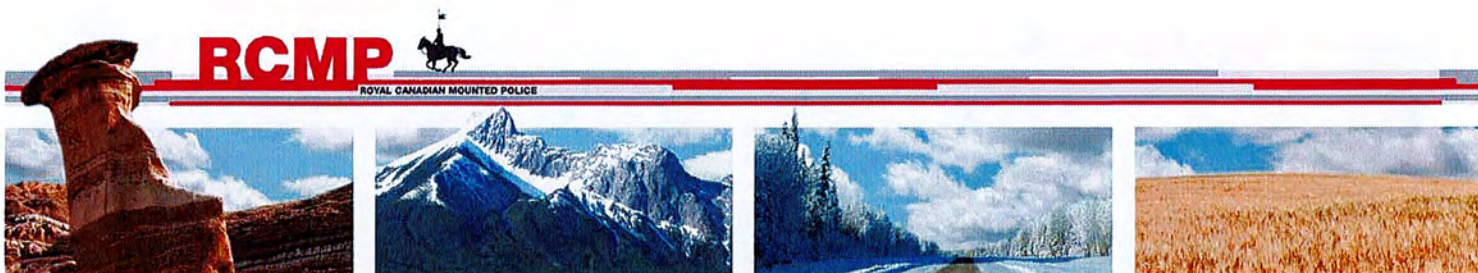
Provincial Police Service Composition[2]

Staffing Category	Established Positions	Working	Soft Vacancies[3]	Hard Vacancies[4]
Police Officers	4	4	0	0
Detachment Support	1	1	0	0

[2]Data extracted on June 30th, 2022 and is subject to change over time.
[3]Soft Vacancies are positions that are filled but vacant due to maternity/paternity leave, medical leave, etc. and are still included in the overall FTE count.
[4]Hard Vacancies reflect positions that do not have an employee attached and need to be filled.

Comments

Police Officers - the 4 established positions are currently filled.

Detachment Support - the established position is currently filled.

Quarterly Financial Drivers

Canada

Alberta Provincial Police Service Priorities
Alberta RCMP and JSG Joint Business Plan (2022-2025)

COMMUNITY SAFETY AND WELL-BEING

Working with partners in an integrated, multi-faceted manner to interrupt the cycle of crime and victimization.

Strengthening relationships, working together in support of reconciliation, and responding to the needs of Indigenous communities in Alberta.

INDIGENOUS COMMUNITIES

ENHANCING SERVICE DELIVERY

Ensuring service delivery models and strategies effectively meet the policing needs of our communities.

PRIORITIES

Promoting inclusion and building trust with diverse communities by addressing the behaviours that threaten their sense of safety and belonging.

EQUITY, DIVERSITY, AND INCLUSION

ENHANCING ENGAGEMENT AND COMMUNICATION WITH COMMUNITIES AND STAKEHOLDERS

CRIME REDUCTION

Engaging with our communities to collectively develop policing priorities that are community-led and enhancing communication about matters related to local policing services.

Understanding the drivers of crime and focusing on priority offenders to increase community safety.

For more information about the Alberta RCMP's provincial policing priorities, please visit:
https://www.rcmp-grc.gc.ca/ab/publications/joint-business-plan-2022-25-plan-d'activites-conjoint-eng.htm

Royal Canadian Mounted Police   Gendarmerie royale du Canada

Canada

Priorités des services de police provinciaux de l'Alberta
Plan d'activités conjoint de la GRC en Alberta et du ministère de la Justice et du Solliciteur général (2022-2025)

Travailler avec des partenaires de manière intégrée et polyvalente pour interrompre le cycle de la criminalité et de la victimisation.

SÉCURITÉ ET BIEN-ÊTRE DES COLLECTIVITÉS

Renforcer les relations, et collaborer pour soutenir la réconciliation et répondre aux besoins des collectivités autochtones en Alberta.

COLLECTIVITÉS AUTOCHTONES

S'assurer que les modèles et les stratégies de prestation de services d'application de la loi répondent efficacement aux besoins de nos collectivités.

AMÉLIORATION DE LA PRESTATION DE SERVICES

PRIORITÉS

AMÉLIORATION DE LA MOBILISATION DES COLLECTIVITÉS ET DES INTERVENANTS ET DE LA COMMUNICATION

Promouvoir l'inclusion et instaurer la confiance avec des communautés diverses en s'attaquant aux comportements qui menacent leur sentiment de sécurité et d'appartenance.

ÉQUITÉ, DIVERSITÉ ET INCLUSION

Mobiliser les collectivités pour élaborer ensemble des priorités d'application de la loi dirigées par la collectivité et améliorer la communication en ce qui a trait aux services d'application de la loi locaux.

Comprendre les facteurs de la criminalité et se concentrer sur les délinquants prioritaires pour renforcer la sécurité au sein de la collectivité.

RÉDUCTION DE LA CRIMINALITÉ

Pour obtenir des renseignements sur les priorités de la GRC en Alberta en matière de services de police provinciaux, voir le site suivant :

https://www.rcmp-grc.gc.ca/ab/publications/joint-business-plan-2022-25-plan-d'activites-conjoint-fra.htm

Request for Decision

Approval of Minutes

September 14, 2022

RECOMMENDATION
That the minutes for the August 8, 2022, regular council meeting be accepted as presented.

LEGISLATIVE AUTHORITY
Municipal Government Act, Section 208(1)(a)
Procedure Bylaw 952

BACKGROUND
As per the MGA and the **Town's** Procedural Bylaw, minutes are to be recorded and given to council for adoption at a subsequent council meeting.

RISKS/CONSEQUENCES
1. By not approving the previous meetings minutes, Council would then not approve the decisions they made, as recorded, and no motion would be actioned by administration.
2. The minutes of the Council meetings can be adopted as amended. Council would need to be specific in an amendment to the recording of the previous meetings minutes.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
1. Prior to Adoption: August 8, 2022, regular council meeting minutes

Minutes of the Town of Milk River Regular and Closed Council meeting held on Monday, August 8, 2022, at 5:30 p.m. in the Council Chambers, in the Town Hall Complex, at 240 Main Street, Milk River, Alberta.

Present – Elected Officials
Mayor Larry Liebelt, Deputy Mayor Peggy Losey and Councillor Shayne Johnson

Absent – Elected Officials
Councillor Anne Michaelis and Councillor Dave Degenstein

Present – Administration
Kelly Lloyd, Chief Administrative Officer

1. Call to Order
Mayor Liebelt called the meeting to order at 5:30 p.m.

2. Delegation: 6:00 p.m.
None.

3. Additions to the Agenda
A) Adoption of the Agenda
Moved by Councillor Johnson, "that Council accept the agenda, as presented, for the regular council meeting on August 8, 2022."
Motion Carried 2022-08-01

4. Approval of Minutes
A) Minutes of the July 11, 2022, Regular Council Meeting
Moved by Deputy Mayor Losey, "that Council accept the regular council meeting minutes from Monday, July 11, 2022, as presented."
Motion Carried 2022-08-02

B) Business Arising from Minutes
None.

6. Financial Report
Moved by Councillor Johnson, "that the Financial Report for the period ending July 31, 2022, be accepted as information."
Motion Carried 2022-08-03

7. Administration Reports
Questions regarding projects and activities in public works were asked of and answered by Mr. Randy Kukucska, Operator 1.

Moved by Deputy Mayor Losey, "that the Administration Reports for the period ending July 31, 2022, be accepted as information."
Motion Carried 2022-08-04

8. Bylaws
None.

A) Old Business
None.

B) New Business
10A)   Correspondence
Discussion on the RCMP Annual Performance Plan correspondence and the three identified initiatives for the Detachment.

Moved by Councillor Johnson, "that Council accepts the three Milk River RCMP Detachment initiatives as follows: Police Visibility, Crime Prevention and Traffic Safety and Enforcement, and further directs administration to sign the Acknowledgement of Consultation."
Motion Carried 2022-08-05

Moved by Deputy Mayor Losey, "that correspondence for the period ending August 8, 2022, be accepted as information."
Motion Carried 2022-08-06

10B)   Municipal Office Designation
Moved by Councillor Johnson, "that 240 Main Street, Milk River, Alberta, T0K 1M0 be designated as the official location for the municipal office for the Town of Milk River."
Motion Carried 2022-08-07

10C)   Kinsmen Splash Park Proposal
The Kinsmen Club of Milk River are proposing to build a splash park that would be located by the pool. The proposal includes bathrooms on the south end with a recirculation system. The Kinsmen Club also queried about any other potential capital items for the pool. This proposal would be considered for the 2023 budget.

Moved by Deputy Mayor Losey, "that Council agrees, in principle, the Splash Park concept proposal."
Motion Carried 2022-08-08

11.   Councillors Reports
Deputy Mayor Losey presented a 100th birthday certificate to a resident at the lodge as well as attended the Milk River Watershed canoe trip.

Councillor Johnson attended the SouthGrow AGM and toured Coaldale's new town hall. There is an intern opportunity through Mitacs.

Councillor Degenstein provided a written report, attending the July 13th Milk River Business Association meeting on Heritage Day preparations and a Municipal Planning Commission meeting.

Moved by Councillor Johnson, "that the Councillors reports for the period ending August 8, 2022, be accepted as information."
Motion Carried 2022-08-09

12. Mayors Report

Mayor Liebelt attended the Chief Mountain Regional Waste meeting where there was a review of the whiteboard submissions, as well as the Riverside Golf Course Society meeting.

Moved by Deputy Mayor Losey, "that Council accept **the Mayors Report as information."**
Motion Carried 2022-08-10

13. Closed Session

None.

14. Adjournment

Moved by Councillor Johnson, **"that the regular council meeting of** August 8, 2022, adjourn at 7:10 **p.m."**
Motion Carried 2022-08-11

_____   _____

Larry Liebelt   Kelly Lloyd
Mayor   Chief Administrative Officer

These minutes were approved on the XX day of XXXXX 2022.

Request for Decision

Financial Report

September 14, 2022

RECOMMENDATION
That the Financial Report for the period ending August 31, 2022, be accepted as information.

LEGISLATIVE AUTHORITY

BACKGROUND
Currently, monthly check listing, accounts payable and the monthly bank balances are presented to council.

RISKS/CONSEQUENCES
1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
1. 2022 Year to Date Operating Budget

TOWN OF MILK RIVER

For the Period Ending August 31, 2022

General Ledger	Description	2021 YTD Actual	2022 YTD Budget	2022 YTD Actual	2022 YTD % Variance
GENERAL REVENUE					
1-00-00-111-00	Property Taxes Levied	-759,485.48	-791,254.18	-776,547.93	98.14
1-00-00-112-00	ASFP Residential Tax Levied	-150,998.04	-149,365.22	-156,301.93	104.64
1-00-00-113-00	ASFP Non Residential Tax Levied	-37,869.32	-45,194.96	-34,526.93	76.40
1-00-00-115-00	Homes For The Aged Tax Rate	-23,741.71	-21,201.44	-20,953.58	98.83
1-00-00-510-00	Penalties and Costs Levied on Taxes	-17,591.63	-10,000.00	-10,919.84	109.20
1-00-00-540-00	Revenues From Franchises	-164,100.46	-164,000.00	-136,357.15	83.14
1-00-00-550-00	Returns On Investments	-19,179.71	-20,000.00	-24,245.59	121.23
1-00-00-741-00	Fines And Costs	-1,140.00	0.00	0.00	0.00
*	**TOTAL GENERAL REVENUE**	**(1,174,106.35)**	**(1,201,015.80)**	**(1,159,852.95)**	**96.57**
GENERL ADMINISTRATIVE REV					
1-00-00-755-00	Grants - MSI Operating	-58,715.00	-58,715.00	-58,715.00	100.00
1-12-00-410-00	Sales of Goods	-88.68	0.00	0.00	0.00
1-12-00-420-00	Sale of Services	-2,387.68	0.00	-474.42	0.00
1-12-00-421-00	Certificates/Compliances	-2,850.00	0.00	-1,020.00	0.00
1-12-00-510-00	Tax Sale Costs Recovered	-240.00	-250.00	-225.00	90.00
1-12-00-520-00	Business Licenses	-1,937.00	-42,500.00	-5,328.50	12.54
1-12-00-560-00	Rental Revenues	-47,086.96	-40,000.00	-21,586.26	53.97
1-12-00-590-00	Other Revenue From Own Sources	-423.97	0.00	-2,272.42	0.00
*	**TOTAL GENERL ADMINISTRATIVE RE**	**(113,729.29)**	**(141,465.00)**	**(89,621.60)**	**63.35**
FIRE DEPT SERV REV					
1-23-01-420-00	Sale of Services	-13,165.00	-7,500.00	0.00	0.00
1-23-01-850-00	Local Govt Conditional Grants	-14,494.69	-14,500.00	-3,000.00	20.69
*	**TOTAL FIRE DEPT SERV REV**	**(27,659.69)**	**(22,000.00)**	**(3,000.00)**	**13.64**
BY-LAW ENFORCEMENT AND OTHER R					
1-26-00-520-00	Animal Licenses	-1,620.00	-1,660.00	-1,830.00	110.24
1-26-00-530-00	Fines	0.00	-1,500.00	-980.00	65.33
*	**TOTAL BY-LAW AND OTHER**	**(1,620.00)**	**(3,160.00)**	**(2,810.00)**	**88.92**

LEGISLATIVE REV

1-11-00-590-00	Other Revenue From Own Sources	0.00	-5,603.79	-5,603.79	100.00
1-11-00-840-00	Provincial Conditional Grants	-2,000.00	0.00	0.00	0.00
1-11-00-850-00	Local Gov't Conditional Grants	-2,000.00	0.00	0.00	0.00
*	**TOTAL LEGISLATIVE REV**	**(4,000.00)**	**(5,603.79)**	**(5,603.79)**	**100.00**

COMMON SERV/EQUIP POOL REV

1-31-00-590-00	Other Revenue From Own Sources	-1,346.00	0.00	-272.10	0.00
*	**TOTAL COMMON SERV/EQUIP POOL R**	**(1,346.00)**	**0.00**	**(272.10)**	**0.00**

ROADS, STREETS, WALKS, LIGHTS

1-32-00-100-00	Road Operating Special Levy	0.00	-24,750.00	-24,600.00	99.39
1-32-00-590-00	Other Revenue From Own Sources	0.00	-18.00	-18.00	100.00
1-32-00-920-00	Drawn From Roads, Walks Op. Reserve	0.00	-177,635.00	0.00	0.00
*	**TOTAL RD, ST, WK, LT REV**	**0.00**	**(202,403.00)**	**(24,618.00)**	**12.16**

AIRPORT REV

1-33-00-560-00	Rental Revenue - Airport	-465.00	-465.00	0.00	0.00
*	**TOTAL AIRPORT REV**	**(465.00)**	**(465.00)**	**0.00**	**0.00**

WATER SUP & DISTR REV

1-41-00-420-00	Sales of Water	-298,236.32	-297,000.00	-190,559.24	64.16
1-41-00-510-00	Penalties	-1,618.30	-1,800.00	-1,086.31	60.35
1-41-00-590-00	Other Revenue From Own Sources	-1,162.50	-1,500.00	-597.00	39.80
1-41-00-940-00	Cont. From Capital Function	0.00	-317,957.76	0.00	0.00
1-41-02-420-00	Sales of Farm Water	-12,422.44	-7,500.00	-8,281.06	110.41
*	**TOTAL WATER SUP & DISTR REV**	**(313,439.56)**	**(625,757.76)**	**(200,523.61)**	**32.04**

SANITARY SEWAGE SERVICE REV

1-42-00-410-00	Sales of Goods	-10.00	0.00	-20.00	0.00
1-42-00-420-00	Sales of Sewage Services	-102,445.74	-90,000.00	-66,616.49	74.02
1-42-00-421-00	Sales of Services - Other	-1,338.02	-500.00	-780.28	156.06
*	**TOTAL SEWAGE REV**	**(103,793.76)**	**(90,500.00)**	**(67,416.77)**	**74.49**

GARBAGE COLL. & RECYCLING REV

1-43-00-420-00	Sales of Garbage Service	-119,211.41	-105,000.00	-77,168.62	73.49
1-43-00-590-00	OTHER REVENUE FROM OWN SOURCES	-95.00	0.00	-95.00	0.00
1-43-01-590-00	Recycling - Other	-1,150.03	-1,000.00	-1,294.04	129.40
*	**TOTAL GARBAGE / RECYCLING REV**	**(120,456.44)**	**(106,000.00)**	**(78,557.66)**	**74.11**

TRANSFER STN REV

1-43-00-550-00	Return on Investments	-50.53	-50.00	-55.22	110.44
1-43-00-850-00	Conditional Local Government Transfers	-11,925.00	-12,000.00	-12,115.80	100.97
*	**TOTAL TRANSFER STN REV**	**(11,975.53)**	**(12,050.00)**	**(12,171.02)**	**101.00**

CEMETERY

1-56-00-420-00	Cemetary Sale of Service	-5,200.00	-2,500.00	-2,100.00	84.00
*	**TOTAL CEMETERY**	**(5,200.00)**	**(2,500.00)**	**(2,100.00)**	**84.00**

PLANNING & DEVELOPMENT

1-61-00-520-00	Development Permit Revenue	-530.00	-2,000.00	-350.00	17.50
1-61-00-521-00	Permit Revenue from Agencies	-1,154.26	-1,000.00	-9,193.95	919.40
*	**TOTAL PLANNING & DEVELOP**	**(1,684.26)**	**(3,000.00)**	**(9,543.95)**	**318.13**

SUBDIV, LAND & DEV REV

1-66-00-410-00	Sales of Land	-77,000.00	-25,000.00	0.00	0.00
*	**TOTAL SUBDIV, LAND & DEV REV**	**(77,000.00)**	**(25,000.00)**	**0.00**	**0.00**

REC GENERAL REV

1-72-00-420-00	Sale of Services	0.00	0.00	-2,863.10	0.00
*	**TOTAL REC GENERAL REV**	**0.00**	**0.00**	**(2,863.10)**	**0.00**

REC - CAMPGROUND REV

1-72-01-420-00	Campground Sale of Services	-16,828.37	-18,000.00	-12,421.87	69.01
*	**TOTAL REC - CAMPGROUND REV**	**(16,828.37)**	**(18,000.00)**	**(12,421.87)**	**69.01**

RECREATION - POOL REV

1-72-02-410-00	Sale of Goods - Pool	-20.00	0.00	-8.55	0.00
1-72-02-420-00	Sales of Services - Pool	-5,100.49	-5,500.00	-5,671.43	103.12
1-72-02-560-00	Pool Rentals	0.00	0.00	-142.86	0.00
1-72-02-850-00	Local Gov't Conditional Grants	-24,535.23	-24,500.00	0.00	0.00
*	**TOTAL RECREATION - POOL REV**	**(29,697.72)**	**(30,000.00)**	**(5,822.84)**	**19.41**

OTHER GEN REV

1-97-00-550-00	Returns on Investments	0.00	0.00	0.00	0.00
1-97-00-940-00	Cont. from Capital Function	0.00	0.00	0.00	0.00
*	**TOTAL OTHER GEN REV**	**0.00**	**0.00**	**0.00**	**0.00**
**	**TOTAL OPERATING REV**	**(2,003,001.97)**	**(2,488,920.35)**	**(1,677,199.26)**	**67.39**

GENERAL EXPENDITURES

2-00-00-741-00	School Found. Program Requisiton	183,980.56	183,980.56	91,990.28	50.00
2-00-00-752-00	Ridge Country Housing	23,804.26	21,201.44	21,201.44	100.00

2-00-00-990-00	Discount on Taxes	22,055.98	15,000.00	10,270.09	68.47

*	**TOTAL GEN EXPENSES**	**229,840.80**	**220,182.00**	**123,461.81**	**56.07**

LEGISLATIVE EXP

2-11-00-110-00	Remuneration	28,000.12	30,000.00	17,550.08	58.50
2-11-00-120-00	Benefits	457.80	600.00	0.00	0.00
2-11-00-210-00	Contracted Services	10,893.89	5,000.00	17,859.62	357.19
2-11-00-213-00	Insurance	397.00	397.00	397.00	100.00
2-11-00-215-00	Training-Legislative	0.00	15,000.00	3,350.00	22.33
2-11-00-510-00	Legislative Supplies	8,860.07	2,000.00	2,331.90	116.60
2-11-00-770-00	Grants To Individuals and Organizations	5,002.02	20,000.00	1,626.18	8.13
2-11-01-110-00	Election - Honorarium	2,135.00	0.00	0.00	0.00
2-11-01-212-00	Election - Advertising	1,400.00	0.00	0.00	0.00
2-11-01-510-00	Election - Materials, Goods & Supplies	1,274.78	0.00	0.00	0.00
*	**TOTAL LEGISLATIVE**	**58,420.68**	**72,997.00**	**43,114.78**	**59.06**

GENERAL ADMINISTRATIVE

2-12-00-810-00	Bank Charges/Short Term Interest	0.00	200.00	493.91	246.96
2-12-00-990-00	Other Trans. Discounts & Adjustments	4,736.52	5,000.00	5,001.82	100.04
2-12-00-110-00	Salaries & Wages - Admin	140,693.89	143,000.00	95,603.19	66.86
2-12-00-120-00	Benefits	27,846.02	28,000.00	23,148.99	82.67
2-12-00-210-00	Contracted Services	133,120.53	90,000.00	64,280.11	71.42
2-12-00-211-00	Postage & Post. Machine Lease	7,005.84	7,000.00	5,527.21	78.96
2-12-00-212-00	Advertising	1,772.81	750.00	358.19	47.76
2-12-00-213-00	Insurance	19,471.61	20,193.00	20,193.00	100.00
2-12-00-214-00	Repairs & Maintenance	9,391.64	25,000.00	241.90	0.97
2-12-00-215-00	Training-Admin	0.00	6,500.00	1,395.00	21.46
2-12-00-510-00	Materials, Goods and Supplies	12,739.97	10,000.00	2,245.59	22.46
2-12-00-511-00	Utilities	20,332.20	20,691.30	13,544.86	65.46
*	**TOTAL GEN ADMINISTRATIVE**	**377,111.03**	**356,334.30**	**232,033.77**	**65.12**

FIRE DEPARTMENT SERVICES

2-23-01-110-00	Honourarium	12,055.00	15,000.00	0.00	0.00
2-23-01-210-00	Contracted Services	7,371.04	7,500.00	3,596.42	47.95
2-23-01-213-00	Insurance	6,302.18	6,478.32	6,748.32	104.17
2-23-01-214-00	Repairs & Maintenance	4,817.47	9,000.00	2,963.00	32.92
2-23-01-215-00	Fire Training	240.00	1,000.00	0.00	0.00
2-23-01-510-00	Materials, Goods & Supplies	5,830.71	10,000.00	3,507.64	35.08
2-23-01-511-00	Utilities	10,752.63	11,500.00	8,632.84	75.07
2-23-01-513-00	Fuel - Town	302.77	1,200.00	411.44	34.29
2-23-01-990-00	Other Transactions/Discounts/Adjustments	19.08	0.00	9.54	0.00
2-23-03-513-00	Fuel - County	854.69	1,200.00	767.42	63.95
*	**TOTAL FIRE SERVICES**	**48,545.57**	**62,878.32**	**26,636.62**	**42.36**

DISASTER SERVICES

2-24-00-210-00	Disaster Services Contracted Services		500.00	2,000.00	0.00	0.00
*	**TOTAL DISASTER SERVICES**		**500.00**	**2,000.00**	**0.00**	**0.00**

BY-LAW ENFORCEMENT AND OTHER E

2-26-00-210-00	Contracted Services		31,794.03	32,000.00	24,781.25	77.44
2-26-00-215-00	Provincial Policing		21,128.50	23,128.00	23,128.00	100.00
2-26-00-510-00	Materials, Goods & Supplies		339.73	500.00	371.97	74.39
*	**TOTAL BY-LAW EXP**		**53,262.26**	**55,628.00**	**48,281.22**	**86.79**

COMMON SERVICES/EQUIPMENT POOL

2-31-00-110-00	CSEP Salaries and Wages		24,197.50	30,000.00	17,980.67	59.94
2-31-00-120-00	CSEP Benefits		11,307.20	2,000.00	8,950.49	447.52
2-31-00-210-00	CSEP Contracted Services		3,208.06	5,000.00	2,268.80	45.38
2-31-00-213-00	CSEP Insurance		6,615.28	0.00	5,953.95	0.00
2-31-00-214-00	CSEP Repairs & Maintenance		18,410.23	10,000.00	9,920.13	99.20
2-31-00-215-00	Training-CSEP		0.00	1,000.00	0.00	0.00
2-31-00-510-00	CSEP Materials, Goods, Supplies		12,807.77	12,000.00	11,318.20	94.32
2-31-00-511-00	CSEP Utilities		12,391.05	14,000.00	9,620.92	68.72
2-31-00-513-00	CSEP Fuel		22,582.20	25,000.00	24,186.03	96.74
2-31-00-990-00	Other Trans. Discounts & Adjustments		17.49	12,000.00	12.72	0.11
*	**TOTAL CSEP EXP**		**111,536.78**	**111,000.00**	**90,211.91**	**81.27**

RDS, STR, WLK, LTS EXP

2-32-00-213-00	Insurance		706.46	660.27	660.27	100.00
2-32-00-214-00	Repairs and Maintenance		96,215.52	85,000.00	21,657.66	25.48
2-32-00-510-00	Materials, Goods and Supplies		6,374.97	12,000.00	5,059.80	42.17
2-32-02-511-00	Street Lights		65,749.37	65,000.00	45,327.19	69.73
2-32-00-110-00	Salaries and Wages		14,459.99	20,000.00	11,061.40	55.31
2-32-00-120-00	Benefits		2,111.04	1,500.00	2,170.02	144.67
2-32-00-210-00	Contracted Services		48,013.82	50,000.00	21,330.48	42.66
*	**TOTAL RDS, STR, WLK, LTS EXP**		**233,631.17**	**234,160.27**	**107,266.82**	**45.81**

AIRPORT EXP

2-33-00-210-00	Contracted Services		54.65	200.00	44.10	22.05
2-33-00-213-00	Insurance		2,916.05	3,051.84	3,051.84	100.00
2-33-00-214-00	Repairs and Maintenance		8,452.00	5,000.00	0.00	0.00
2-33-00-510-00	Materials, Goods and Supplies		3,369.08	100.00	297.67	297.67
2-33-00-511-00	Airport Utilities		1,280.79	1,500.00	977.89	65.19
2-33-00-513-00	Fuel-Airport		0.00	500.00	0.00	0.00
*	**TOTAL AIRPORT EXP**		**16,072.57**	**10,351.84**	**4,371.50**	**42.23**

WATER SUP & DISTR EXP

2-41-00-990-00	Other Trans., Dis. & Adjustments		3,492.25	3,500.00	3,251.00	92.89
2-41-01-110-00	Water Treatment Salaries		52,733.63	30,000.00	30,805.31	102.68

2-41-01-120-00	Water Treatment Benefits	8,960.12	2,000.00	6,691.63	334.58
2-41-01-210-00	W.T. Contracted Services	21,056.52	38,000.00	19,008.36	50.02
2-41-01-213-00	Water Treatment Insurance	15,805.87	16,270.67	16,270.67	100.00
2-41-01-214-00	W.T. Repairs and Maintenance	15,279.69	18,000.00	778.44	4.32
2-41-01-510-00	W.T. Materials, Goods & Supplies	18,776.94	15,000.00	15,109.58	100.73
2-41-01-511-00	Water Treatment Utiilties	37,568.00	38,000.00	27,831.41	73.24
2-41-02-110-00	P&P Salaries	0.00	0.00	390.00	0.00
2-41-02-120-00	P&P Benefits	0.00	0.00	73.65	0.00
2-41-02-213-00	P&P Insurance	1,954.71	2,710.36	2,710.36	100.00
2-41-02-214-00	P&P Repairs and Maintenance	187.74	50,000.00	24,481.92	48.96
2-41-02-510-00	P&P Materials, Goods & Supplies	139.99	200.00	0.00	0.00
2-41-02-511-00	P&P Utilities	10,434.01	35,000.00	8,044.74	22.98
2-41-03-110-00	Trans. Lines Salaries	3,558.39	0.00	543.72	0.00
2-41-03-120-00	Trans. Lines Benefits	523.33	0.00	101.76	0.00
2-41-03-210-00	Trans. Lines Contracted Services	3,512.31	5,000.00	2,975.06	59.50
2-41-03-213-00	Trans. Lines - Insurance	393.86	421.43	421.43	100.00
2-41-03-214-00	Trans. Lines Repairs and Maintenance	17,215.01	20,000.00	304.16	1.52
2-41-03-510-00	Trans. Lines Materials, Goods & Supplies	19,552.01	20,000.00	5,668.12	28.34
*	**TOTAL WATER SUP & DISTR EXP**	**231,144.38**	**294,102.46**	**165,461.32**	**56.26**

SANITARY SEWER EXP

2-42-00-110-00	Salaries and Wages	9,203.85	27,500.00	8,258.66	30.03
2-42-00-120-00	Benefits	1,081.15	2,000.00	1,716.87	85.84
2-42-00-210-00	Contracted Services	2,966.46	10,500.00	7,820.74	74.48
2-42-00-213-00	Insurance	1,506.19	1,609.76	1,609.76	100.00
2-42-00-214-00	Repairs and Maintenance	10,878.89	30,000.00	12,930.36	43.10
2-42-00-510-00	Materials, Goods and Supplies	3,305.16	7,500.00	10,040.25	133.87
2-42-00-511-00	Utilities	6,467.23	7,500.00	6,362.54	84.83
2-42-00-990-00	Other Trans., Discounts & Adjustments	1,217.50	1,500.00	1,278.75	85.25
*	**TOTAL SANITARY SEWER EXP**	**36,626.43**	**88,109.76**	**50,017.93**	**56.77**

GARBAGE COLL. & RECYCLING EXP

2-43-00-990-00	Other Trans., Disc. & Adjustments	1,233.50	2,500.00	1,124.00	44.96
2-43-01-210-00	Recycling Contracted Services	6,163.93	5,000.00	2,318.46	46.37
2-43-01-213-00	Recycling Insurance	52.19	0.00	55.85	0.00
2-43-01-510-00	Materials, Goods & Supplies	0.00	750.00	0.00	0.00
2-43-00-110-00	Salaries and Wages	34,488.38	36,000.00	22,113.88	61.43
2-43-00-120-00	Benefits	3,759.70	2,700.00	4,724.19	174.97
2-43-00-213-00	Insurance	0.00	0.00	641.44	0.00
2-43-00-214-00	Garbage Repairs and Maintenance	4,348.22	5,000.00	5,190.76	103.82
2-43-00-510-00	Garbage Materials, Goods, Supplies	9,002.73	1,500.00	34.80	2.32
2-43-00-513-00	Fuel	8,855.73	10,000.00	6,946.93	69.47
2-43-00-765-00	Con't To Own Mun. Agencies	26,864.60	27,500.00	25,991.53	94.51
*	**TOTAL GARBAGE & RECYCLING EXP**	**94,768.98**	**90,950.00**	**69,141.84**	**76.02**

TRANSFER STATION EXP

Account	Description				
2-43-00-111-00	Wages - Transfer Station	21,696.92	19,000.00	14,166.71	74.56
2-43-00-121-00	Transfer Station Benefits & W.C.B.	355.76	3,000.00	265.76	8.86
2-43-00-211-00	Transfer Stn. Supply / Service / Repair	36.99	5,000.00	0.00	0.00
2-43-00-511-00	Transfer Station Cell Phone/Utilities	1,740.12	2,000.00	1,337.71	66.89
*	**TOTAL TRANSFER STATION EXP**	**23,829.79**	**29,000.00**	**15,770.18**	**54.38**

F.C.S.S.

Account	Description				
2-51-00-770-00	Grants To Individuals & Organizations	6,293.47	6,484.00	6,483.68	100.00
*	**TOTAL F.C.S.S.**	**6,293.47**	**6,484.00**	**6,483.68**	**100.00**

CEMETERIES AND CREMATORIUMS

Account	Description				
2-56-00-770-00	Grants To Individuals & Organizations	2,000.00	5,000.00	5,000.00	100.00
*	**TOTAL CEMETERIES**	**2,000.00**	**5,000.00**	**5,000.00**	**100.00**

MUNICIPAL PLANNING & ZONING EX

Account	Description				
2-61-00-210-00	Contracted Services	24,005.43	42,000.00	10,667.95	25.40
*	**TOTAL MUNICIPAL PLANNING & ZON**	**24,005.43**	**42,000.00**	**10,667.95**	**25.40**

ECON. DEV./COMM SERV EXP

Account	Description				
2-62-00-210-00	EDT - Contracted Services	0.00	1,000.00	912.50	91.25
2-62-00-510-00	EDT Materials, Goods and Supplies	25.97	1,000.00	2,365.70	236.57
2-62-00-765-00	EDT Con't To Own Mun. Agencies	900.12	0.00	824.00	0.00
2-62-00-770-00	Grants to Individuals & Organizations	4,890.00	5,000.00	4,890.00	97.80
*	**TOTAL ECON. DEV./COMM SERV EXP**	**5,816.09**	**7,000.00**	**8,992.20**	**128.46**

SUBDIV, LAND & DEV EXP

Account	Description				
2-66-00-210-00	Contracted Services	0.00	100,000.00	25,430.40	25.43
*	**TOTAL SUBDIV, LAND & DEV EXP**	**0.00**	**100,000.00**	**25,430.40**	**25.43**

RECREATION - GENERAL

Account	Description				
2-72-00-110-00	Gen. Rec. Salaries and Wages	90,828.40	50,000.00	56,854.92	113.71
2-72-00-120-00	Gen. Rec. Benefits	13,134.27	3,500.00	9,779.83	279.42
2-72-00-210-00	Gen. Rec. Contracted Services	13,172.28	20,000.00	7,335.00	36.68
2-72-00-213-00	Gen. Rec. Insurance	4,805.35	0.00	5,135.90	0.00
2-72-00-214-00	Gen. Rec. Repairs & Maintenance	5,364.98	7,000.00	1,176.33	16.80
2-72-00-215-00	Training-Gen Rec	0.00	1,500.00	0.00	0.00
2-72-00-510-00	Gen. Rec. Materials, Goods & Supplies	4,982.51	6,000.00	2,716.68	45.28
2-72-00-511-00	Gen. Rec. Utilities	26,733.43	28,000.00	20,489.68	73.18
*	**TOTAL REC - GENERAL**	**159,021.22**	**116,000.00**	**103,488.34**	**89.21**

RECREATION - CAMPGROUND

Account	Description				
2-72-01-210-00	Con. Services - Campground	620.00	1,500.00	588.75	39.25

2-72-01-213-00	Insurance - Campground	309.11	330.35	330.35	100.00
2-72-01-214-00	Repairs & Maintenance - Campground	155.99	8,000.00	7,202.05	90.03
2-72-01-510-00	Mat., Goods & Supplies - Campground	5,577.30	2,500.00	2,477.26	99.09
2-72-01-511-00	Utilities - Campground	17,977.69	20,000.00	29,745.46	148.73
*	**TOTAL REC - CAMPGROUND**	**24,640.09**	**32,330.35**	**40,343.87**	**124.79**

RECREATION - POOL

2-72-02-110-00	Salaries and Wages - Pool	41,074.16	30,000.00	32,678.17	108.93
2-72-02-120-00	Benefits - Pool	1,784.81	1,500.00	1,447.64	96.51
2-72-02-210-00	Contracted Services - Pool	10,985.43	5,000.00	3,939.13	78.78
2-72-02-212-00	Advertising - Pool	0.00	100.00	0.00	0.00
2-72-02-213-00	Insurance - Pool	1,847.86	1,974.84	1,974.84	100.00
2-72-02-214-00	Repairs & Maintenance - Pool	5,215.60	10,000.00	1,104.37	11.04
2-72-02-215-00	Training-Pool	0.00	2,000.00	2,677.53	133.88
2-72-02-510-00	Materials, Goods & Supplies - Pool	10,260.82	10,000.00	5,767.93	57.68
2-72-02-511-00	Utilities - Pool	10,065.60	10,000.00	6,457.14	64.57
*	**TOTAL RECREATION - POOL**	**81,234.28**	**70,574.84**	**56,046.75**	**79.41**

REC - GOLF COURSE EXP

2-72-03-510-00	Golf Course Materials, Goods & Supplies	0.00	0.00	164.00	0.00
*	**TOTAL REC - GOLF COURSE EXP**	**0.00**	**0.00**	**164.00**	**0.00**

CULTURE & LIBRARY EXP

2-74-00-765-00	Cont. To Own Mun. Agencies	13,417.52	21,000.00	20,782.24	98.96
*	**TOTAL CULTURE & LIBRARY EXP**	**13,417.52**	**21,000.00**	**20,782.24**	**98.96**
**	**TOTAL EXPENDITURES**	**1,831,718.54**	**2,028,083.14**	**1,253,169.13**	**61.79**
***P	**TOTAL (SURPLUS) / DEFICIT**	**(171,283.43)**	**(460,837.21)**	**(424,030.13)**	**92.01**

CAPITAL GRANTS & REVENUES

1-00-00-590-00	Municipal Capital Levy	-29,901.76	0.00	-24,792.46	0.00
1-00-00-750-00	Grants - MSI Capital	75,623.00	0.00	0.00	0.00
1-00-00-760-00	Grants - FGTF	-60,163.00	-118,558.00	0.00	0.00
*	**TOTAL CAPITAL GRANTS & REVENUE**	**(14,441.76)**	**(118,558.00)**	**(24,792.46)**	**20.91**
**	**TOTAL CAPITAL GRANTS & REVENUE**	**(14,441.76)**	**(118,558.00)**	**(24,792.46)**	**20.91**

CAPITAL PROJECTS

2-31-00-762-00	CSEP Capital	0.00	12,000.00	0.00	0.00
2-32-00-762-00	Roads, Sidewalks, Streetlights Capital	51,801.85	347,635.00	169,605.92	48.79
2-41-00-762-00	Water Capital	0.00	693,000.00	229,716.54	33.15
2-42-00-762-00	Sewer Capital	0.00	10,000.00	19,555.02	195.55
2-72-01-762-00	Campground Capital	0.00	12,000.00	0.00	0.00
*	**TOTAL CAPITAL PROJECTS**	**51,801.85**	**1,074,635.00**	**418,877.48**	**38.98**

AMORTIZATION

2-12-00-550-00	Admin-Amortization	14,817.01	0.00	0.00	0.00
2-23-01-550-00	Fire & Ambulance-Amortization	37,333.33	0.00	0.00	0.00
2-33-00-550-00	Roads Amortization	130,846.76	0.00	0.00	0.00
2-41-03-550-00	Water-Amortization	221,329.03	0.00	0.00	0.00
2-42-00-550-00	Sewer-Amortization	128,522.86	0.00	0.00	0.00
2-43-00-550-00	Garbage-Amortization	31,357.15	0.00	0.00	0.00
2-72-00-550-00	Gen Rec-Amortization	51,047.76	0.00	0.00	0.00
*	**TOTAL AMORTIZATION**	**615,253.90**	**0.00**	**0.00**	**0.00**
**	**TOTAL CAPITAL EXPENDITURES**	**667,055.75**	**1,074,635.00**	**418,877.48**	**38.98**
*****	**TOTAL REVENUES OVER EXPENDITUR**	**481,330.56**	**495,239.79**	**(29,945.11)**	**(6.05)**

*** End of Report ***

TOWN OF MILK RIVER

For the Period Ending August 31, 2022

General Ledger	Description	2022 Opening	2022 YTD Balance
CHEQUING ACCOUNTS			
3-12-00-120-00	General Bank Chequing Account (ATB)	1,218,094.67	305,909.18
3-12-00-130-00	General Savings Accout (ATB)	0.00	756,835.04
*	**TOTAL CHEQUING ACCOUNTS**	**1,218,094.67**	**1,062,744.22**
TOWN TERM DEPOSITS			
3-12-02-311-00	General Operating Reserve GIC	93,306.66	0.00
3-23-00-317-00	Fire Truck Capital GIC	125,807.82	0.00
3-41-00-310-00	Water Capital GIC	274,680.38	309,156.09
3-43-00-310-00	Equipment Replacement Capital GIC	183,469.71	344,138.43
3-97-00-315-00	General Capital GIC	466,537.28	503,148.64
*	**TOTAL TOWN TERM DEPOSITS**	**1,143,801.85**	**1,156,443.16**
ARMS LENGTH TERM DEPOSITS			
3-12-00-140-00	Alumni GIC	5,161.82	5,161.82
3-43-00-315-00	Transfer Station Operating GIC	4,958.91	5,014.13
*	**TOTAL ARMS LENGTH TERM DEPOSIT**	**10,120.73**	**10,175.95**
**P	**TOTAL CASH AND INVESTMENTS**	**2,372,017.25**	**2,229,363.33**

*** End of Report ***

Request for Decision

Administration Reports

September 14, 2022

RECOMMENDATION
That the Administration Reports for the period ending August 31, 2022, be accepted as information.

LEGISLATIVE AUTHORITY

BACKGROUND
On a monthly basis, administration provides Council with reports on the following:
Public Works, Municipal Enforcement (Community Peace Officer), and the Chief Administrative Officer.

RISK/CONSEQUENCES
1. Council may provide further direction on any item contained in the reports. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
1. Public Works Report
2. Community Peace Officer Report
3. Chief Administrative Officer Report

General:
- Town put on a staff appreciation golf tourney on August 12th in afternoon.
- New bottom panel on east shop door, as well as seals & adjustment of both large doors on August 12th.
- Trim trees in alleyways & along boulevards, August 24th & 25th.
- Two summer students last day on August 26th.

Parks and Rec:
- Mowing of diamonds, Kinsmen, Lot 39, empty field east of Kinsmen & ditches as needed. As well as airport & around water treatment plant. (Both zero-turn & large mower)
- Replace two taps at campground sites 11 & 12, August 10th.
- Water lines ran and buried for campground dump station on August 10th.

Roads:
- Tarring of cracks on streets from August 9th to August 18th.
- Sign inventory on August 23rd.

Water & Wastewater:
- WATER:
  - 2x weekly Bacteriological sampling, done each Monday.
  - Main street water replacement proceeds. Water from main turned back on for residents along Main St on August 17th.
  - Turn off water at 112-2nd Ave NE on August 2nd.
  - Turn water on at 112-2nd Ave NE on August 5th.
  - Water meter reads on August 8th.
  - Resident at 228-1st Ave NE phoned for a water leak on August 22nd. Investigated & she had a ball valve just before water meter that had a split inside. Is definitely on resident's property, so not towns responsibility. After discussion with resident, public works agreed to replace busted ball valve for cost of valve to save resident having to get plumber out & public works having to turn off and on water again.
  - Yearly exercising of main water valves on August 30th & 31st. (identify any problem valves, or any that are hard to operate & put some oil down them to see if operation can be improved)
  - Lead sampling at 5x locations completed on August 31st.

- WTP:
  - Repair of chlorine injection line as not injecting properly on August 3rd.

- RAW WATER:
  - Basin water level remains near full. River flow is good. River remains fairly clear for month.
  - Blow out infiltration galleries on August 17th.
  - Draining of sand filter #1 in preparation for removal of dried schmutzdecke.

- SEWER WORK:
  - Camera sewer at 207 Centre Ave on August 2nd.
  - Rent walk behind pavement saw to cut pavement at 113-2nd Ave NW, in prep for sewer service dig. Cut & returned to Lethbridge on August 3rd. Sewer dig on August 4th, and all packing completed on August 5th.

- SEWAGE LAGOONS:
  - Continue application of ActiZyme enzyme to sewage lagoons to aid in removal of sludge & general buildup. Will be applied each Friday.

Garbage:
- Weekly garbage pickup: Milk River residential on Tuesday, Coutts on Wednesday, Warner on Thursday & Milk River businesses on Friday.
- Yard waste bag collection continues on each Monday, or Tuesday if holiday falls on Monday.

Swimming Pool:
- Take pool vacuum to Lethbridge for repair on August 11th. (Drive motor is no good, price replacement motor as well as new vacuum)
- Swimming pool last day on August 27th.
- Will maintain pool in operation for now, as schools *may* want to use once school is back in.

Airport:
- Weekly run to airport to check condition of road in and runways, for unwanted activity. (when enzyme bags are done at sewage lagoons)

Waste Transfer Station:
- Burn pit pushed in on August 9th.

Staff Management:
- N/A.

Education & Training:
- Weekly safety meeting on each Wednesday morning.

Projected Plans:
- Cleanout of slow sand filter #1 by about mid-September.
- Dig up of non-functioning valve where raw water first enters aeration pond #1. Early September.
- Dig up of old sewer dump at campground & remove.
- Pavement repairs at various locations through town & at campground, first half of September.

Respectfully submitted

_____
Town of Milk River Public Works

Statistics from: 8/1/2022 12:00:00AM to 8/31/2022 11:59:00PM

Count of Reports Completed

Count of Incident Types

Legend:
- MILK RIVER : ALL OTHER INCIDENTS
- MILK RIVER : DOG BYLAW
- MILK RIVER : UNSIGHTLY PREMISES BYLAW
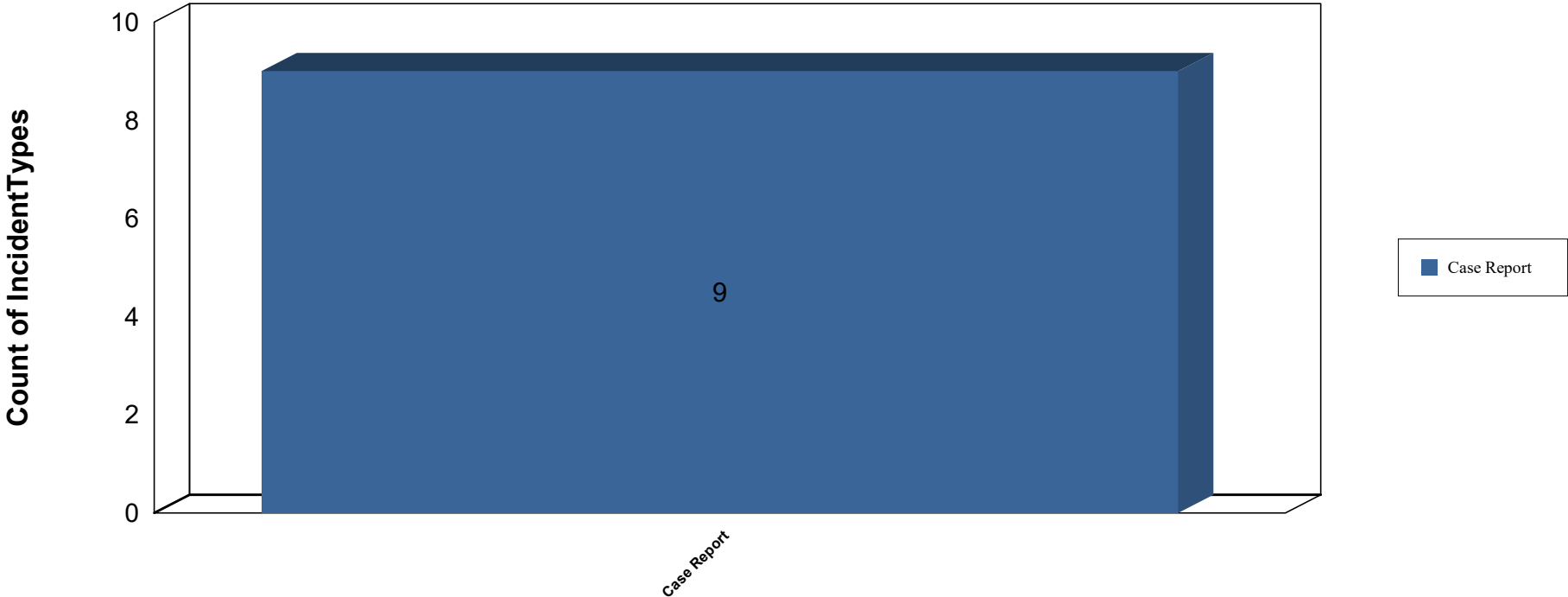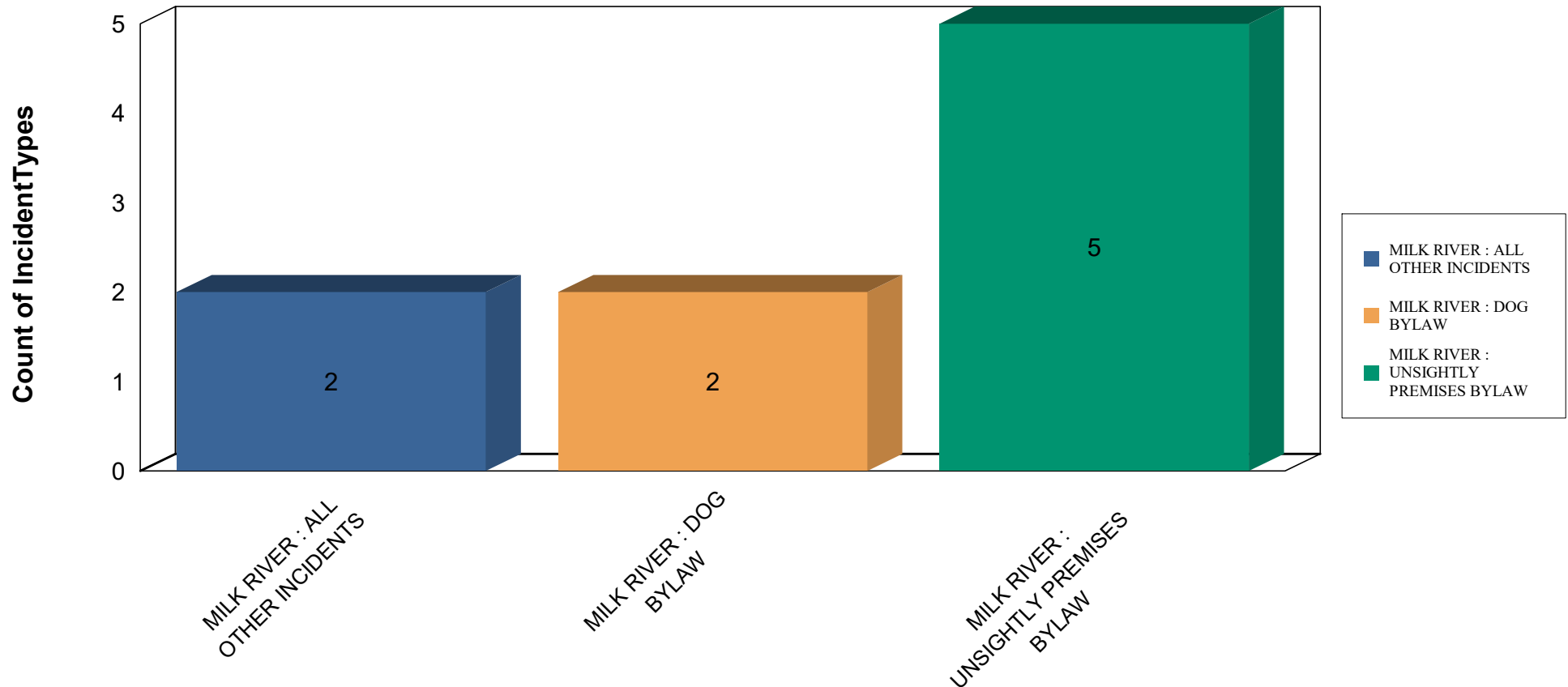
MILK RIVER : ALL OTHER INCIDENTS

Location	Case Number	Incident Type	Officer	Date
Case Report				
RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER	**RRPSS2022-0354**	**MILK RIVER : ALL OTHER INCIDENTS**	**MELANIE MAREK**	**2022/08/19 1448**

Specific Location
712 MAIN STREET

Report Synopsis : Cat Bylaw - Aggressive Cats

Case Report				
RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER	**RRPSS2022-0371**	**MILK RIVER : ALL OTHER INCIDENTS**	**MELANIE MAREK**	**2022/08/22 1234**

Report Synopsis : Check on animal welfare- cat

22.22% # of Reports: 2 Case Report MILK RIVER : ALL OTHER INCIDENTS

MILK RIVER : DOG BYLAW

Location	Case Number	Incident Type	Officer	Date
Case Report				
RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER	RRPSS2022-0365	MILK RIVER : DOG BYLAW	MELANIE MAREK	2022/08/21 1700

Specific Location
8TH AVE

Report Synopsis : Dog Bylaw - Dog at large

Case Report				
RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER	RRPSS2022-0372	MILK RIVER : DOG BYLAW	MELANIE MAREK	2022/08/24 1200

Specific Location
209 1 AVE

Report Synopsis : Dog Bylaw - Aggressive dog off leash

22.22% # of Reports: 2 Case Report MILK RIVER : DOG BYLAW

MILK RIVER : UNSIGHTLY PREMISES BYLAW

Location	Case Number	Incident Type	Officer	Date
Case Report				
RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER	RRPSS2022-0297	MILK RIVER : UNSIGHTLY PREMISES BYLAW	TODD NELSON	2022/08/02 0802

Specific Location
904 SERVICE RD NW

Report Synopsis : Unsightly Complaint of a business (Subway)

Case Report				
RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER	RRPSS2022-0382	MILK RIVER : UNSIGHTLY PREMISES BYLAW	TODD NELSON	2022/08/26 1020

Specific Location
329 1AVE NE

Report Synopsis : habitual unsightly property.

Case Report

| RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER | RRPSS2022-0397 | MILK RIVER : UNSIGHTLY PREMISES BYLAW | TODD NELSON | 2022/08/31 1200 |

Specific Location
212 2 AVE NE

Report Synopsis : Property with overgrown vegitation (long grass,weeds and bushes need to be trimmed back)

Case Report

| RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER | RRPSS2022-0399 | MILK RIVER : UNSIGHTLY PREMISES BYLAW | TODD NELSON | 2022/08/27 0000 |

Specific Location
320 2ND AVE NE

Report Synopsis : Unsightly property Long grass/weeds

Case Report

| RIDGE REGIONAL PUBLIC SAFETY SERVICES : MILK RIVER | RRPSS2022-0401 | MILK RIVER : UNSIGHTLY PREMISES BYLAW | TODD NELSON | 2022/08/27 0000 |

Specific Location
501 2 AVE NE

Report Synopsis : Unsightly property located at 501 2 Ave NE. The property has long grass and weeds

55.56% # of Reports: 5 Case Report MILK RIVER : UNSIGHTLY PREMISES BYLAW

Grand Total: 100.00%   Total # of Incident Types Reported: 9   Total # of Reports: 9

Grand Total: 100.00%   Total # of Incident Types Reported: 9

Omnigo Software c(2022)

Chief Administrative Officer Report
August 2022

Administration
- Council meeting
- Council meeting minutes
- Council meeting highlights for newsletter
- Renamed newsletter: Milk River Reader
  - Educational series will be called Milk River Moments
- Staff meeting
- Council Staff Golf Appreciation
- Register Council for Alberta Municipalities Fall Convention
- Book meetings with Ministers during convention
- Finish MAP document submission
- **Mayors' queries**
- Walk in visitors
- Phone calls
- Finalize employment contract

Public Works
- Attend weekly safety meetings
- Construction meetings with MPE and Jenex – Main Street Water Main Replacement
- 6th Avenue Cul de Sac curb and gutter: personal calls for notification
- Numerous Travis Permits
- Receipt of Railway Street Watermain Looping Upgrades Record Drawings
- Work with MPE on history of regional water line and lagoon

Planning & Development
- Primary – power on 8th
- Calls on real estate (general) queries on properties for sale
- Development inquiries/meetings
- Development Permit workbook created
- Create permit workbook for electrical, plumbing, building, etc.
- Discussion with MPE on 8th Avenue lot grading plans. 2023 budget item
- Telus: installation of fibre to the hospital

Community Development
- Talk to Horizon School Division: JUPA/East of school
- Met with Community Wellness group regarding Block 39
- Work with ORRSC on Block 39 public engagement

Economic Development
- Business Link Webinar on Marketing
- Obtain operating costs from Alberta Infrastructure for the VIC

Protective Services
- Fire ban effective August 26
- Meet with Fire Chief: County of Warner Services Agreement Review
- Attend National Perspective on Policing webinar
- Start energy efficiency grant for lighting in fire hall
- New public alerting interface: training involved
- NextGen 911 system agreement

Request for Decision

Correspondence

September 12, 2022

RECOMMENDATION
That correspondence for the period ending September 12, 2022, be accepted as information.

LEGISLATIVE AUTHORITY

BACKGROUND
Correspondence is a collection of general information received at the Town Office and is provided to Council as information.

RISKS/CONSEQUENCES
 1. Council may provide further direction on any item contained in correspondence. Council shall be specific in the direction it provides.
 2. Council may direct Administration on any item contained in correspondence.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS

Walk to Breathe 2022	Milk River Flood Study Update
Federation of Canadian Municipalities Membership	Alberta Justice and Solicitor General: Municipal Engagement Invitation
Municipal Affairs: Audit Assessment	Minister of Environment and Climate Change
Town of Tofield: Victim Services Redesign	Chief Mountain Regional Solid Waste Services Commission: Preapproval
Alberta Justice and Solicitor General: Response to Town of Tofield	
Letter to Travel Alberta: Visitor Information Centre	
Alberta Police Service Deployment Model	

alberta lung
for every breath

MEDIA RELEASE

WALK TO BREATHE 2022
FOR IMMEDIATE RELEASE
August 28, 2022 www.ablung.ca

EDMONTON MAN ASKS FOR 12 MINUTES A DAY TO HELP SAVE LIVES ACROSS ALBERTA
Money and awareness to support First-of-its-Kind facility in Canada – Right here in Alberta

As we approach Pulmonary Fibrosis Awareness month, this September, Edmonton's Chris Sadleir is at a crucial point in asking Albertans to help get him across the finish line this year. Over the past 2 years, Sadleir has walked over 840km across Alberta, and raised over $90k with the WALK TO BREATHE, in honour of his Father (a 6-year Double Lung Transplant survivor), in support of Alberta Lung and the nearly 1-million Albertans who struggle to breathe every single day. Although Sadleir's Walk has been delayed, as a result of personal injury, he hopes to continue the crucial message, to help save lives.

"Our participation is very low this year, and while it's disappointing that I can't physically drum up involvement walking from town to town across Alberta, I do have faith in the 'tremendous Alberta spirit to rise up to any occasion', and I'm confident that we can still make a difference as we go virtual for this year" said Sadleir.

- Join us Sept 7-17, 2022, as we hope to get 840 people to commit to walk 10 kilometres over a 10-day period (average of 12 minutes per day), and raise $100 each . . . That's only $10 a day to help save lives across Alberta!

- All funds raised will go to support Breathing Space, and other programs that support Albertans with lung disease and respiratory ailments.

Register as an INDIVIDUAL or a TEAM below, to do something positive for yourself and others!
https://secure3.convio.net/ablung/site/TR?fr_id=1060&pg=entry

Sept 7th is the day for stretching and encouragement to all, as that is the final day before the 10-day push . . . but for anyone with questions before then, Chris Sadleir can be reached at the number below, or follow on SOCIAL:

FB: Ck Sadleir
IG: Sads216
Twitter: @SadleirChris
ONLINE: https://www.ablung.ca/how-you-can-help/fundraising-events

-30-

For Interviews and further event details, contact:

Chris Sadleir
780-233-9941
Sads.chris@gmail.com

From:	Lynn Hall
To:	cao@milkriver.ca
Subject:	Federation of Canadian Municipalities
Date:	August 3, 2022 1:44:11 PM
Attachments:	Town of Milk River 2022-2023.pdf

Good afternoon Jon,

Join FCM today to make your priorities heard at the federal level.

Alberta communities are doing a commendable job of working together to keep people safe. And FCM is working hard to bring your unique perspectives to the federal table. To continue this important work, we need a strong western contingent at FCM.

To learn more about how being an FCM member makes your community stronger, visit fcm.ca/membership.

If you have any questions, don't hesitate to ask.
Have a great day,
Lynn

Lynn Hall

Member Relations Advisor | Policy and Public Affairs

Conseillère des Relations avec les membres | Politiques et affaires publiques

T. 613-907-6273

FCM
FEDERATION OF CANADIAN MUNICIPALITIES   FÉDÉRATION CANADIENNE DES MUNICIPALITÉS

**Membership Invoice
2022-2023
Facture d'adhésion**

24, rue Clarence Street,
Ottawa, Ontario, K1N 5P3
T. 613-241-5221   F. 613-241-7440

> **Your FCM membership helps empower local leaders with new tools to support their communities and drive Canada's recovery.
> Learn more at https://fcm.ca/membership.**

Ryan Leuzinger
Town of Milk River
PO Box 270 240 Main Street
Milk River, AB, T0K 1M0
Attn: Chief Administrative Officer

ORDER / COMMANDE:	ORD-44712-V2J6Y0
DATE:	10/14/2021
ACCOUNT/COMPTE:	39536
DUE DATE/DATE LIMITE:	04/01/2022

ITEM / DESCRIPTION	QTY / QTE	RATE / TAUX	SUB-TOTAL / SOUS-TOTAL	GST / TPS	TOTAL
Base fee per your population/ Taux de base selon votre population	1	$140.00	$140.00	$7.00	$147.00
Per capita dues calculated per your population/Frais de cotisation calculés selon votre population	827	$0.2041	$168.79	$8.44	$177.23
		TOTAL	$308.79	$15.44	$324.23

PAYMENT/PAIEMENT

Cheque payable to / Chèque à l'ordre de:

Federation of Canadian Municipalities

Fédération canadienne des municipalités

HST # / No. de TVH: 11891 3938 RT0001

QST # / No. de TVQ: 1202728231 TQ 0001

Electronic Funds Transfer/Transfert électronique de fonds

Royal Bank of Canada (RBC)

90 Sparks St, Ottawa, ON K1P 5T7

Transit Number/Numéro de transit: 00006

(New) Acct Number/(Nouveau) No. de compte: 1113307

accountsreceivable@fcm.ca/comptesrecevables@fcm.ca

- -

August 18, 2022

Kelly Lloyd, CAO
Town of Milk River
Email: cao@milkriver.ca

Dear Ms. Lloyd,

On behalf of the Minister of Municipal Affairs, I have completed a follow-up to the detailed assessment audit completed in 2021. The purpose of the follow-up is to evaluate progress on actions the municipality has made in addressing any recommendations in the detailed audit report.

During our follow-up review, we conclude the municipality is in substantial compliance with the single recommendation in the original report.

I extend my congratulations and appreciation to the assessor and staff of the municipality for their cooperation during the course of the audit process. Should you have any questions about the audit or the report, please contact myself at (403) 388-1295.

Sincerely,

Verle Blazek

Verle Blazek, Manager – Assessment Audit South

cc: Ryan Vogt – Benchmark Assessments
        Jason Cooper, Director (Acting) – Tax Programs & Assessment Audit

The Town of

Tofield

Honour the Past. Build the Future.

PO Box 30 5407 50th Street
Tofield, Alberta T0B 4J0
P 780 662 3269
F 780 662 3929
E tofieldadmin@tofieldalberta.ca
W www.tofieldalberta.ca

August 23, 2022

The Honorable Tyler Shandro
Minister of Justice and Solicitor General
204, 10800-97 Avenue
Edmonton, AB
T5K 2B6

Dear Minister,

Re: Victim Services Redesign

Minister Shandro, Town of Tofield Council have only recently become aware of the Victim Services Redesign, and to say that we are both shocked and disappointed would be a vast understatement. Victim Services play an integral part in our community, and rural Alberta. Victim Services staff are as essential as first responders, and work cohesively with RCMP. These people help families and individuals through what could be the most traumatic experience of their lives. Having experience in dealing with trauma, unexpected loss, and extreme shock cannot be measured. Now, your government is looking to remove this from our community and proceed with a centralized approach.

The MLA led review did not engage municipalities, nor did it fully engage Victim Services Boards. Had our local Victim Services Board Chair not come forward to Mayor and Council, we would not be aware of this ill-thought-out change. Of interest, the two MLA'S leading this charge were from major urban centres, with no tie, nor thought to the impacts this would have on rural Albertans.

Not only will this change see a loss of jobs within our community, but more importantly it will leave this service to become reliant on an individual(s) residing outside our community boundaries. What does this mean for response time? Does this mean that response could be upwards of hours before assistance is provided, or does this also mean that it will be based upon the availability of staff? Neither of these scenarios is ideal, especially when dealing with crisis. Our current structure is comprised of hard working, caring individuals who provide an immeasurable service in what is the most trying of circumstances. These people respond in a quick, professional, and caring manner. Now, your government is removing this service from our community, and failing those who require what is often the immediate assistance of Victim Services.

Minister Shandro, we can not fathom the rationale behind this decision, once again without input or consultation from those that this affects most. In our opinion this is a recipe for disaster and stands to only continue to fail rural Alberta. Mayor and Council implore you to pause on this decision and seek input from those forgotten, rural Alberta.

Sincerely,

Debora L Dueck

Debora Dueck
Mayor

C.C   AUMA Membership
       RMA Membership
       Jackie Lovely, MLA

ALBERTA
JUSTICE AND SOLICITOR GENERAL

Office of the Minister
MLA, Calgary-Acadia

AR 52074

Sent via email to jedwards@tofieldalberta.ca

August 26, 2022

Her Worship Debra Dueck
Mayor
The Town of Tofield
P.O. Box 30
5407 – 50 Street
Tofield AB T0B 4J0

Dear Mayor Dueck:

Thank you for your letter of August 23, 2022 regarding the provincial changes to victim services announced July 19, 2022. I would like to reassure you that these changes, including the new zonal governance model, have been designed to ensure services to victims of crime remain consistent and uninterrupted across all regions of the province, including Tofield, while also ensuring that victims are supported locally from within their own communities. I appreciate the opportunity to provide further information about the redesign work that has occurred to date as it relates to your municipality and others like it.

I would like to ensure that you have the most up-to-date information about the consultations and engagements completed during, and following, the MLA led Review of Victim Services that took place over 2020/2021. The Rural Municipalities of Alberta (RMA) and the Alberta Municipalities (AM) were invited to, and attended, the engagements. This was intentional to ensure a linkage and a mechanism for information sharing. In addition, a specific meeting was held with the RMA and AM to ensure they were comfortable with this approach, and by all indications they were. Further, all MLAs were also invited, regardless of political affiliation.

Other engaged individuals and organizations included:
- Volunteers, staff, and board members of police-based victim services units;
- Victim-serving community and specialized organizations such as child advocacy centres, sexual assault centres, and domestic violence service providers;
- Representatives from the Alberta Police-based Victim Services Association;
- The Alberta Association of Chiefs of Police;

…/2

- The Alberta Federation of Police Associations;
- The Royal Canadian Mounted Police;
- Legal community representatives such as the Criminal Trial Lawyers Association and Legal Aid Alberta; and
- Indigenous organizations such as the Awo Taan Healing Lodge Society, and Métis Child and Family Services Society.

I can advise that the changes to victim services are particularly centred around stabilizing and improving program governance and leadership at a high level, in addition to the significantly enhances supports and services available to victims. There are no plans to interrupt service delivery within communities or at detachments, nor to disrupt victim service workers from continuing to engage in the important work they do. In fact, it is intended that these same locally based services will continue to be offered through the new zonal governance model, in the same co-located manner as they are now, but with more flexibility and sustainability than could be offered under the current governance model. In the new model, local front-line victim services workers will be supported by a core of professional support staff at the zonal level that will provide financial, legal, and human resource services; direct supervision and resource coordination; and personal support and guidance for each employee. There is no reduction in paid positions within the new model, in fact with the new professional support staff there will be approximately 40 additional positions available to Albertans.

To ensure that you and your colleagues have the most accurate and up to date information as to how the new victim services zones will operate, I encourage you to follow up with Trent Forsberg, the director of Victim Services at Trent.Forsberg@gov.ab.ca. He would be happy meet with you and relay further detailed information about the changes to victim services programs, and provide you with the opportunity to ask specific questions.

I also understand that you have a requested a meeting with MLA Jackie Lovely. I welcome the opportunity to have representatives from my office and our department staff who are leading this work attend this meeting. To schedule a meeting, please contact my scheduling coordinator Lisa Gentles at Lisa.Gentles@gov.ab.ca.

I am appreciative of any time you would be willing to dedicate to gaining a complete understanding of the improvements planned to the systems that serve victims of crime in Alberta. Thank you for ensuring the needs of victims in your community continue to be met.

Sincerely,

Honourable Tyler Shandro, QC, ECA
Minister

cc: Jackie Lovely, MLA Camrose
        Alberta Municipalities
        Rural Municipalities of Alberta

Trudi Sutherland
Administrative Assistant
Ph.(403)-647-3773
Fx.(403)-647-3772
www.main@milkriver.ca

From: Information <info@travelalberta.com>
Sent: Monday, August 22, 2022 4:36 PM
To: Julie figures <juliefigures@hotmail.com>; West.Yellowhead@assembly.ab.ca
Cc: main@milkriver.ca; Taber.Warner@assembly.ab.ca
Subject: RE: Request to reopen Milk River Tourist Information Centre

Hi Julie,

Thank you for taking the time to share your feedback about the Milk River Visitor Information Centre.

In December 2021, Travel Alberta made the difficult decision to cease operations of the West Glacier and Milk River Visitor Information Centres as they continued to experience reduced operations and/or seasonal closures due to the COVID-19 pandemic and subsequent border closures. Innovations in technology have changed the ways travellers plan their trips, with many accessing travel information through new wayfinding technologies and online resources rather than visit and brick and mortar building.

Travel Alberta is exploring opportunities on how best to engage with visitors, both in person and for those who want to engage with local experts, and virtually for the majority who are opting for the convenience of online resources for trip planning. There are many Visitor Information Centres throughout the province that are community-run. A list of Alberta Visitor Information Centres can be found here: www.travelalberta.com/ca/plan-your-trip/visitor-information-centres/

Thank you again for your email. We truly value your feedback.

Best regards,

TRAVEL ALBERTA TEAM

T: 403-648-1000

From: Julie figures <juliefigures@hotmail.com>
Sent: August 22, 2022 8:04 AM
To: West.Yellowhead@assembly.ab.ca
Cc: Information <info@travelalberta.com>; main@milkriver.ca; Taber.Warner@assembly.ab.ca
Subject: Request to reopen Milk River Tourist Information Centre

CAUTION: This email originated from outside of the organization. Please be cautious when clicking links or opening attachments unless you recognize the sender and know the content is safe.

Dear Mr. Martin Long,
I was wondering why the Milk River Tourist Information Centre was closed for the season in August? It is still summer! The centre provides essential services for travellers crossing the international border and vacationing in southern Alberta throughout the year, as well as jobs for local residents.
I was particularly disappointed to notice that the washrooms were closed but people had relieved themselves around the back of the building - visitors to Alberta or Milk River may not form a good impression of Alberta or Milk River as a result of the littering and stench.
As Minister for Small Business and Tourism, please can you reopen this centre?

Julie Figures
2528 106 Avenue SW, Calgary

Sent from my iPhone

Alberta Police Service Deployment Model

Frequently Asked Questions

1. **Does this deployment model include closing detachments? Will our local detachment stay open under an Alberta provincial police?**
   - Should the province transitions to its own provincial police, the Alberta police service deployment model does not include closing any existing detachments.
   - Local detachments will remain open with smaller detachments experiencing an increase to the number of their police officers compared to the current model.
   - For more information see:
     - *Community Policing Deployment Model Detachment Design* report, pg. 26-27, 39, 55-56, 64-65,
     - *Alberta Provincial Police Service Transition Study Final Report*, pg. 16, 77, 96.
     - *Alberta Provincial Police Service Transition Study Future State* report, pg. 6, 103

2. **How does this deployment model work? How will our service be improved under an Alberta provincial police model?**
   - Balancing the distribution of resources across the province in a way that prioritizes service delivery to rural, remote, and Indigenous Peoples and Communities
   - 'Right sizing' detachments to increase the number of police officers throughout rural Alberta, ensure greater local coverage, and establishing a minimum number of dedicated resources to ensure the delivery of high quality services in smaller communities
   - Implementing structures and roles that are 'hardwired' to deliver consistent 'core' policing services, including community policing, mental health responses, and investigations, throughout the province
   - Decentralizing specialist resources and services out of urban centers and into rural, remote and Indigenous Communities
   - Sharing resources to manage capacity and maintain service coverage - even in smaller rural, remote and Indigenous Communities
   - For more information, see *Community Policing Deployment Model Detachment Design* report, pg. 4–5, 24-36

3. **How does this deployment model affect First Nations?**
   - The deployment model provides ideas and concepts that will inform the development of policing for Indigenous communities. Alberta's government understands that the ideas presented in the deployment model are part of a larger dialogue between the provincial government and Indigenous communities on the future of policing.
   - The Government of Alberta supports the expansion of self-administered First Nations policing for First Nations who choose this option. First Nations police services are an opportunity to improve policing for First Nations communities, advance the goals of reconciliation, as well as address the National Inquiry into Missing and Murdered Indigenous Women and Girls' Calls for Justice.
   - The Alberta provincial police deployment model envisions a new provincial police service that would be designed to support the creation and expansion of First Nations police services for additional First Nations and provide additional support for First Nations police service to ensure their continued viability.
   - For more information, see *Community Policing Deployment Model Detachment Design* report, pg. 12-13, 15, 17, 34-35, 51, 78-79, 84-87,

4. **How will an Alberta provincial police increase the size of the smallest Detachments to a new 'minimum viability' of 10 members; wouldn't this cost more?**
   - Allocating the increased number of police officers is built right into the Alberta provincial police model that was developed. This can be done using the same budget allocated for the provincial police without increasing costs; it is just another way to approach building and deploying a provincial police.
   - Minimizing the number of provincial police officers performing administrative or back office roles throughout the police service, including within a headquarters. These positions would be filled by civilian staff, which would free up the police officer to be deployed in a front line role.

- Redeploying specialist policing teams, resources, and units that are traditionally deployed out of Edmonton or larger urban communities to be dispersed more evenly across the province (doing so provides an increase of between 100-150 positions to front line policing services).
- For more information see:
    - *Community Policing Deployment Model Detachment Design* report, pg. 26-27, 39-43, 55-56, 59-67.
    - *Alberta Provincial Police Service Transition Study Current State* report, pg. 46-50

5. **The report has a number of detachment profiles, which detachment profile will be serving my community?**
    - The Alberta Government will work with municipalities and Indigenous communities to determine the appropriate detachment profile that provides the resources and the services tailored to local community needs.
    - Some of the factors that will help determine the detachment profile that will serve your community are:
        - Community population (i.e., size and service needs)
        - Geography of community served
        - Location and geographic characteristics
        - Relative location of the Detachment to other Detachments
        - Physical size/infrastructure of detachment
        - Number of police officers and frontline resources required in the detachment to serve the community
        - Access to other service providers within, or near, the community
        - Demand for services and historical crime data
    - For more information, see *Community Policing Deployment Model Detachment Design* report, pg. 29-36, 47-68).

6. **Is the Alberta provincial police deployment model one-size-fits-all?**
    - No, the Alberta provincial police service deployment model was specifically created to address the unique needs of each individual community; taking into consideration the culture differences, values and historical context that affects the delivery of policing services.
    - Input from communities will be incorporated into the deployment model including required resources, public safety priorities, and needs as an additional data point to be incorporated into a detailed deployment plan
    - The differences between the community safety and well-being environments across Alberta are significant. Community priorities, the nature of crimes, and public safety needs demanded by communities differ from community to community; and region to region and both this information and community input will be used in determining suitable detachment profiles for communities.
    - For more information, see *Community Policing Deployment Model Detachment Design* report, pg. 11, 15, 36, 45-47

7. **Are service HUBs about urban areas receiving more resources than rural areas?**
    - No, the HUB model developed for the Alberta provincial police is about redirecting provincial police officers, specialists and crisis response from being stationed in larger metropolitan areas like Edmonton and Calgary and shifting them towards rural areas.
    - For more information, see *Community Policing Deployment Model Detachment Design* report, pg. 18, 26-27, 29, 37-43, 55-56.

8. **What will happen when there is a major incident near my community; how will this deployment model ensure that our local police officers have the support they need?**
    - The Alberta provincial police service deployment model approach prioritizes balancing the distribution of resources across the province in a way that prioritizes service delivery to rural and Indigenous communities.
    - This is accomplished by the Alberta provincial police service internal service layers; with shared resources directed to Community and Indigenous Detachments from the larger Service Hub and Regional (Urban) Hub Detachments when there is a 'major incident.'
    - This also applies when there is a need for additional general duty officers within a smaller detachment; a Service Hub or Regional Hub Detachment is staffed appropriately to serve both the local population; as well as, neighbouring Community and Indigenous Detachments.
    - The Service Hub proposed shift make-up has been designed for greater coverage to support Community and Indigenous Detachments by creating a more efficient shift model to maximize the use of specialist police units and teams
    - Many police officers in the proposed Regional (Urban) Hubs would be dedicated to investigative and specialized services; as well as, strategic positions to guide Community and Indigenous Detachments and Service Hubs, and to liaise with Headquarters, ALERT, and other specialized portfolios
    - For more information, see *Community Policing Deployment Model Detachment Design* report, pg. 39-43, 44-58, 61-64.

9. **How would an Alberta provincial police be able to staff detachments that would now be larger in size?**
   - The deployment model will allow provincial police officers to be recruited to work in areas they want to live and to do meaningful work to respond to community needs. There will be less of a need for an officer to drive hours away from home or stay away from their family for days at a time.
   - The deployment model will allow for more flexible resourcing that will allow officers to take time away, have greater access to health and wellbeing supports, and be deployed in communities and specialties where they are interested. This deployment model changes the equation for career growth - an officer no longer needs to put their family through the stress of transfers or relocating to facilitate promotion or career growth. This model enables police officers to stay in their communities longer, and allow for long-term career development.
   - For more information see:
     - *Community Policing Deployment Model Detachment Design* report, pg. 14-18, 26-27, 39-43, 45-58.
     - *Alberta Provincial Police Service Transition Study Final Report*, pg. 45-46, 50-51, 63-65, 67-68, 72.
     - *Alberta Provincial Police Service Transition Study Future State* report, pg. 20-22, 76-79, 96-98.

10. **Since 2020, the RCMP in Alberta have been increasing their staffing levels based on new funding coming from the Alberta Government; would an Alberta provincial police reflect this growth, and how would an Alberta police service use this funding in its staffing model?**
    - The additional funding currently provided by the Alberta Government to the RCMP was initiated to address a significant rural crime issue by placing more front line police officers in rural communities; presently, the RCMP have autonomy to determine where the additional police officers are placed.
    - In the proposed Alberta provincial police deployment model, there will be even greater emphasis for placing the additional police officers into front line policing positions located within rural communities. In fact, the Alberta provincial police model will actual increase the number of front line police officers; the proposed future resourcing model, with the additional funding from the police funding model, would be invested primarily in increases to police officers in rural communities.
    - The proposed resourcing model prioritizes front line services, increasing presence in the community, and improving access to specialist services in rural parts of the province. The proposed resourcing model will have a significant impact on the deployment model and detachment profile sizing concepts presented in PwC's report:
      - Minimum baseline sizing of Community Detachments will be increased from 10 members to 12 members
      - Average size of Community Detachments increased from 15 members to 18 members
      - Minimum baseline sizing of Service Hubs increased from 48 members to 50 members
      - Average size of Service Hubs increased from 55 members to 58 members
      - 95 -100% of detachments will have increased numbers of sworn officers
      - Average increase in sworn officer complement of 65% across all detachments in the province.
    - This proposed increase in resources will allow for the Alberta provincial police to increase service coverage across the province and expand the presence of Alberta provincial police officers in rural communities. This is in addition to the expected impact of redeployment of sworn members or specialist teams from the urban centers in the province. The increased resourcing from the changes to the policing funding model will dramatically improve the ability of the provincial police to deliver public safety services and to substantially increase police officer presence in rural and remote parts of the province
    - For more information see:
      - *Community Policing Deployment Model Detachment Design* report, pg.64-68
      - *Alberta Provincial Police Service Transition Study Final Report*, pg. 32, 67-68, 77
      - *Alberta Provincial Police Service Transition Study Future State* report, pg. 76-77, 101
      - *Alberta Provincial Police Service Transition Study Current State* report, pg. 46-54

Alberta Police Service Deployment Model Summary

Alberta Justice and Solicitor General

August 2022

Alberta

Improving policing services for Albertans

The deployment model for the Alberta Police Service enables:

An organization structure that prioritizes the unique needs of Alberta's diverse communities

Increased service delivery in smaller communities and rural areas

These allow Alberta to:

- Increase the amount of police officers working in the smallest detachments (42 out of 113 total detachments), resulting in an increase in the number of police officers in rural Alberta,

- Increase front line response by reducing the number of police officers deployed in headquarters and administrative roles, and

- Provide better access to specialist policing services in rural and remote areas of Alberta.

Alberta

Key benefits of the model

Distribute resources across the province to prioritize rural, remote, and Indigenous communities

Increase the number of police officers in detachments to ensure greater local coverage and the delivery of high quality services in rural communities

An organizational structure designed to deliver consistent 'core' policing services, including community policing, mental health responses, and investigations, throughout the province

Better access to specialized policing resources and services in rural, remote and Indigenous communities

Sharing the provincial police's resources across detachments to manage capacity and maintain service coverage

Alberta

Tailored for Alberta's diverse communities

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                    ┌──────────────────────┐
                    │  Provincial Police   │
                    │     Commission       │
                    ├──────────────────────┤
                    │   Chief of Police    │
                    └──────────┬───────────┘
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| Deputy, Indigenous Policing | Deputy, Community Wellbeing & Health | Deputy, North | Deputy, Central | Deputy, South | Deputy, Corporate Services |
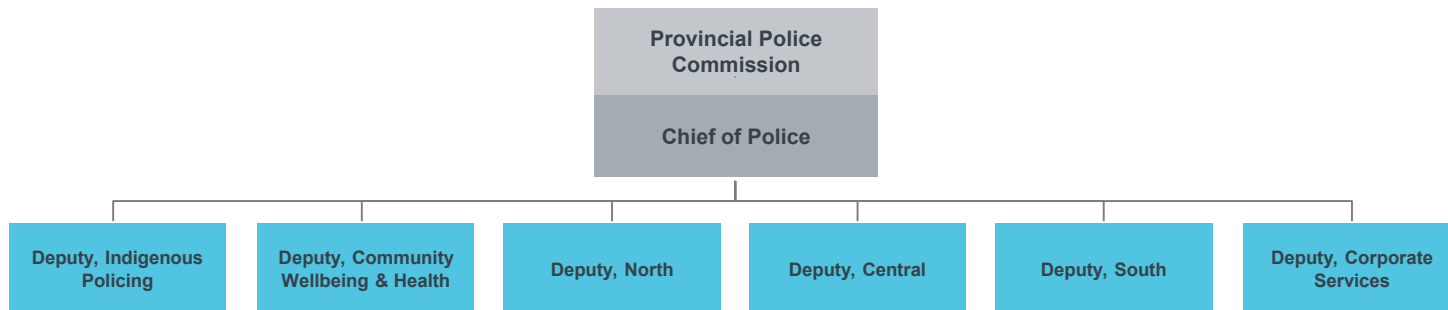
The Alberta Police Service's organization structure will:

- ensure the consistency of 'core' policing services, including community policing, mental health responses, and investigations, throughout the province.

- introduce a distinct collaborative approach to providing services for Indigenous communities, and enable better support for self-administered First Nations Police Services.

- build an integrated approach to the broader community safety ecosystem.

- embed specialized provincial police resources in every region.

4

Alberta

More specialist resources for rural areas

Specialist Teams & Services

Tactical Teams & Critical Incident Response

Mental Health & Addictions Response

Specialist Investigators

Forensic Identification Services

Air Support

'Hub Tables'

Canine Units

The current model typically deploys the majority its provincial police specialist teams and services from Alberta's biggest cities such as Edmonton and Calgary.

Under this detachment deployment model:

- Specialist policing teams and services are embedded, shared, and dispersed throughout the province.

- Locally delivered services are prioritized.

- Coordinated resources across each region help manage capacity, provide continuous coverage, and improve access to specialist services.

- Rural, remote and Indigenous communities have better access to services, as well as improved response times.

Alberta

Consistent service throughout Alberta

- The Alberta Police Service has been designed to be integrated with healthcare partners, family and community supports, and other public safety partners.

- Dedicated roles and resources are embedded in detachment profiles to improve consistency of services throughout the province - regardless of size or location of a community.

Detachment Structure

- Community policing & field operations
- Specialist teams or units
- Investigations
- Mental health & addictions response
- Engagement with Indigenous communities
- Community partnerships, crime reduction & victim supports
- Traffic operations

Alberta

Detachment types

Community Detachments
Located in smaller urban and rural communities with approximately 65-85 such detachments across the province.

Service Hubs
Located in medium-sized urban and rural communities with approximately 20-30 such detachments across the province.

Regional (Urban) Hubs
Located in larger communities with 3 such detachments across the province.

Detachments Serving Indigenous Communities
Indigenous communities that use the Alberta Police Service to provide policing services for their communities. Number of detachments to be determined in partnership with Indigenous communities.
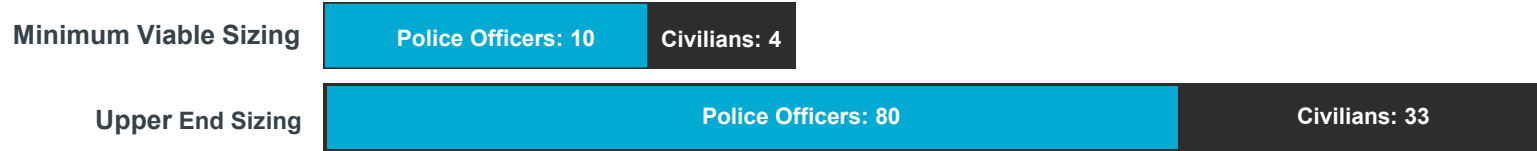
Community detachments

Minimum Viable Sizing	Police Officers: 10	Civilians: 4
Upper End Sizing	Police Officers: 80	Civilians: 33

- Located in smaller urban and rural communities with approximately 65-85 such detachments across the province.

- Implement a new 'minimum viable' detachment size of 10 police officers which would increase the number of provincial police officers working in the smallest detachments. This would increase police officer staffing levels in 42 out of 113 detachments (37%).

- Focus deployment of police officers towards frontline services in rural and remote areas, instead of headquarters or administrative roles.

Alberta

Service hub detachments

Minimum Viable Sizing	Police Officers: 48	Civilians: 20
Upper End Sizing	Police Officers: 192	Civilians: 80

- This deployment model includes 20-30 service hubs. Exact detachment sizes of the service hubs will depend on community needs.

- Service hubs will provide the same day-to-day services as community detachments, but will also be given more specialist policing resources for their local needs as well as to support adjacent community detachments, as required.

9

Alberta

Regional (urban) hub detachments

Sizing Example	Police Officers: 200	Civilians: 83

- Regional (urban) hubs are 'regional headquarters' and provide strategic services for their regions in addition to the full range of community policing and specialist services, complex forensics and investigations support, and other services within the region.

- This deployment model includes 3 regional (urban) hubs in the province (north, central and south). Exact detachment sizes will depend on community needs.

Alberta

Community policing detachments for Indigenous Communities
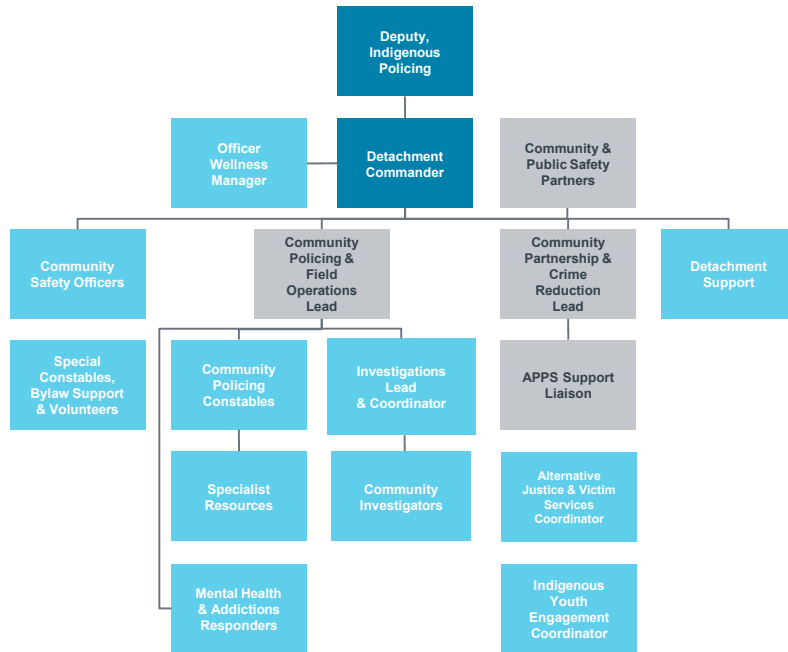
- These detachment types will provide culturally-appropriate public safety and community well-being services for Indigenous communities.

- Detachment Commanders will work collaboratively with local community leadership to tailor services, capabilities, and align on outcomes that are important to the Indigenous communities being served.

- Staffing requirements and sizing for each detachment will be co-developed between the Government of Alberta and Indigenous communities.

- These detachments are part of a semi-autonomous Indigenous Policing Branch that will provide more support for self-administered First Nations police services, as well as serve Indigenous communities that use the Alberta Police Service.

Designed for Alberta's future

Since 2020, Alberta has greatly increased funding to grow the RCMP's provincial policing staffing levels to help fight rural crime. This is achieved through the Police Funding Model and outlined in the *Police Funding Regulation AR 7/2020*.

RCMP Contract Policing Model (Provincial Police Service Agreement only)	Alberta Police Service (APS) Model

• Since 2020, additional funding allowed for increase of 450 RCMP positions
   – 245 additional RCMP officers
   – 207 additional civilians
	• This same funding will enable an increase of 553 APS positions from base model
	   – 383 additional police officers
	   – 170 additional civilians
	     ▪ 95 more mental health & social workers

How would an Alberta Police Service use the Police Funding Model?

- 95-100% of APS detachments see an increase in their police officers positions.

- 146% increase to APS mental health and addictions response staff.

- Smaller detachment size increase even further from 10 police officers (base model) to 12 police officers.

Alberta

Additional information

- For more information on the future of provincial policing in Alberta see
www.futureofabpolicing.ca

- Read the reports:

    - Alberta Provincial Police Service Detachment Deployment Model

    - Alberta Provincial Police Service Transition Study Final Report

    - Alberta Provincial Police Service Transition Study Future State Report

    - Alberta Provincial Police Service Transition Study Current State Report

Alberta

Alberta Provincial Police Service

Community Policing Deployment Model Detachment Prototype Design

March 2022

pwc

Contents

Executive summary

When the Government of Alberta embarked on a journey to explore a future provincial police service, it sought to articulate what a potential model could look like. Building on the target operating model and top level organization design developed previously, this report puts forward a recommended community policing deployment model for a provincial police service in partial fulfillment of the broader Alberta Provincial Police Transition Study ("Study"). Consistent with the initial phases of this overarching engagement, the intent is not to recommend whether or not the Government of Alberta should proceed with a provincial police service, but rather to present potential options for how it could be structured if it decides to pursue the establishment of an Alberta Provincial Police Service.

The recommended 'fit-for-Alberta' deployment model outlined in this report is grounded in a hub-based deployment approach that has been effectively applied across other jurisdictions that, like Alberta, have vast geographies and dispersed communities. Core to the recommended community policing deployment model is a provincial police service with the following vision and core values:

Community Oriented
By offering a tailored resourcing approach that delivers tailored 'core' police services in rural, remote, and Indigenous Communities, including community policing, investigations, mental health and addictions response, traffic operations, community engagement and victim services

Consistent
Consistent and dependable levels of service provided through the province supported by the right number of resources to provide service coverage to rural, remote and Indigenous Communities

Transparent
Transparent actions, decisions, accountability, and communications to those being served. Honesty, openness and a community focus in decision making and interactions.

Fair
Fair dealings with citizens and communities in every interaction through appropriate oversight, resources, expertise, training and support of members empowered to do the right thing

Efficient and Integrated
Through improving access to specialized services, including in rural, remote, and Indigenous Communities — in a timely manner

Responsive
Ensuring there are sufficient resources at all times to provide those 'core' community policing services that all communities expect from their police services; and creating flexibility and responsiveness to manage the relative capacity of detachments, and maintains coverage during peak periods of calls for service

Collaborative
By embedding partnership working by integrating and connecting as much as possible within the ecosystem of community safety

In response, this report describes how the recommended deployment model seeks to fulfill these expectations through a 'hub' approach that is intended to provide layers of service coverage based on specific community profiles and dynamically respond to acute changes in demand for services.

The deployment model prioritizes:

- Balancing the distribution of resources across the province in a way that prioritizes service delivery to rural, remote, and Indigenous Communities

- Decentralizing specialist resources and services out of urban centers and into rural, remote, and Indigenous communities

- Implementing structures and roles that are 'hardwired' to deliver consistent 'core' policing services, including community policing, mental health responses, and investigations, throughout the province

- 'Right sizing' detachments in a way that ensures adequate local coverage, and establishing a 'floor' or minimum number of resources to ensure the delivery of high quality services in smaller communities

- Sharing resources to manage capacity and maintain service coverage — even in smaller rural, remote, and Indigenous Communities

Core to this deployment model are five detachment prototypes that serve distinct purposes while supporting each other in delivering the full range of community policing services across the province. Each detachment prototype has its own role to play in the recommended deployment model and features a unique combination of resources, capabilities, and services to fulfill its envisioned mandate. Despite this, all detachment prototypes are fully staffed and resourced to deliver the core services expected by all communities — community policing, investigations, mental health and addictions response, traffic operations, community engagement and victim services. The five detachment prototypes presented in this report are:

Community Detachments
65-85 detachments across the province with an average number of sworn officers of 15

Service Hubs
20-30 detachments across the province with an average number of sworn officers of 55

Detachments in Indigenous Communities
Number of detachments and sworn officers to be determined with Indigenous Communities

Regional (Urban) Hubs
3 detachments with an average number of sworn officers of 153

Provincial Police Service Headquarters

To bring these conceptual detachment prototypes to life to begin to build a blueprint for a potential future provincial police service, this report lays out high-level organizational structures and sizing scenarios that are driven by the desire to ensure that each detachment (and its unique combination of resources, capabilities, and services) is designed in a way that offers all the residents of Alberta access to the same public safety services and outcomes.

The impact of this conceptual deployment model on front line services include:
- Increase number of sworn officers in rural, remote and Indigenous Communities
- Incorporating a 'minimum viable' detachment size of 10 sworn officers to immediately increase the number of officers in the smallest 37% of detachments with an average increase in sworn officers of 65% in those locations primarily in rural and remote communities
- Decentralized specialist teams and units to improve access and service coverage in rural and remote areas of Alberta who normally do not have the same access to these types of services and resources
- Embedding sharing resources as core capability required to improve service coverage, access to services, and supports across all communities in Alberta
- Rebalancing resources to rural communities and reducing the number of sworn members not providing front line services deployed in headquarters or administrative roles

While all capabilities are accessible to all detachment prototypes, Community Detachments will require the support of service hubs to fully deploy the resources needed for the delivery of select services. The detachment prototypes — and their structures, front line roles, and capabilities — are examined in further detail in the report.

To get there, a seven-step process (which is described in Section 2 of this report) guided the approach and methodology for arriving at a conceptual 'fit-for-Alberta' community policing deployment model that is tailored to the province's unique needs and aspirations; specifically:

1. Revisit guiding design principles
2. Consider the operational mandate and organizational priorities of a future Alberta Provincial Police Service
3. Translate the organization's core capabilities into a Target Operating Model
4. Conduct detailed design to articulate the recommended organizational structure up to the Deputy-level portfolios
5. Envision a 'fit-for-Alberta' community policing deployment model anchored in conceptual detachment prototypes
6. Identify the primary frontline roles and responsibilities of a future provincial police service across the conceptual detachment prototypes
7. Define the high-level organizational structure and sizing assumptions of the conceptual detachment prototypes

Ultimately, the recommended community policing deployment model presented in this report is intended to serve the ongoing evolution of the province's vision and aspiration to further articulate what a potential model could look like for a future provincial police service (if the Government of Alberta decides to proceed with an Alberta Provincial Police Service). Moving forward, there are opportunities for the Government of Alberta to undertake further validation and examination of select concepts and assumptions presented throughout this report. These opportunities for further study are presented in the appendix, for consideration.
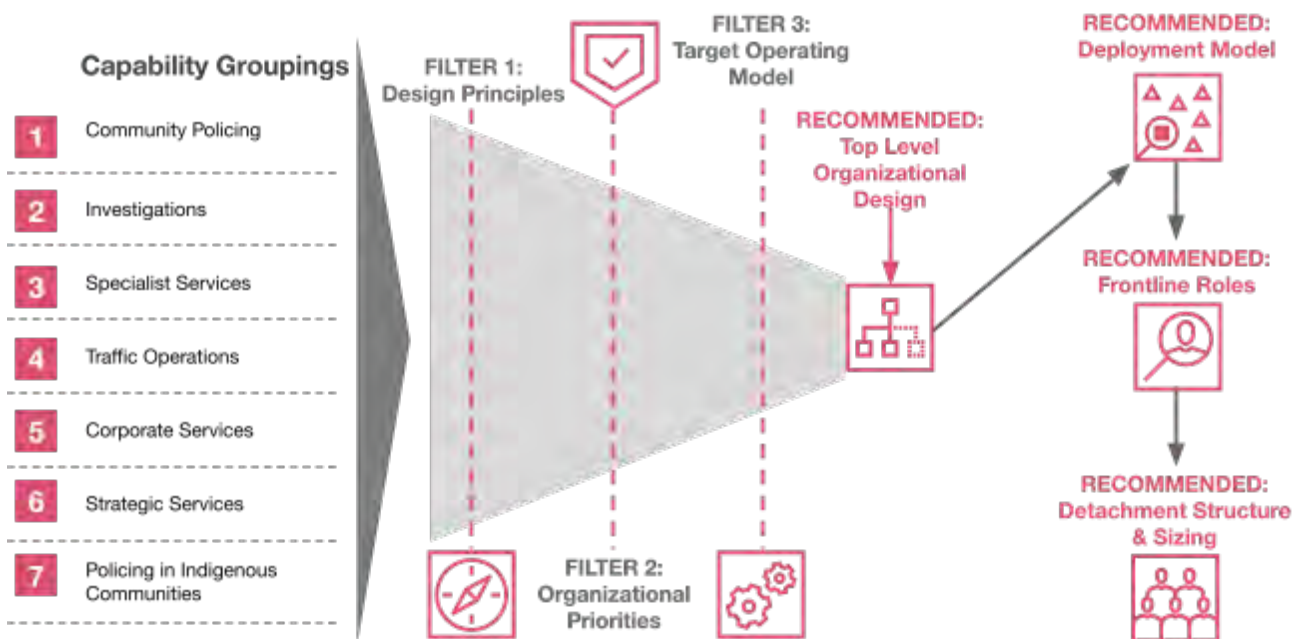
Approach and Methodology

What does a community policing model for a future Alberta Provincial Police Service police service look like? This report brings that answer to life in a way that reflects the design principles and organizational priorities defined previously. At the heart of the community policing deployment model are distinct detachment prototypes – each one determining how services are to be delivered. Read on to discover the primary roles and responsibilities of a future provincial police service, as well as the high-level organizational structure and sizing of the various detachment prototypes.

The approach and methodology builds on the first four steps (or 'filters') of the broader design process (i.e,. defining design principles, articulating organizational priorities, developing a target operating model, designing the top level of the organization) according to the approach outlined below:

- Design Principles
- Organizational Priorities
- Target Operating Model
- Top Level Organizational Design

- Community Policing Deployment Model
- Frontline Roles
- High-Level Detachment Structure & Sizing

Approach to Community Policing Deployment Model Design

Capability Groupings

1. Community Policing
2. Investigations
3. Specialist Services
4. Traffic Operations
5. Corporate Services
6. Strategic Services
7. Policing in Indigenous Communities

FILTER 1: Design Principles

FILTER 2: Organizational Priorities

FILTER 3: Target Operating Model

RECOMMENDED: Top Level Organizational Design

RECOMMENDED: Deployment Model

RECOMMENDED: Frontline Roles

RECOMMENDED: Detachment Structure & Sizing

2. Approach and Methodology

This report builds on the concepts presented in the Top Level Organizational Design Final Report that was submitted to the Government of Alberta on January 10, 2022 in partial fulfillment of the Community Policing Deployment Model scope of work. Together, this report and the design of the top level organizational structure of a future Alberta Provincial Police Service, which put forward more detailed design up to the Deputy-level portfolios for each core organizational capability (e.g. Community Policing, Specialist Services, Corporate Services), are a continuation of the broader target operating model design work that was completed in Phase 1 of the Alberta Provincial Police Transition Study ("the Study").

Grounded in the target operating model and top level organizational design, this report brings the envisioned community policing deployment model for a future provincial police service to life in a way that is consistent with the design principles and organizational priorities defined previously. At the heart of the community policing deployment model are distinct detachment prototypes (Community Detachments, Service Hubs, Regional (Urban) Hubs, Detachments in Indigenous Communities, and Headquarters) that determine how services are delivered in the new model. In this way, this report articulates the primary roles and responsibilities of a future provincial police service as well as the high-level organizational structure and sizing of the various detachment prototypes.

The approach and methodology for arriving at the community policing deployment model builds on the first four steps (or 'filters') of the broader design process (i.e. defining design principles, articulating organizational priorities, developing a target operating model, designing the top level of the organization) according to the approach outlined below:

1. Design Principles (Oct-Dec '20)	2. Organizational Priorities (Oct-Dec '20)	3. Target Operating Model Jan-Mar '21	4. Top Level Organizational Design (Oct-Dec '21)	5. Community Policing Deployment Model (Jan-Feb '22)	6. Frontline Roles (Jan-Feb '22)	7. High-Level Detachment Structure & Sizing (Jan-Feb '22)
Revisit and evaluate the design principles established via stakeholder consultations in Phase 1 of the Study (i.e. the 'Envision' phase), and validate the design assumptions to ensure their ongoing relevance, and to integrate stakeholder feedback	Consider the operational mandate and priorities of a future Alberta Provincial Police Service and examine how other jurisdictions are structured to surface insights, trends in policing services, and common structural characteristics that could be tailored to the Alberta context	Align on the organization's core capability groups and translate a target service delivery model into a high-level structure while considering Alberta's geographical diversity (and the need to enable regional differences and/or standardization in the delivery of services), optimal spans of control, and the impact of the design principles on structure	Conduct detailed design to document the recommended organizational structure up to the Deputy level, including structural characteristics and the alignment of sub-capabilities into those Deputy portfolios	Envision a 'fit-for-Alberta' community policing deployment model (anchored in conceptual prototypes) that determines how services are delivered in the new model in a way that is consistent with the design principles and organizational priorities, and is tailored to meet the unique needs of Albertans served by the provincial police service across the province	Articulate the primary frontline roles and responsibilities of a future provincial police service across the conceptual detachment prototypes	Define the high-level organizational structure and sizing assumptions of the conceptual detachment prototypes

1. Design Principles

In Phase 1 - the "Envisioning" phase - of the Study, a set of organizational values were defined, together with stakeholders, and translated into design principles. From the outset, these design principles have served as a 'north star' to guide design decisions. These design principles guided the development of the community policing deployment model to ensure alignment with the overarching strategy and priorities for a future Alberta Provincial Police Service. The graphic below highlights the core values and design principles used to shape the development of the broader target operating model and, therefore, community policing deployment model for the provincial police service presented in this report.

Consistent

Consistent and dependable level of services provided throughout the province. Having adequate resources and the level of staff for standard police services.

Collaborative

Effective collaboration and working relationships with communities, agencies, and organizations.

Efficient and Integrated

Integrated services across the province with shared infrastructure and resources to achieve economies of scale and joined-up outcomes for citizens.

Transparent

Transparent actions, decisions, and communications with each other and those that are served. Honesty and openness in interactions and decision-making.

Fair

Fair dealings with citizens and communities in every interaction through appropriate and continuous training, oversight, and support of members that are empowered to do the right thing.

Responsive

Effective response systems to ensure that a future provincial police responds to calls for service in a timely manner while producing outcomes that satisfy the public's needs.

Transparent — 03
Consistent — 02
01 Community-Oriented — Community engagement and accountability at the heart of the service.
Fair — 04
Responsive — 05
Collaborative — 07
Efficient and Integrated — 06

2. Organizational Priorities

Phase 1 of the Study featured broad stakeholder consultations that surfaced several organizational priorities for a new and innovative provincial police service. Among these organizational priorities is the need for a 'made in Alberta' model that puts community policing at the core - a police service that is integrated, efficient, and citizen-centric while being fair and responsive in how services are delivered. These organizational priorities, which are further described in Section 4, are the backbone of the police service's deployment model and have been at the heart of its design - from Day 1.

3. Target Operating Model

The 'fit-for-Alberta' recommended target operating model recognizes the power of integrating community services across a broader ecosystem that, collectively, seek to foster community safety, well-being and health. The proposed model puts emphasis on collaboration for the efficient and effective delivery of services at the community level, enhanced accountability of the police service to local communities, and the adaptation of services to meet the needs of local communities by partnering with other agencies, governments, and community groups, and by decentralizing resources to communities across the province.

An integrated operating model of policing in Alberta depends on collaboration between the provincial police service and other law enforcement agencies and government organizations to provide frontline services to Albertans. This integrated model recognizes that the Alberta Provincial Police Service is just one player in the public safety continuum and should not, on its own, drive the desired public safety outcomes that Albertans expect. Moreover, it acknowledges there are opportunities for economies of scale, service and resource optimization, and a need for stronger governance that is responsive to Albertans while having awareness of the challenges of coordination across different levels of government.

Like the design of the provincial police service's top level organizational structure, this innovative, 'fit-for-Alberta' policing approach must be enabled by a deployment model that recognizes local differences observed across regions in Alberta, such as varying demographics, types of crime, and public safety needs.

4. **Top Level Organizational Design**

The recommended top level organizational design seeks to balance responsiveness, the need for consistent and equitable outcomes, and functional excellence and standards against the design principles, organizational priorities, and the unique characteristics and demands of the operating model design. The outcome is not traditional by design, reflecting the unique needs of the province and all Albertans.

5. **Community Policing Deployment Model**

Together, the first four steps of the approach inform the recommended 'fit-for-Alberta' community policing deployment model, which is described in further detail in this report. This deployment model is anchored in conceptual prototypes that determine how services are delivered in the new model, is informed by the design principles and organizational priorities, and is tailored to meet the unique needs of Albertans served by the provincial police service across the province.

6. **Frontline Roles**

Leveraging the community policing deployment model, recommended frontline roles and responsibilities of a future provincial police service across the conceptual detachment prototypes are defined. These roles bring the proposed model to life and are shaped by the services and capabilities that are at the heart of the new model.

7. **High Level Detachment Structure & Sizing**

High-level organizational structure and sizing assumptions of the conceptual detachment prototypes of the proposed model are articulated. This is the logical next step of the overarching approach to the design of the community policing deployment model.

The conceptual community policing deployment model outlined in this report is the culmination of this expanded seven-step approach. It is shaped by the design principles, organizational priorities, target operating model, and detailed design that, together, serve as 'filters' to inform the decision points throughout the design process. At its core, the intent of this approach has been to enable a 'fit for Alberta' outcome that is tailored to the province's unique needs and aspirations.

Approach to Community Policing Deployment Model Design

Capability Groupings

1 Community Policing

2 Investigations

3 Specialist Services

4 Traffic Operations

5 Corporate Services

6 Strategic Services

7 Policing in Indigenous Communities

FILTER 1: Design Principles

FILTER 2: Organizational Priorities

FILTER 3: Target Operating Model

RECOMMENDED: Top Level Organizational Design

RECOMMENDED: Deployment Model

RECOMMENDED: Frontline Roles

RECOMMENDED: Detachment Structure & Sizing

Assumptions

The conceptual community policing deployment model presented in this report is intended as an input in the ongoing evolution of the province's vision and aspirations. To bring that vision to life in a more tangible way, a number of assumptions were made that must be considered as the concepts presented in this report are examined; specifically:

- Consistent with the initial phases of this overarching engagement, the intent is not to recommend whether or not the Government of Alberta should proceed with a provincial police service, but rather to present potential options for how it could be structured if the Province decides to move forward with an Alberta Provincial Police Service.

- This report does not purport to complete the design of a future provincial police service. The concepts presented herein are intended to be high-level and to overlay further details on the operating model and organizational design that were defined in previous reports.

- Throughout the report, the concepts presented about the detachment prototypes, and where the different prototypes could be located across the province, do not represent recommendations, but rather are intended to serve as conceptual representations of what the model could look like in Alberta.

- Detachment locations were maintained for the purposes of envisioning the sizing and structure of the APPS

  ○ The total capacity and size for each detachment was considered at a high level for potential future capacity limits; however, the current staffing numbers were not treated as 'fixed' or the maximum capacity a detachment could support.

  ○ The location and capacity of the K Division Headquarters was not considered static when considering alternative options for the future model.

  ○ It was assumed that the physical space and available infrastructure that exists today can accommodate the deployment model proposed.

- Assumptions in shift lengths were set according to generally accepted and widespread standards, but are not intended to be prescriptive. Further study will be required based on additional data-driven analysis as well as ramifications of any collective agreement language.

- Similarly, team supervisory ratios and make-up are presented for illustrative purposes only and must be refined and validated for alignment with leading practice guidelines and considering capabilities and service complexity.

- Sworn officer to civilian ratios were estimated using nation-wide averages. Further analysis is required to determine whether these ratios are adequate across all regions and detachments considering the service environment and community demands.

- Numerous additional data points should be considered in further detailed analysis, including crime volume, community service demands, other agency demands, population projections, Crime Severity Index scores, case clearance ratios, and geographic spread of jurisdictions for each detachment as a part of detailed deployment model design.

- Input from communities should be incorporated into the deployment model including required resources, public safety priorities, and needs as an additional data point to be incorporated into a detailed deployment plan.

- Moving forward, the concepts presented in this report must be validated by - and are, therefore, dependent on - on the results of stakeholder engagement and consultations with the broader community if or when the province decides to proceed with the establishment of an Alberta Provincial Police Service.

- In particular, the province should seek to further define, and validate the assumptions that informed the following concepts that are presented in this report:

  - Conceptual detachment prototypes, including where in the province the various types of detachments could be located

  - Frontline roles and responsibilities

  - High-level sizing across the different detachment prototypes

  - Integration, collaboration opportunities, and ways of working between a future provincial police service and other service providers across the broader community safety ecosystem, including healthcare partners, family and community supports, and public safety partners, among others (e.g., Fish and Wildlife, Alberta Sheriffs, community peace officers, and the RCMP federal policing support.

How Does Organizational Design Impact the Deployment Model?

Alberta's policing needs are unique. There are dispersed communities, and sparsely populated rural and remote areas that need to be reflected in the way the APPS works and how it needs to be structured. With this new model, there is an opportunity to balance officer distribution throughout the province, improve consistency of service delivery and service levels, and provide better access to specialist services.

The proposed operating model is enabled by:

An **organizational structure** that prioritizes the right roles and capabilities needed to deliver the services people in Alberta expect and deserve.

A **deployment model** that puts the right resources in the right places at the right time to deliver the services locally wherever possible.

How Building an Organizational Structure will Meet the Needs of people in Alberta

In order to bring that operating model to life and to realize the potential improvement to services, the organizational structure needed to reflect those unique characteristics of the roles, reporting structure and portfolios of capabilities.

We propose doing this by implementing the following in the structure:
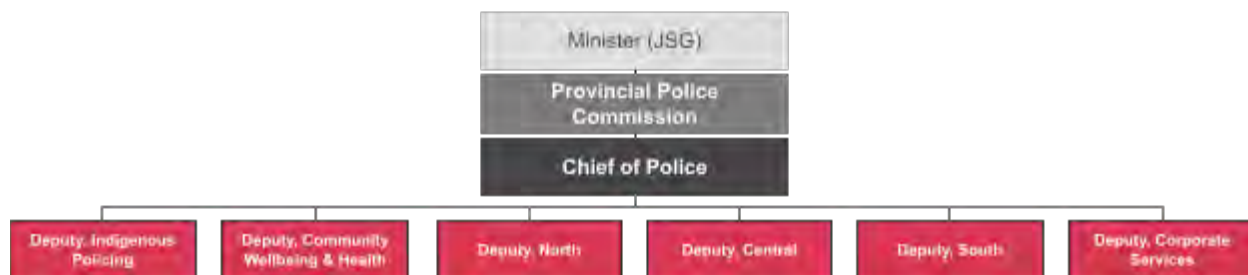
Geographically aligned deputies:
- Balances responsiveness with consistency
- Recognize the specific regional challenges unique to Alberta and tailor localized services to align with individual Community priorities, the nature of crimes, and public safety
- Aligns with Alberta HealthZones, Treaty 6,7,8 and (the) Metis Nation to ensure safer communities

Partnerships, Integration and Collaboration Impact Roles & deployment
- As a single organization, APPS's integrated approach to community safety includes healthcare partners, family and community supports, and public safety partners. These organizations will then support and directly impact the capabilities and roles that exist with APPS, the services that are offered and how they are deployed consistently throughout the province.

Embedding specialist services and Investigations Capabilities in every region
- Specialist teams and services are embedded and dispersed throughout the province. This makes it easier for rural, remote and Indigenous Communities to access services, as well as improving response time and service delivery.

Introducing the Deputy of Indigenous Policing: Embedding and Prioritizing a New approach to Collaborating with Indigenous Communities
- Ensures Indigenous-specific, culturally-appropriate service standards and considerations are embedded throughout the Alberta Provincial Police Service.
- Liaises, coordinates, and builds relationships with Indigenous Communities across Alberta with the goal to support self-administered Indigenous police services and/or Indigenous Communities that contract the Alberta Provincial Police Service.
- The Deputy will be supported by Treaty Territory and Metis Nation regional coordinators

3. How Does Organizational Design Impact the Deployment Model?

The challenges in providing services in a vast geographical area with dispersed communities are significant. Traditional deployment models are not designed or optimized to meet the unique challenges that are present in Alberta's (and Canadian provinces,' generally) vast geography, dispersed communities and detachment locations, and low population density. Detachments and jurisdictional boundaries heavily influence how resources are distributed which do not always align to what the Province ideally needs as a whole.

By taking a new approach to deployment and resource allocation there is an opportunity to balance the distribution of officers throughout the province, increase access to specialist services in rural, remote and Indigenous Communities, and improve the consistency of services and service levels in all communities, and to maintain staffing levels that provide coverage closer to what Alberta citizens in urban communities receive.
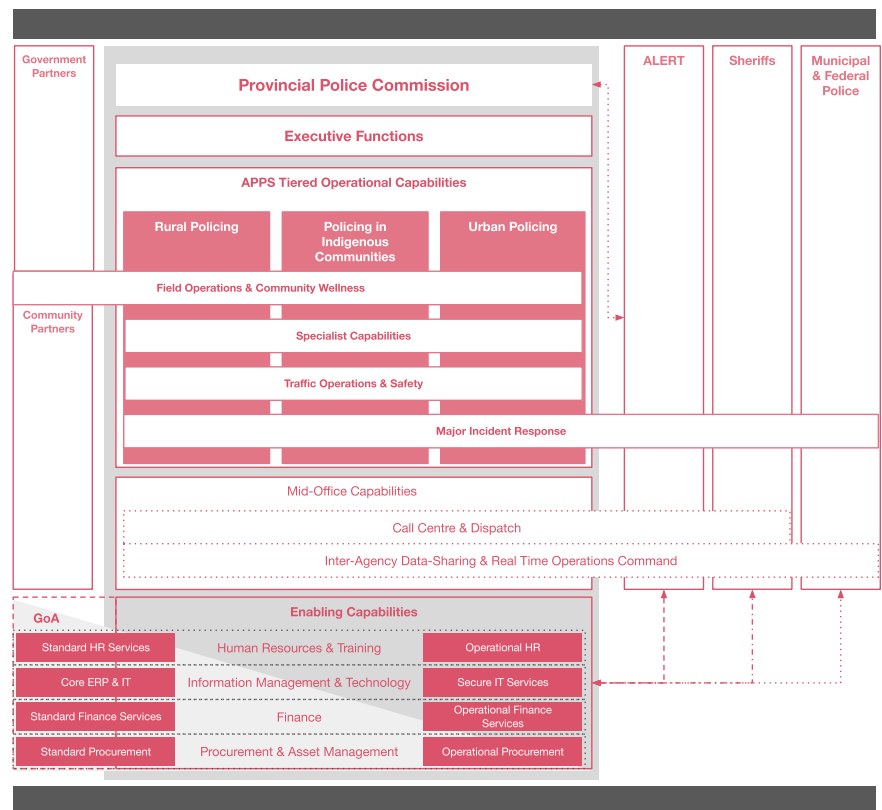
The operating model design recommended for the Alberta Provincial Police Service demands that these challenges be met in order to enable the innovative capabilities and service delivery model designed for Alberta (see graphic above for a summary of the APPS operating model).

The operating model design provides a fit-for-Alberta conceptual framework of operations for how services are delivered, the capabilities required, and a guide for how the APPS should interact and integrate with the ecosystem of public safety to meet the unique public safety needs of the province of Alberta. The operating model must be enabled by:

1. An effective organizational structure that prioritizes the right capabilities in portfolios and roles with effective accountability; and

2. A deployment model that puts the right resources in the right places at the right time to deliver the services people in Alberta need.

Overview of Top Level Structure Recommendations

The operating model design that was recommended for the APPS as a part of the Transition Study is unique with several elements and recommendations that are specific to the operating environment, resources and organizations that exist in Alberta. In order to bring that operating model to life and to realize the potential improvement to services, capabilities and responsiveness that it represents for Albertans, the organizational structure needed to reflect those unique characteristics of the roles, reporting structure and portfolios of capabilities. This organizational structure provides the starting point for designing a deployment model that can effectively put the right resources in the right places at the right time.

The Top Level Organizational Structure Design details the roles and portfolios of the senior leadership up to the Deputy level and is presented below:

Recommended APPS Top Level Organizational Structure
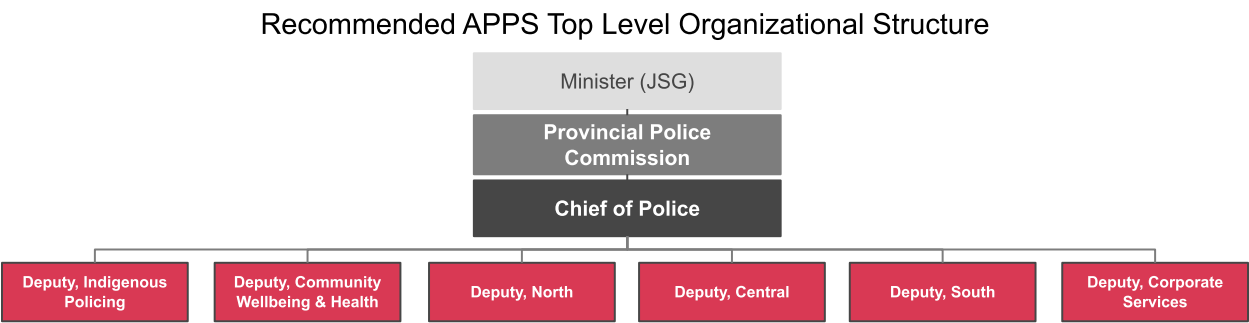
The recommended organizational structure introduced key structural elements that were required to enable the operating model and established a foundation for the recommended deployment model presented in this report. Critically, several of the structural recommendations drove decisions and design elements for the conceptual deployment model that is presented in this report. The recommendations for organizational structure design that significantly impact the construction and development of the deployment model are described below.

Geographically-Aligned Deputies

Responsible for leading community policing and low complexity investigations, specialist services, and traffic operations in a specific geographical region. These Deputies will be supported by Regional Functional Leads for Community Policing & Investigations, Specialist Services, and Traffic Operations. Additionally, Deputies will be supported by coordinators aligned to Treaty territories and Métis Nations that liaise with Indigenous Communities to further embed culturally appropriate practices and build trust with Indigenous Communities.

Population by Forward Sortation Area (first 3 digits of postal code)

Source: 2016 Census, Statistics Canada

The introduction of Regional Deputies is consistent with the need for the APPS to be responsive to community needs and a recognition of the differences between areas of the Province. Population densities, geographic characteristics, available infrastructure, opportunities for partnership and collaboration and relative distances away from major centers vary from Northern, Central and Southern parts of the province.
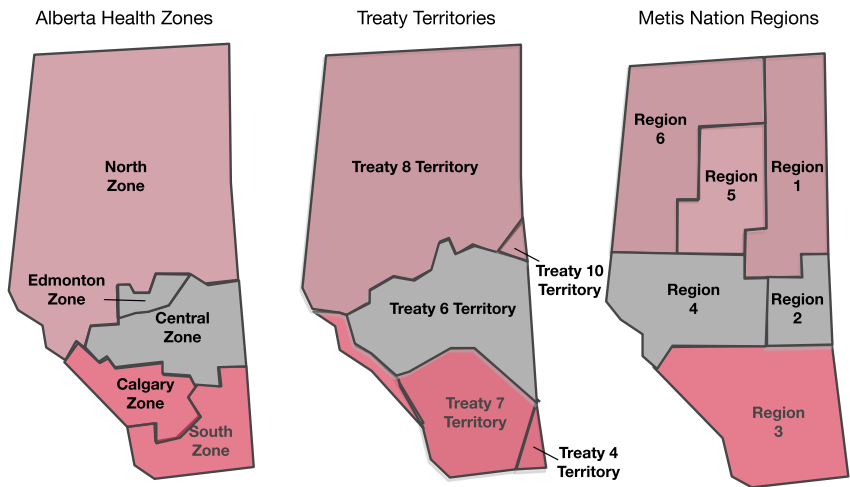
The introduction of Regional Leadership to better respond to the real differences in needs across the province creates the need to organize the deployment model around those same regions. This will allow the Regional Deputies to more effectively tailor and adapt their services to meet local priorities and meaningfully respond to the operating environment in Northern, Central, and Southern Alberta respectively.

Additionally, the introduction of geographically aligned deputies into the organizational structure design allows the APPS to further align its operations with Alberta Health Zones, Treaty 6,7, and 8 territories and Metis Nation Regions in Alberta. This alignment creates the opportunity for truly integrated regional approaches to community safety, wellbeing and health.

The differences between the community safety, wellbeing and health environments across Alberta are significant. Community priorities, the nature of crimes, and public safety needs demanded by communities differ from community to community and region to region. The opportunities to partner and integrate with other service providers, including municipal police services, health care, community partnerships, and other resources available within the local ecosystems of public safety also vary from region to region.

By structuring a future provincial police service to include three Regional Deputies as a part of the leadership group and operations, the organization is built to be more responsive in meeting the needs of Albertans.

The types of resources, services, and deployment strategies used to most effectively provide community safety and wellbeing services can be more easily adapted and changed to maximize responsiveness within each region under the leadership of a Deputy who is able to focus on providing the best outcomes possible for that region.

Partnerships, Integration and Collaboration Impact Roles and Deployments

The ecosystem of public safety is a major consideration in the development of the recommended organizational structure. A future Alberta provincial police service is one of many players within a broader ecosystem of service providers that span the community safety continuum - from mental health and addiction services to family and children services, victims' services, and more. The Deputy of Community Wellbeing & Health and their team becomes the primary conduit through which the provincial police service connects into the broader network of healthcare and social services partners, family and community supports, and other public safety partners.

In this regard, the proposed organizational structure enables a future Alberta provincial police service to systematically integrate with partners at the provincial level as well as other service providers at the local level. It will allow these integrations to be part of the DNA of the organization as opposed to a series of disjointed and fragmented initiatives. Dedicated roles, capabilities and services are

considered in the deployment model to help drive public safety outcomes that are aligned between the provincial police service and its partners to more effectively address the root causes of crime and disorder. These dedicated roles and capabilities allow the deployment model to more clearly define, and align, roles and responsibilities by supporting and prioritizing formal partnerships provincially and locally.

Embedding Specialist Services & Investigations Capabilities in Each Region

The APPS operating model focuses on integrations with other public safety agencies to collaborate, increase capacity, and share resources and costs in delivering specialist services and investigations. This approach to sharing resources is aligned with the strategic priorities of being integrated and efficient, responsive, and community focused. There are existing precedents for these forms of collaboration in Alberta, such as the Calgary Police Service providing support to surrounding communities and Southern areas in the province, Edmonton Police Service providing the same support to
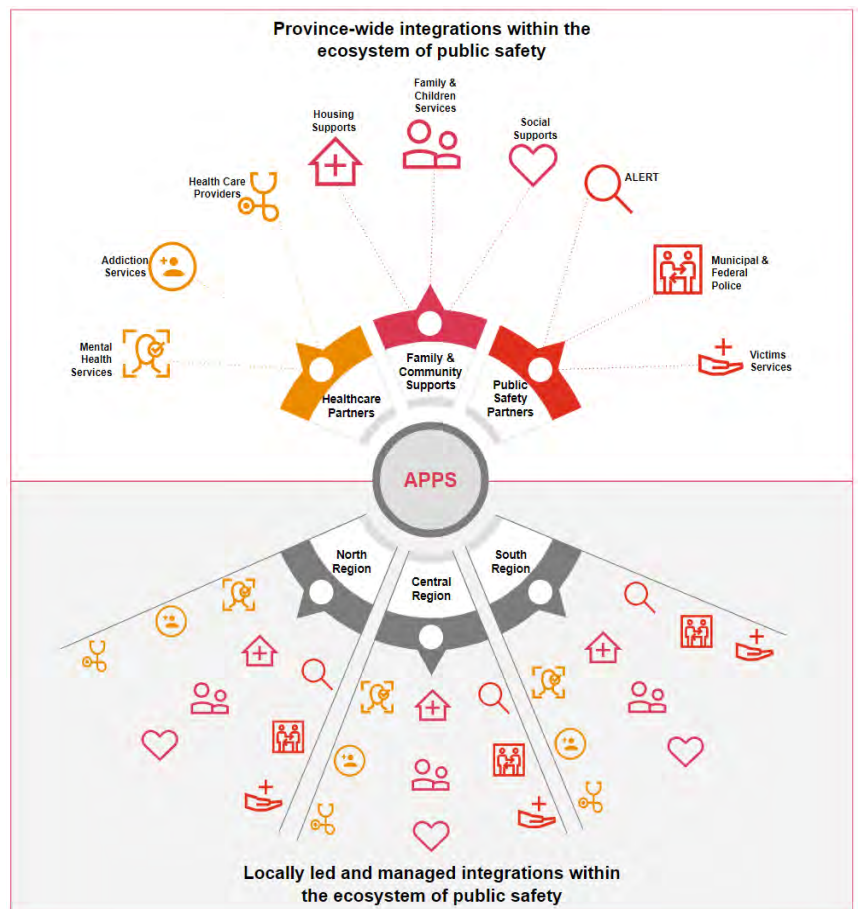
surrounding communities and to Central Alberta and ALERT providing investigative support services to the entire province as is the case today.

However, the picture becomes more complex when considering the stark differences in opportunities to partner and share resources that exist in Northern Alberta compared to Central and Southern Alberta. There are also differences in programs and resources available more broadly in the ecosystem of public safety. These differences impact how the deployment model considers resourcing and deploying specialists. Each region has different partnership opportunities and available resources to deliver specialist services and investigations and so it becomes essential that the deployment model embeds resources and teams to deliver those services in each region.

Specialist Teams & Responses Dispersed Across Alberta

| Tactical Teams & Critical Incident Response | Mental Health & Addictions Response | Specialist Investigators | Forensic Identification Services | 'Hub Tables' | Canine Units | Air Support |

Embedding these teams to supplement the delivery of 'core' community policing services and officers across the province in a dispersed deployment model is a significant step to meaningfully improving access and responsiveness of specialist units to calls for services that are further away from large centers - rural, remote and Indigenous Communities. Improving access and consistency of specialist services to these areas is an organizational priority for the APPS.

Embedding and Prioritizing a New Approach to Collaborating with Indigenous Communities through the Deputy Indigenous Policing
One of the significant opportunities that the creation of an Alberta Provincial Police Service brings is a chance to rethink and collaboratively reimagine the relationship and interactions between Indigenous Communities and the Police Service in Alberta. The Deputy of Indigenous Policing will be responsible for ensuring Indigenous-specific, culturally appropriate service standards and considerations are embedded throughout the Alberta Provincial Police Service, and for liaising, coordinating, and building relationships with Indigenous Communities across Alberta to support self-administered Indigenous police services and/or Indigenous Communities that contract the Alberta Provincial Police Service.

This Deputy will be supported by Treaty Territory and Metis Nation Region Coordinators to truly embed relationship building, collaboration and trusted points of contact for Indigenous Communities. These leadership roles will filter down into the deployment model and result in roles at the regional and detachment levels.

Solidifying the Scope of Portfolios Which Drives Role Definition in the Deployment Model
The Operating model defined what services are delivered and some detail on how those services are delivered. The deployment model seeks to answer and define who delivers those services and where they are deployed to enhance public safety outcomes.

The operating model design provides details on the capabilities and interactions required to deliver services in the recommended integrated operating model design. The organizational design and the deployment model translate that operating model design and the capabilities required into portfolios of services and then further transform those portfolios into specific roles at the leadership level and for front line operations.

Considerations in developing a Fit-for-Alberta deployment model

People in rural, remote and Indigenous Communities of Alberta have the right to a well-resourced police service that provides specialist services and highly-trained officers — just like you'd expect, and find, in urban communities. This recommended deployment model focuses on meeting those expectations through a 'hub' approach to providing services.

The 'hub' approach has already been successful in other jurisdictions, with similar geography and dispersed communities to Alberta, and it will drive a number of key priorities for the province, which are outlined below.

Balancing the distribution of resources to prioritize services in rural, remote, and Indigenous Communities in Alberta
There is an opportunity to rebalance the deployment of resources in order to dedicate additional resources to smaller detachments in rural and remote areas. This improves coverage while maintaining capacity and services for major centers.

Decentralizing specialist resources and services from of urban centers to rural areas
The recommended deployment model decentralizes specialist resources and deploys teams more evenly in each region.

Implementing roles and structures focused on delivering 'core' policing services consistently
To achieve consistency in 'core' policing, this model recommends:
- Standardized roles
- Consistent detachment structures
- Standardized 'core' services that make up the 'core' of community policing

Right-sizing detachments to provide fulsome coverage locally, and establishing a 'minimum' number of resources to deliver services in smaller communities
The recommended minimum viable resourcing complement of 10 resources would see an immediate increase in 42 detachments across Alberta with an average increase in size of 65% (based on data provided to the Alberta Provincial Police Transition Study in 2020).

Sharing resources to manage capacity and maintain service coverage – even in small, Indigenous, and remote communities
The ability for detachments to coordinate resources to manage capacity, provide continuous coverage and maintain service levels, and improve access to specialist services addresses directly many of the current challenges of deploying resources effectively in Alberta

4. Considerations in developing a Fit-for-Alberta deployment model

There are five major considerations that must be addressed in developing a deployment model that meets the needs of people being served in Alberta and the needs of the Alberta Provincial Police Service:

- Developing a tailored approach to distributing resources to deliver 'core' police services in rural, remote and Indigenous Communities

- Improving access to specialized services and the ability of the APPS to deploy specialists in rural, remote and Indigenous Communities in a timely manner

- Deploy resources to allow delivery of consistent 'core' services provided from location to location to provide people in Alberta who live in rural areas with the same, high-quality services

- Ensuring there are enough resources to provide the 'core' community policing services that all communities expect

- Creating flexibility and responsiveness to manage the capacity of detachments and maintain coverage during periods of high levels of calls for service.

Meaningfully addressing these criteria is critical to ensuring that the needs of people in Alberta are met. People in rural, remote and Indigenous Communities have reasonable expectations of access to services delivered by a well-resourced police service that provides access to specialist services and highly trained officers that are enjoyed in larger urban communities. The recommended deployment model focuses on meeting those expectations through a 'hub' approach to providing services that prioritizes:

1. Balancing the distribution of resources in the Province between rural, remote, and urban areas to prioritize service delivery in rural, remote, and Indigenous Communities in Alberta

2. Decentralizing specialist resources and services out of urban centers and into rural areas of the province

3. Implementing roles and structures that are focused on delivering consistently 'core' policing services including community policing, mental health responses, and investigations throughout the Province

4. Sizing detachments to provide fulsome coverage locally and establishing a 'minimum baseline' number of resources required to deliver the core community policing services that people in Alberta expect, even in smaller communities, and to provide service coverage for rural, remote and Indigenous communities

5. Sharing resources to manage capacity and maintain service coverage even in smaller, Indigenous and remote communities.

Testing the Deployment Model Against the APPS Organizational Priorities and Design Principles

Rethinking and taking a new approach to deployment creates the opportunity to align the operating model and the deployment model to address some of the unique challenges in providing consistent services and access to capable resources across Alberta. Providing services across a vast geographical area with varying population densities is a significant challenge for any police service to overcome. Traditional policing models rely on detachments with set jurisdictions and resources that are 'owned' by the detachment location with limited coordination and resource sharing in limited circumstances.

APPS can take a different approach by implementing a deployment model that is built specifically to address some of the unique elements of delivering public safety services in Alberta and tailored to the communities being served. A

deployment model directly addresses some key challenges in the current policing model in Alberta today and is aligned with the organizational values and design principles that have been the foundation of the broader operating model design of the Alberta Provincial Police Service.

Furthermore, the deployment model will allow the provincial police service to deliver on the organizational priorities defined in the Transition Blueprint Report; specifically:

Consistent Outcomes: Both rural and urban Alberta receive consistent public safety outcomes

How does the deployment model enable consistent outcomes?

This deployment model seeks to decentralize services to communities where they are needed and provides enhanced access to a broader range of services in rural, remote, and Indigenous Communities by ensuring resources and services

Consistent Outcomes — Both rural and urban Alberta receive consistent public safety outcomes	**Designed for Alberta** — Designed for the unique characteristics of Alberta, and all its communities and people	**Community Policing** — Focused on community policing in collaboration across the province
Efficient & Integrated — Finding efficiencies and opportunities for integration to sustain positive outcomes	**Fair** — Build confidence and legitimacy through procedural fairness, operational structures, policies, and procedures	**Capable** — Deploy a capable workforce that reflects the communities they serve
Data-Driven & Innovative — Build a learning organization that promotes evidence-based innovation across the operating model	**Citizen-Centric & Responsive** — Adopt a citizen-centred approach that is responsive to the needs of individuals and communities	**Health & Well-Being** — The organization will embed the health, well-being, and dignity of its diverse workforce

are available, including highly-trained specialists or investigators. This increased access to services can be formalized with Service Level Agreements (SLAs) to provide strengthened accountability to rural, remote, and Indigenous Communities.

Designed for Alberta: Designed for the unique characteristics of Alberta, and all its communities and people

How is the deployment model designed for the unique characteristics of Alberta and all its communities and people?

The deployment model has been specifically tailored to Alberta. The province's vast geography; the unique differences in public safety needs in northern, central, and southern Alberta; the size and characteristics of communities in the province; and access to infrastructure and other services have all been considered in the design of the deployment model for Alberta. Moreover, this model allows communities and detachments to further consider their unique community safety needs, and be responsive to them, by adapting resources and services to those unique priorities.

Community Policing: Focused on community policing through collaboration across the province

How does the deployment model enable the provincial police service to focus on community policing, and to collaborate more effectively?

The deployment model is grounded on two key functional requirements: (1) To allow local detachments to focus on community policing by prioritizing consistent delivery of 'core' policing services and maintaining a local presence; and (2) To allow local detachments to collaborate and coordinate more effectively and consistently deploy 'specialist' resources so no community goes without a service or needs to wait days to receive specialist services. The heart of the deployment model is community policing through collaboration.

Efficient and Integrated: Finding efficiencies and opportunities for integration to sustain positive outcomes

How does the deployment model allow for greater levels of efficiency and integration to sustain positive outcomes?
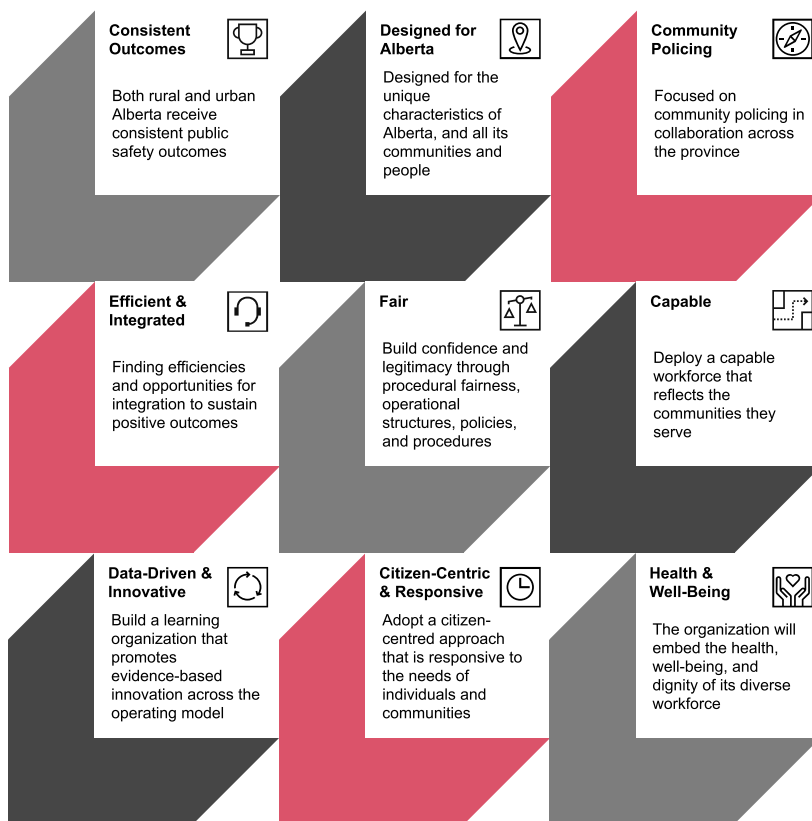
By starting with the idea that all resources can and should be shared and then deployed based on need, it becomes much easier to find efficiencies in the deployment model. The deployment model doesn't consider 'jurisdictional' boundaries or that resources 'belong' to a specific community.

The deployment model is more efficient because it is designed to deploy resources to where they are needed, when they are needed, without considering some of the artificial limitations that exist in traditional deployment models. This idea of sharing resources extends beyond the police service to community partners. The deployment model is built to enable integrations within the APPS but also with the broader ecosystem of public safety to truly deploy the right resources, with the right skills, at the right time. Efficient and integrated use of all the available resources is a critical component of this deployment strategy.

Fair: Build confidence and legitimacy through procedural fairness, operational structures, policies, and procedures

How does the deployment model allow the APPS to build confidence through fairness?

The deployment model requires interoperability, consistent standards, procedures, and structure to enable the ability to share resources and coordinate in an integrated policing model. This consistency in the DNA of the organization, consistent standards for service delivery and a focus on procedural fairness and excellence should build confidence in communities and people being served.

Capable: Deploy a capable workforce that reflects the communities they serve

How does the deployment model allow the APPS to deploy a capable and representative workforce?

The deployment model requires a deeper level of interoperability and more consistent standards for service delivery. The increased interoperability will allow the APPS to work more effectively together and coordinate and collaborate with other police services which will make all the provincial police services in the province more effective and capable. In addition, the model of deployment will drive a more equitable distribution of highly trained police officers, specialists and investigators across the province. This essentially means that rural and remote communities will have more capabilities in these locations than they do today.

Data-Driven and Innovative: Building a learning organization that promotes evidence-based innovation across the operating model

How does a model allow for evidence-based innovation across the operating model?

The APPS will become more agile and responsive as it collects and analyzes deployment and resource sharing information. This type of data driven innovation is central to how the APPS is structured and the capabilities that are prioritized. The deployment model is only possible through data driven collaboration.

Citizen-Centric and Responsive: Adopt a citizen-centered approach that is responsive to the needs of individuals and communities

How does the deployment model allow for a citizen centered approach that is responsive to the needs of individuals and communities?

The deployment model is built to be just that - citizen centric and responsive. How resources are deployed, what capabilities are delivered in each community, and how the police service as a whole operates are all designed to be adaptable and responsive. The deployment model is built to be flexible to respond to communities and individual needs in the short term and over the long term to continuously respond and deliver services in a more effective way.

Health and Well-Being: The organization embeds the health, well-being, and dignity of its diverse workforce

How does the deployment model embed health, wellbeing and dignity of its workforce throughout the organization?

The deployment model will allow APPS members to be recruited to work in areas they want to live and to do meaningful work to respond to community needs. There will be less of a need for an officer to drive hours away from home or stay away from their family for days at a time. The deployment model will allow for more flexible resourcing that will allow officers to take time away, have greater access to health and wellbeing supports, and be deployed in communities and specialties where they are interested. This deployment model changes the equation for career growth - an officer no longer needs to put their family through the stress of transfers or relocating to facilitate promotion or career growth. This model encourages officers to stay in their communities longer and allow for long term career development.

At the core of the first phase of this feasibility study were the design principles that provided the direction of the operating model design - acting as a 'north star' for how the APPS should be designed to operate. These design principles have guided the development and design of the deployment model presented in this document.

Design Principles		Description	How the Model Supports the Value
	Community Oriented	Community engagement at the heart of the service and establishing mechanisms to facilitate relationships between the provincial police and communities.	• Larger minimum detachment size • Consistent portfolios of services and capabilities • Enhanced community policing front line officer role
	Transparent	Transparent in actions, decisions and communications with each other and those that are served. Ensure honesty and openness in interactions and decision making.	• Regional leads for functional areas to ensure consistency and accountability throughout the province • Local Commissions to bring in the Community wherever possible
	Fair	Fair dealings with citizens and communities at every contact through appropriate and continuous training, oversight and support so service members are empowered to do the right thing.	• Highly trained members of the APPS are deployed in all communities in Alberta • Consistent standards and defined ways of working are required to share resources across locations
	Responsive	Effective response systems to ensure that the future provincial police are responding to calls for service in a timely manner while producing outcomes that satisfy citizens' needs.	• More effectively placing front line officers where they are needed in the community, at times they are needed • Providing service coverage and surge capacity in Service Hubs for all Community Detachments • Placing specialized services where they are needed and accessible to all communities

Design Principles		Description	How the Model Supports the Value
	Efficient and Integrated	Integrated services across the province with infrastructure and resources shared to achieve economies of scale and joined-up outcomes for citizens.	• Centralizing services and capabilities where it is operationally and fiscally advantageous to do so
	Collaborative	Establish and reinforce effective collaboration and working relationships with communities, agencies and organizations.	• Embedding community collaboration leads into the organizational structure to drive the ecosystem approach • Appoint regional leads responsible for collaboration and community partnerships
	Consistent	Consistent and dependable level of services provided throughout the province. Having adequate resources and the level of staff for standard police services.	• Maximizing staffing efficiency by not having a one-size-fits all approach • Layering services to all communities by the implementation of service hubs • Optimizing staffing and shifting models by community need and capability demand

The recommended deployment model focuses on providing effective delivery of services, delivered by the right resources in the right place at the right time as a part of the ecosystem of public safety. This model is intentionally designed to enable the organizational priorities of the APPS, aligned with the design principles that have guided the development of the recommended policing model for Alberta and built specifically with the needs and expectations of people in Alberta front and center.

What does the Deployment Model Look Like for Alberta?

The deployment model relies on the effective implementation and development of three major elements:

1 **Different 'profiles' of detachments used as a part of a network of services:** The deployment model relies on different 'profiles' of detachments used as a part of a network of locations that support each other in delivering the full range of policing services across the province. Each detachment profile has its own role to fill in the deployment model with a unique blend of resources, capabilities and services to fill the required mandate. However, all detachment profiles are fully staffed and resourced to deliver the core services expected by communities — community policing, investigations, mental health and addictions response, traffic operations, community engagement and victims support. There are 4 detachment profiles in the recommended deployment model that will be supported by APPS Headquarters:

Regional (Urban) Hub

Range of officers: 125 – 200	**Number of detachments:** 3
Average number of sworn officers: 153	
Community characteristics: Larger rural communities acting as centres in Northern, Central, and Southern Alberta	**Types of services:** Full range of operational and strategic services

Service Hub

Range of officers: 48 – 192	**Number of detachments:** 20 – 30
Average number of sworn officers: 55	
Community characteristics: Medium sized, rural communities in Alberta likely acting as a 'centre' in rural areas	**Types of services:** • Community Policing & Field Operations • Investigation teams • Mental health and addictions response • Specialist service teams

Community Detachment

Range of officers: 10 – 80	**Number of detachments:** 65 – 85
Average number of sworn officers: 15	
Community characteristics: Rural and Remote Communities in Alberta, likely smaller in size	**Types of services:** • Community Policing & Field Operations • Investigations • Mental health and addictions response • specialist service resources

Detachment in Indigenous Communities

Range of officers: TBD	**Number of detachments:** TBD
Average number of sworn officers: TBD	
Community characteristics: Indigenous Communities that choose to contract the APPS to provide services	**Types of services:** Community Policing & Field Operations to be determined with input from Indigenous Communities and Leaders

Number of detachments, resources and averages are based on the conceptual deployment model and are for illustrative purposes only.

2 **Decentralizing specialist resources and services from urban centers to rural areas**

The deployment model relies on resources being located and deployed locally where possible. Some specialist teams – such as Tactical Teams, and major case investigators (including ALERT resources) – are dispersed and embedded throughout the deployment model. This is a significant shift from traditional models that typically deploy specialist teams and services from major metropolitan areas.

The expected result? Increased and faster access to specialist services. And smaller detachments (who under the traditional model may not be able to recruit and retain highly-trained specialists) now have more access to highly trained and specialized resources for their communities.

3 **Coordinating and sharing resources: improves service coverage, increases adaptability, and delivers consistent service levels and outcomes**

The deployment model is a network of detachment profiles. Detachments are built to collaborate and share resources and provide support dynamically. This coordinated and networked approach allows for more fulsome service coverage, particularly in smaller detachments, and rural and remote communities with fewer resources. It also reduces the risk of gaps in community policing services when the need requires larger deployments.

5. What does the Deployment Model Look Like for Alberta?

Priorities for the Community Policing Deployment Model in Alberta

The 'hub' model is a deployment approach that has been applied in other jurisdictions featuring a vast geography and dispersed communities. In the Alberta context, a hub model will drive a number of priorities for the province, including:

1. **Balancing the distribution of resources in the province to prioritize service delivery in rural, remote, and Indigenous Communities in Alberta**

   Rural, remote, and Indigenous Communities that are located further away from the large metropolitan areas in Alberta. The current range of resources (sworn and civilian) deployed to different detachments in Alberta is significant: from less than 10 to nearly 200 in some detachment communities (based on data provided during Phase 1 of the Alberta Provincial Police Transition Study in 2020). There is an opportunity to rebalance the deployment of resources to dedicate more resources to smaller detachments in rural and remote areas to improve coverage in rural areas of the province while maintaining capacity and services around the major centers.

   Alignment with Strategic Priorities: Designed for Alberta focused on serving all communities and people including rural, remote, and Indigenous Communities

2. **Decentralizing specialist resources and services out of urban centers and into rural areas of the province**

   In Alberta, police resources are traditionally deployed around the larger centers of the province. This is partially due to the population of Alberta being the highest density around Edmonton, Calgary, and along the Queen Elizabeth II Highway running between those two cities. Specialist resources follow this centralized deployment model to a large extent - teams of specialists are located in central regions to be dispatched throughout the province in response to calls for service. The recommended deployment model will decentralize specialist resources and deploy teams more evenly throughout the province and in each region. This is essential both to increasing access to specialist services in rural and remote areas of the province as well as ensuring that teams are able to deploy locally to respond to demands for service more efficiently.

   Alignment with Strategic Priorities: Community policing focused, Consistent outcomes, Responsive to communities and deploying a capable workforce

3. **Implementing roles and structures that are focused on consistently delivering 'core' policing services including community policing, mental health responses, and investigations throughout the province**

   Stakeholders in Alberta expect consistency in services and outcomes across the province. This was one of the top organizational priorities identified in the Transition Blueprint Report. In order to achieve consistency in 'core' policing the resources and structure that communities can expect must be consistent to enable those services to be delivered. The recommended deployment model puts forward:

   - Standardized roles

   - Consistent detachment structures

   - Standardized 'core' services that make up the 'core' of community policing

   Alignment with Strategic Priorities: Consistent service and outcomes across the province, Fair, Capable, Responsive

4. **Sizing detachments to provide fulsome coverage locally and establishing a 'minimum' number of resources to deliver services in smaller communities**

   There is a minimum number of resources required to deliver the 'core' services the APPS will provide in all detachments.

The recommended deployment model considers that each detachment must be able to offer those core services and provides a minimum staffing complement required to effectively provide coverage as a part of the deployment model. The recommended minimum viable resourcing complement of 10 sworn officers would see an immediate increase in 42 detachments across Alberta with an average increase in size of 65% (based on data provided to the Alberta Provincial Police Transition Study in 2020).

Alignment with Strategic Priorities: Responsive, Community Policing Focused, Capable, Consistent outcomes

5. **Sharing resources to manage capacity and maintain service coverage even in smaller, Indigenous and remote communities**

The recommended deployment model focuses on incorporating the ability to share resources between detachments as a critical capability. The ability for detachments to coordinate resources to manage capacity, provide continuous coverage and maintain service levels, and improve access to specialist services directly addresses many of the specific challenges of deploying resources effectively in Alberta. A traditional deployment model is centered on each detachment utilizing its own resources to deliver services in their communities without consideration given to the efficiencies that can be achieved through shared resourcing strategies, particularly in rural and remote areas.

Alignment with Strategic Priorities: Efficient and Integrated, Data Driven and Innovative, Capable, Consistent, Responsive

Key Elements of the Deployment Model

The deployment model relies on the effective implementation and development of three major elements:

- **Different 'profiles' of detachments used as a part of a network of services:** The deployment model relies on different 'profiles' of detachments used as a part of a network of locations that support each other in delivering the full range of policing services across the province. Each detachment profile has its own role to fill in the deployment model with a unique blend of resources, capabilities and services to fill the required mandate. However, all detachment profiles are fully staffed and resourced to deliver the core services expected by communities - community policing, investigations, mental health and addictions response, traffic operations, community engagement and victims' support. There are 5 detachment profiles in the recommended hub deployment model:

  1. Community Detachments

  2. Service Hubs

  3. Regional (Urban) Hubs

  4. Detachments in Indigenous Communities

  5. Headquarters

Regional (Urban) Hub

Range of officers: 125 – 200	Number of detachments: 3

Average number of sworn officers: 153

Community characteristics:	Types of services:
Larger rural communities acting as centres in Northern, Central, and Southern Alberta	Full range of operational and strategic services

Service Hub

Range of officers: 48 – 192	Number of detachments: 20 – 30

Average number of sworn officers: 55

Community characteristics:	Types of services:
Medium sized, rural communities in Alberta likely acting as a 'centre' in rural areas	• Community Policing & Field Operations • Investigation teams • Mental health and addictions response • Specialist service teams

Community Detachment

Range of officers: 10 – 80	Number of detachments: 65 – 85

Average number of sworn officers: 15

Community characteristics:	Types of services:
Rural and Remote Communities in Alberta, likely smaller in size	• Community Policing & Field Operations • Investigations • Mental health and addictions response • specialist service resources

Detachment in Indigenous Communities

Range of officers: TBD	Number of detachments: TBD

Average number of sworn officers: TBD

Community characteristics:	Types of services:
Indigenous Communities that choose to contract the APPS to provide services	Community Policing & Field Operations to be determined with input from Indigenous Communities and Leaders

Number of detachments, resources and averages are based on the conceptual deployment model and are for illustrative purposes only.

Details about the detachment profiles are provided below under the heading "Detachment Profiles".

- **Decentralized resources, including specialists, away from major cities to rural and remote areas:** The hub model relies on resources being located and deployed locally as much as possible. Specialist teams, such as Tactical Teams, and major case investigators (including ALERT resources), should be dispersed and embedded throughout the deployment model. This is a significant shift from traditional deployment models that typically deploy specialist teams and services out of major metropolitan areas. By decentralizing these resources and services access to those services is increased and the time required to deliver specialist services is decreased substantially. Additionally, smaller detachments who might not be able to recruit and retain highly trained specialists in a traditional deployment model will have more access to highly trained and specialized resources in their communities.

Decentralized: Resources, teams and units are dispersed and embedded in detachments locally throughout the province
Centralized: Specialist teams and services are deployed out of major metropolitan areas and must travel to local communities to provide service

Centralized Model   Decentralized Model

Tactical Teams   Mental Health & Addictions Response   Specialist Investigators
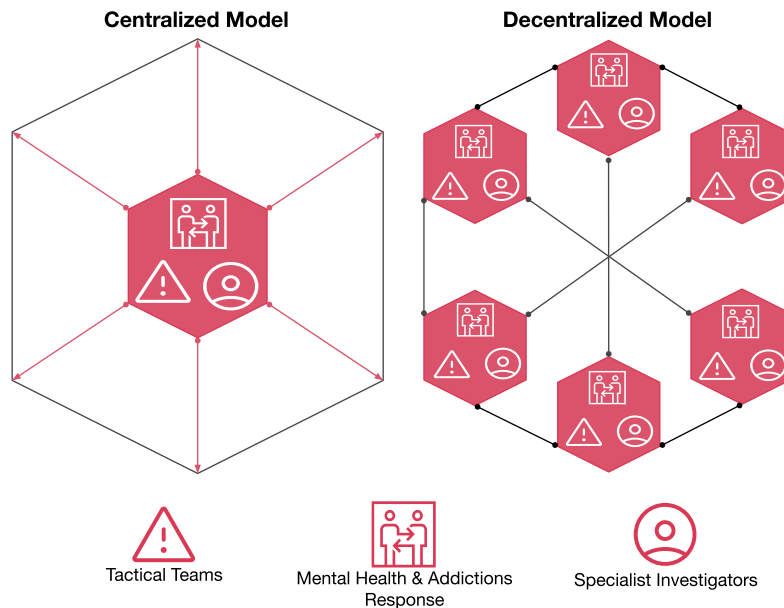
- **Prioritizing the ability to coordinate and share resources to improve service coverage, increase flexibility to adapt to short term changes in demand and to maintain consistent service levels and outcomes:** The deployment model provides layers of service support in a networked service delivery model between the different detachment profiles. Detachments in the deployment model are built to collaborate and share resources and provide support dynamically. This coordinated and networked approach to sharing resources allows for more fulsome service coverage, particularly for smaller detachments with fewer resources. It reduces the risk of gaps in community policing services when there is higher than usual demand for services or serious incidents requiring larger deployments. Smaller rural detachments in the current model are likely to be without police service coverage due to the limited resources available in rural and remote communities.

Ultimately, the deployment model is a practical way of delivering services, including specialized services, regardless of a community's size or location. This model is grounded in the principle that all resources should be shared, decentralized, and deployed based on need while recognizing that some detachments will be more capable of recruiting and delivering specialized services because of access to capabilities, a greater ability to recruit qualified professionals, and presence of (or proximity to) enabling infrastructure and partnerships (e.g., municipal police services or Health Care facilities).

Detachment Profiles

The interaction between the different detachment profiles is based on the simple concept that each detachment profile plays an important but distinct role in the overall deployment model. Each profile provides a layer of service and support for both the public and within the network of service delivery. The graphic to the right provides a high level overview of the role of each detachment profile at a glance. Detailed descriptions of each detachment profile are provided below.

Community Detachments

Community detachments, which will be primarily located in Alberta's rural and remote communities, will be the backbone of a future provincial police service deployment model. Most of the communities across the province will receive services from Community Detachments that will predominantly serve municipalities in rural, northern, and remote areas of the province. Community Detachments will offer services tailored to the community and will be supported by Service Hubs to enhance access to specialized services that are traditionally delivered by larger urban communities in the

current policing model. This increased access to resources and services, particularly specialist services, is essential to improving the consistency of service and outcomes across the province of Alberta, which is a core value and strategic priority for the Alberta Provincial Police Service (APPS). Ultimately, no two Community Detachments will be identical (neither in resourcing nor in their prioritization of services or capabilities) because the expectation is that they adapt, and are responsive, to local public safety needs.

Conceptual Example of Community Detachment Locations

Note: These locations are not a specific recommendation but a conceptual representation for discussion and consideration

Services & Capabilities
Community detachments will provide a wide range of services across the public safety continuum:

- Community Policing and Field Operations (i.e., 'core' or 'generalist' frontline policing and field operations), including but not limited to:

  ○ Urgent response

  ○ Crime reduction and prevention

  ○ Protecting vulnerable people

  ○ Mental health and addictions response

- Community Policing led investigations (supported by ALERT)

- Community partnerships/commissioning and community safety strategy

- Specialist services (with support of 'flex' and 'surge' resources from Service Hubs, as required)

- Victims' services and alternative justice

- Officer well-being support services

- Traffic operations

- Services relating to or supporting Policing in Indigenous Communities

Role in the Deployment Model:
Community detachments will be the most common detachment profile within the provincial police service deployment model. They play a critical role in providing the majority of people in Alberta with community policing services. They will be responsible for providing public safety and well-being services across the province.

These detachments will be equipped with the capabilities and resources to deliver the most common frontline services and maintain service levels to their communities in normal operations. Beyond their own capabilities and resources, these detachments will be supported by at least one (ideally two or even three) different Service Hubs to provide even more access to the full suite of services across the province.
In this way, every detachment should be able to provide all services at a baseline level without any support and, beyond this, deliver services that are supplemented with 'flex and surge' resources from adjacent Service Hubs, as needed. These detachments will rely on Service Hubs for select specialist services, such as Forensic Identification Services, Special Tactical Operations, Hub Tables, or alternative justice services.

Community detachments will have access to highly skilled and trained resources, including resources that are capable of participating in Special Tactical Operations or emergency response teams in partnership with Service Hubs and/or other public safety agencies. Unlike the current model, the future operating model and organizational structure will allow
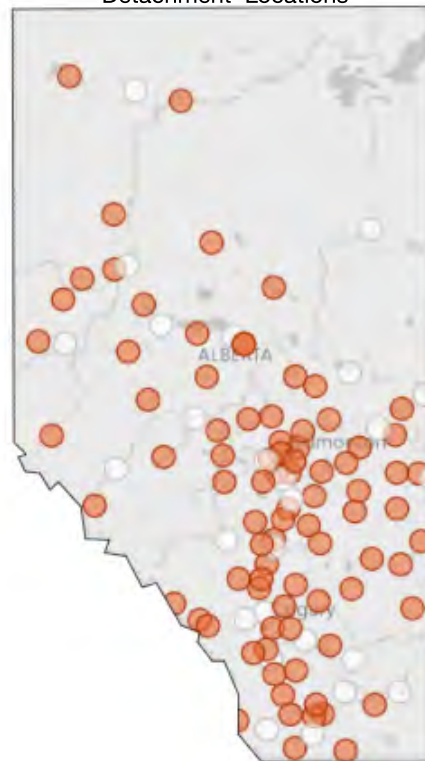
Deputies and highly trained functional experts or leads to be located in any detachment regardless of size or location. Leadership, and the presence of specialist skill sets or training, will be broadly available regardless of detachment size or location.

Where additional resources are required to augment coverage or deliver services, flex resources can be deployed above and beyond existing detachment resources. Ultimately, Community Detachments should not be fully dependent on Service Hubs or other detachments for the provision of any 'core' public safety services. Instead, they should be independent and capable of providing a broad range of services in a typical operating environment under normal demand levels.

The proposed deployment model concept includes 65-85 community detachment locations across the province ranging in size from 10 - 80 sworn officers (average of 15 sworn officers across all detachment locations). More details on sizing, roles and responsibilities are provided in Section 7 and 8.

Service Hubs

Service Hubs are a central feature of the hub model of policing proposed in the Alberta Provincial Police Service target operating model. Service Hubs will be responsible for delivering the full suite of public safety services directly to their communities (like any detachment) while also providing support and resources to nearby Community detachments. In this way, Service Hubs are critical to the future deployment model and are the primary enablers of 'flex' and 'surge' resourcing to ensure capacity and consistent coverage across the province.

Services & Capabilities:

Service Hubs will deliver a wide range of community safety and specialist services:

- Community Policing and Field Operations (i.e., 'core' or 'generalist' frontline policing and field operations), including but not limited to:
    - Urgent response
    - Crime reduction and prevention
    - Protecting vulnerable people
    - Mental health and addictions response
- Community Policing led investigations (supported by ALERT)
- ALERT led Investigations (supported by Community Policing)
- Community partnerships/commissioning and community safety strategy
- Specialist services (including resources to support Community Detachments, as required)
- Victims' services and alternative justice
- Officer well-being support services
- Traffic operations
- Hub Table services, collaborative response, and co-located services
- Services relating to or supporting Policing in Indigenous Communities

Role in the Deployment Model:
Service Hubs will provide all the same services to their communities as Community detachments, including proactive community policing, mental health and addictions response, specialist services, and investigations. The role of this detachment profile is to deliver all public safety services to their communities while also providing additional resources and services to adjacent communities, as required. For example, this could include providing support to nearby Community detachments and detachments in Indigenous Communities by delivering specialist services and/or providing additional capacity and coverage to enable consistent levels of service throughout the province - a core value and strategic priority for the APPS.

These services may also be provided to self-administered First Nations policing services who wish to receive them. Consequently, Service Hubs play a critical role in 'flexing' and 'surging' resources, as required, to support adjacent detachments in order to improve responsiveness, consistency, and the availability of specialized services and expertise in all communities regardless of size or location.

This ability to 'flex' and 'surge' resources from Service Hubs is a unique approach to deployment that will allow more resources to be available to rural and remote communities across Alberta through increased coordination and collaboration. Service Hub resources will be supplemented by Regional (Urban) Hubs similar to how the Service Hubs support Community detachments - they will receive 'flex' and 'surge' resources, as needed, based on demand for services.

Service Hubs play a critical enabling role in the ecosystem-based policing model recommended for the APPS by integrating with community partners, other public safety agencies, municipal police services, and broader provincial services that are available. For example, this could include partnerships with Edmonton Police Service (EPS) or Calgary Police Service (CPS) in areas around Edmonton and Calgary, respectively, for specialist services, local ALERT resources for complex investigations, or with Fish & Wildlife officers in remote locations. Other integrations with community service providers could include Child Advocacy Centers, Victim Services, and other supports for vulnerable people in their local communities. Service Hubs play an instrumental role in the integrated operating model in how they deliver services to their own local communities and how they provide support to adjacent Community detachments.

Unlike Community detachments, they will, where possible, have co-located services with strategic partners. This could include health care providers, social services and youth and child supports along with other community partners with the intent to deepen integration between the policing model and the broader public safety ecosystem. Additionally, these detachments could host Hub Tables, which drive cooperation and collaboration between health, social services, children's services, mental health, and addictions professionals and the APPS to evaluate and address individual cases to drive optimal outcomes.

There will be 20-30 Service Hubs in the province to maintain a ratio of 1:3 or 1:4 to Community Detachments. The range of sizes for Service Hubs will be 48 - 192 sworn members

Regional (Urban) Hubs

Regional (Urban) Hubs will provide the broadest range of services and coordination of resources within each Region. Regional (Urban) Hubs will serve as 'Regional Headquarters' and provide strategic services and commissioning for their Regions in addition to the full range of community policing and field operations services. These Regional (Urban) Hubs will act as the strategic and coordinating centers in each Region of the province and will provide support and resources, as required, in each Region according to demand for services. Regional (Urban) Hubs will provide services to communities with larger populations and their surrounding areas. If and when needed or requested, they will also provide support to Indigenous Communities, Community detachments, and Service Hubs as envisioned by the deployment model recommended for the APPS. This includes 'flexing' and 'surging' resources,

delivering specialist services, providing complex forensics and investigations support, and other services within the Region that may not be available in every detachment location.

Services & Capabilities:
Regional (Urban) Hubs will provide the broadest range of services:

- Community Policing and Field Operations (i.e., 'core' or 'generalist' frontline policing and field operations), including but not limited to:
    - Urgent response
    - Crime reduction and prevention
    - Protecting vulnerable people
    - Mental health and addictions response
- Community Policing led investigations (supported by ALERT)
- ALERT led Investigations (supported by Community Policing)
- Community partnerships/commissioning and community safety strategy
- Specialist services (with support of 'flex' and 'surge' resources from Service Hubs, as required)
- Victims' services and alternative justice
- Officer well-being support services
- Traffic operations
- Services relating to or supporting Policing in Indigenous Communities
- Regional Indigenous engagement, liaison, and coordination services
- Regional strategic leadership
- Support services for self-administered police services in Indigenous Communities
- Strategic commissioning and partnerships
- Regional resource coordination and deployment strategy
- Hub Table coordination, collaborative responses, co-located services and alternative justice programs

Role in the Deployment Model:
Regional (Urban) Hubs are the strategic center for each Region in the provincial policing deployment model. They are the primary point of cascading provincial strategy, priorities, and decision-making into operations within the Regions and to each community across the province. They will be responsible for the full suite of frontline and mid-office services provided by the APPS and will rely on the provincial police service's Headquarters for strategic and enabling (e.g. back office) services.

The role of this detachment will be to provide services to urban communities and to support Indigenous Communities, Community detachments, and Service Hubs, as needed. From a strategic perspective, Regional (Urban) Hubs will provide analytical deployment support and planning services to help address variances, trends, and demand for services across their Regions. Additionally, Regional (Urban) Hubs will be responsible for regional partnerships and commissioning services with local organizations, and for cascading provincial partnerships and commissioned services within their Regions to the appropriate organizations (e.g. ALERT, Alberta Health Services, Victim Services).

They will work closely with Service Hubs and Community detachments and will provide support services on an as-needed basis while assisting with the coordination of 'flex' and 'surge' resourcing in the hub deployment model.

Detachment in Indigenous Communities

Detachments in Indigenous Communities present another opportunity to reimagine a new path forward for public safety in Indigenous Communities. The concepts put forward as a part of this section are for consideration and for discussion purposes and are not standalone recommendations.

These concepts should be the subject of the necessary stakeholder engagement required to co-create a vision for deployment that is respectful of the individual Indigenous Communities' histories, contemporary needs, values and cultures.

Detachments in Indigenous Communities will provide community policing services to First Nations Communities that opt for policing services from the APPS, as well as for Metis Communities. These detachments will provide public safety and community well-being services to Indigenous Communities in partnership with local leadership and in accordance with local history, traditions, and values. detachments in Indigenous Communities will offer a broad range of services to the public, including services that are unique to the specific community, and will be supported by Service Hubs and Regional (Urban) Hubs to provide increased access to specialized services that are traditionally found in larger urban centers in the current policing model. A collaborative and cooperative approach to providing resources and services is essential to driving consistent and dependable levels of service, enabling respectful and appropriate delivery of services, and tailoring outcomes for Indigenous Communities - all core values and strategic priorities for the future provincial police service.

Services & Capabilities:
The Services and Capabilities that may be considered in a Detachment in Indigenous Communities are:

- Community Policing and Field Operations (i.e., 'core' or 'generalist' frontline policing and field operations), including but not limited to:
  - Urgent response
  - Crime reduction and prevention
  - Protecting vulnerable people
  - Mental health and addictions response
- Community Policing led investigations (supported by ALERT)
- ALERT led Investigations (supported by Community Policing)
- Community partnerships/commissioning and community safety strategy
- Specialist services (with support of 'flex' and 'surge' resources from Service Hubs, as required)
- Victims' services and alternative justice
- Officer well-being support services
- Traffic operations
- Services relating to or supporting Policing in Indigenous Communities
- Community Safety Officer Programs
- Alternative Justice Approaches and Services
- Murdered and Missing Indigenous Women and Girls Support

Role in the Deployment Model:
The role of this detachment profile is to deliver the full suite of services to Indigenous Communities across the province that use policing services from the APPS. These detachments will establish a local presence in their communities, which will enable them to proactively police their communities while being mindful of the unique traditions and values that each community observes.

Moreover, this model will allow these detachments to build trusting relationships with Indigenous leaders, communities, and partners to deepen their understanding of the unique public safety and well-being needs of residents in those communities in order to more effectively and respectfully provide services and support, as needed.

Detachments in Indigenous Communities will be responsible for providing public safety and well-being services tailored to individual communities. The 'core' services of the provincial police service will be deployed and delivered from these detachments and supplemented by additional programs and services that may be needed in those communities.

Detachment Commanders will work with local community leadership to tailor services, capabilities, and align on outcomes that are most relevant to the local community, values, history and contemporary needs of the Indigenous Peoples being served. and area. These detachments will be responsible for proactive, community policing, safety and wellbeing services and working with local partners, elders and other organizations to address the root causes of crime and disorder in their communities. No two detachments in Indigenous Communities will be identical in terms of resourcing, prioritization of services or capabilities because they should be adapting and responsive to local concerns and public safety needs.

A baseline of front line services and service levels should be enabled by these detachments independently. These detachments will be supported by at least one (ideally 2 or 3 different) Service Hub detachments to provide even greater access to all services for Indigenous Communities. Each Detachment should be able to provide all services at a 'baseline' level without support and then be supplemented with 'flex and surge' resources from supporting Service Hubs as needed and in agreement with local Leaders and Community groups.

The number of Detachments in Indigenous Communities may vary, and the resourcing and sizing requirements should be co-developed and agreed on collaboratively with the APPS, the Government of Alberta, and Indigenous Communities.

Provincial Police Headquarters
APPS Headquarters is the strategic center of the provincial police service operations. Frontline services may be delivered from Headquarters for the community in which it is located but its primary function is to deliver and support strategic and ensure the smooth delivery of enabling services for the broader organization. In the current deployment model K-Division HQ is located in Edmonton where operational and strategic leadership and enabling services are centrally delivered.

In the recommended deployment model, the APPS should prioritize putting as many sworn members of the police service as possible into communities where services are delivered. The number of sworn officers located to serve in HQ should be minimized as much as possible in order to maximize the number of sworn officers that are deployed in communities in support of the hub deployment model.

Enabling Services and support functions should continue to be delivered out of Edmonton due to the integration required with the Government of Alberta and existing infrastructure that is in place to deliver those services.

The primary function of Headquarters is to drive strategy and planning while supporting and enabling delivery of effective community policing services across the province including supporting specialist service integrations and managing critical partnerships and commissioned relationships including for complex investigations (ALERT), mental health and addictions response. Headquarters is responsible for taking a province-wide lens and interacting with the Ministry of Justice and Solicitor General and the Provincial Police Commission, and working to support self-administered policing services in Indigenous Communities.

Role in the Deployment Model:
Headquarters is not likely to play a significant role in the deployment of front line community policing services outside of working with Regional Deputies to set the strategy and prioritize services. There may be a Community Detachment or Service Hub that is located in the same physical location as Headquarters but will be led by a Detachment Commander separate from the operations and services provided by Headquarters.

Which detachment profiles are appropriate for what communities?
There are a number of factors that should be considered when determining where Community Detachments are located versus Service Hubs versus Regional (Urban) Hubs. These factors must be weighed and balanced against each other based on the needs of the province as a whole, as well as the needs of local communities. The primary factors that have been considered in determining which detachment profiles should be located in different communities are:

- **Population (size and service needs) served:** What is the size and density of the population being served, and what services are most commonly in demand?

- **Geography of community served:** How geographically vast (or concentrated) is the jurisdiction being served? Is it easily accessible?

- **Location and geographic characteristics:** Are there unique geographic features of the community that inhibit the sharing of resources (e.g., seasonal inaccessibility; lack of direct roads; rivers, other bodies of water, or other natural barriers) or impact the types of capabilities and services required between communities that are in relatively close proximity?

- **Physical size/infrastructure of detachments:** Does the size of the detachment allow for the deployment of more resources? Could the physical infrastructure of the detachment accommodate the delivery of specialized services, units, or resources to support service delivery to nearby locations? (e.g., canine units, tactical response, specialist investigations)?

- **Number of officers and frontline resources required in the detachment to serve the community:** What is the relative demand for services? Compared to benchmarks on officers per sq/km or officers per capita, what is the optimal number of officers and frontline resources required?

- **Relative location of the detachment to other detachments:** How far is the detachment from other detachments (Community Detachments, Service Hubs, Regional (Urban) Hubs, HQ)?

- **Access to other service providers within, or near, the community:** Beyond the provincial police service, are there other service providers or partners in the public safety ecosystem (e.g., municipal police services, mental health and addictions response, Child Advocacy centers) that could support the delivery of services?

- **Demand for services and historical crime data:** What is the relative demand for each service based on the frequency, complexity, and severity of crime? What services are needed in the community to protect vulnerable people, prevent social disorder, and support public wellness?

Community input should be incorporated into future detailed design of the deployment model should the Government of Alberta decide to move forward with implementation of the APPS. It is important that the deployment model, resources in detachments and the services are tailored as much as possible to the local community.

Improved Coverage and Access to Specialist Services Through the Deployment Model

The Deployment Model is a Strong Foundation for Improving Service Coverage and Access to Specialist Teams and Services

People in rural Alberta and Indigenous Communities expect consistent service coverage and public safety outcomes regardless of location or community. The proposed model will allow the APPS to effectively deploy resources, provide consistent coverage and access services across Alberta simply by rethinking how detachment locations collaborate and coordinate their resources. And by decentralizing the deployment model of specialist officers, teams, and units.

Creating Additional Capacity by Refocusing Resources on Rural, Remote and Indigenous Communities

The recommended deployment model rebalances resources from larger centers and reallocates them to rural, remote and Indigenous communities. There are several approaches to increasing the number of officers in rural communities:

Allocate the increase of officers to rural, remote and Indigenous Communities

Focus deployment of sworn members to frontline service rather than to tasks that are more effectively delivered by civilian specialists (cyber security, financial crimes, corporate service roles, administration etc)

Rebalance the deployment specialist teams, resources, and units – traditionally deployed out of Edmonton or larger suburban communities – to be dispersed more evenly across the province

An increased rural policing presence of 275 officers from the current deployment model would allow the APPS to double the number of sworn officers in the smallest 42 detachments in Alberta (approximately 37% of current detachment locations based on data provided to the APPS Transition Study in 2020 during Phase 1).

This resourcing model also provides additional flexibility in the type of resources available, and it offers greater control over how those resources are used, particularly in circumstances when:

- Demand for services in local communities is higher than normal
- Absences in Community Policing Resources due to travel in order to provide services to remote areas of the province
- Incidents that require Specialist Teams to supplement local Specialist Resources that are deployed in Community Detachments
- Requirements for specialist investigators or ALERT resources to provide additional technical or investigative support for Community Investigators

Providing a Layered Approach to Services

The different detachment profiles each play a different role in providing a 'layer' of service coverage that can dynamically respond to acute changes in demand for services, reduce instances where service coverage is not available in rural areas due to limited capacity of smaller detachments, and improve access to specialist services deployed locally. These APPS 'layers' are further supplemented by partnerships with other public safety agencies, community organizations, and volunteers.
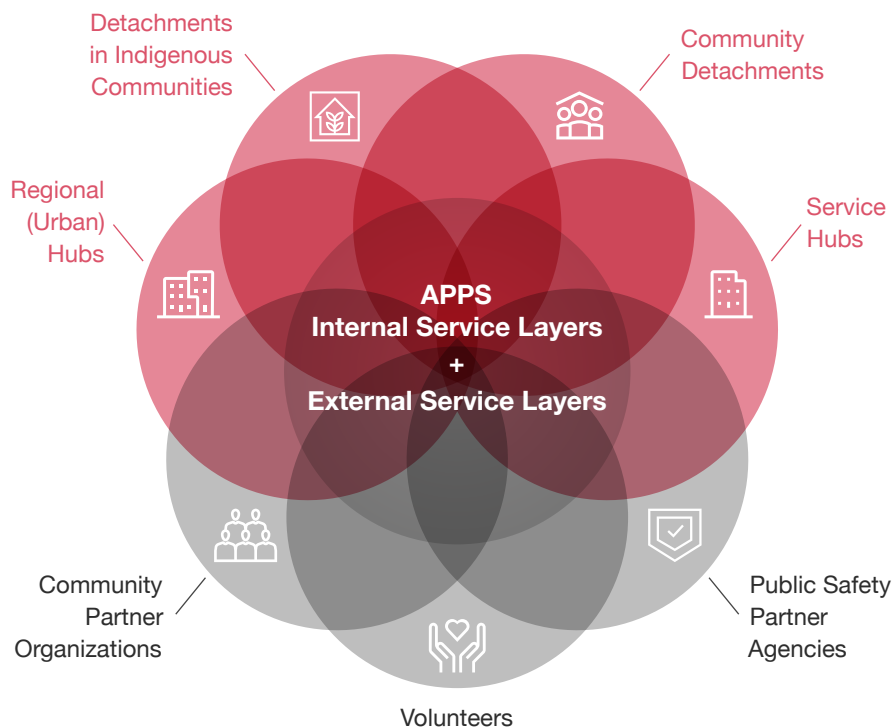
6. Supporting Improved Coverage and Access to Specialist Services Through the Deployment Model

The Deployment Model is a Strong Foundation for Improving Service Coverage and Access to Specialist Teams and Services

People living in rural Alberta and Indigenous Communities expect access to similar resources that are available in larger centers, such as Edmonton and Calgary, and consistent service coverage and public safety outcomes regardless of location or community. A hub deployment model will allow the APPS to effectively deploy resources to provide consistent coverage and access to services across Alberta by rethinking how detachment locations collaborate and coordinate their resources, and by decentralizing the deployment model of specialist officers, teams, and units.

Creating Additional Capacity by Refocusing Resources on Rural, Remote, and Indigenous Communities

The recommended deployment model depends on rebalancing resources from larger centers and reallocating them to rural, remote, and Indigenous Communities. The recommended operating model creates the opportunity to increase the number of sworn members of the police service in rural communities by:

- Allocating the increased number of sworn members in the recommended resourcing model described in the Alberta Provincial Transition Study Final Report to rural and remote areas of the province (an increase of 121 sworn members and mental health addictions response teams)

- Minimizing the number of sworn officers performing administrative roles throughout the police service, including within HQ (current RCMP resourcing indicates there are 59 internal administrative roles filled by sworn officers and an estimated 50-100 additional roles that are currently filled by sworn members in detachments or regional offices that could be performed by civilian members resulting in a total estimated increase to rural policing of 100-150). Section 5.b (pg 46-50) of the Current State Report provided as a part of the APPS Transition Study project provides additional details on current RCMP authorized and actual strength, including Internal Administrative Roles.

- Redeploying specialist teams, resources, and units that are traditionally deployed out of Edmonton or larger suburban communities to be dispersed more evenly across the province (estimated increase of 25-100 resources to front line policing services)

> **The 'Hub' deployment model would enable the APPS to double the number of sworn officers in the smallest 42 current detachments in Alberta - approximately 37% of current detachment locations**

An increased rural policing presence of 275 officers from the current deployment model would allow the APPS to double the number of sworn officers in the smallest 42 detachments in Alberta (approximately 37% of current detachment locations based on data provided to the APPS Transition Study in 2020 during Phase 1). There is an opportunity for more aggressive approaches to rebalancing, which may include decreasing the detachment staffing complements in communities around Edmonton and Calgary for redeployment to rural communities enabled by partnerships and shared resourcing provided by the Edmonton Police Service and Calgary Police Service, respectively, without sacrificing service levels or urgent response capacity in those communities. This scenario was not included in the conceptual deployment model presented in this document but could yield further increases in police presence in rural, remote, and Indigenous Communities.

The resourcing requirements to substantially increase rural policing presence are a relatively small proportion of the front line workforce of the APPS and would have a significant impact on the ability of the APPS to provide consistent services and maintain a strong presence in rural and remote areas of the province. The impact of this increased capacity in rural communities is multiplied by deploying these resources where they are able to provide services to multiple communities

and can also rely on receiving support in times of need.

A traditional deployment model's resources in each detachment are focused solely on providing services within their detachment jurisdictional boundaries, which reduces their impact on public safety.

The figures presented above do not include additional resources that could potentially be deployed using more funding from the Police Funding Model, which would significantly bolster the already increased number of front line officers serving in rural Alberta.

Utilizing Service Hubs to Improve Service Coverage

Service Hubs play a critical role in enabling rural, remote, and Indigenous Communities in Alberta to access specialist services and resources. The recommended deployment model includes decentralizing and dispersing specialist units and resources across the province, including: Tactical Teams, Specialist Investigation Units, Mental Health, Addictions and Family Crisis Response teams, Canine Units, and other specialist units (in addition to providing more capacity and support for front line community policing services). Additional study of resources, required capacity and units, calls for service and operational requirements is needed to develop a detailed deployment model for specialist services.

In order to provide access to these units and resources throughout the province, the deployment model must include a significant number of Service Hub detachments located throughout the province.

The conceptual deployment model presented in this document provides for approximately 20-30 Service Hub locations across Alberta, but that are primarily distributed in rural and remote areas with a complement of sworn officers ranging between 48-192. There is an average complement of 55 sworn members supported by civilian members and public service employees. The graphic, Conceptual Example of Service Hub Locations indicates one option for how Regional Hubs (yellow dots) and Service Hub locations (red dots) could be spread across the province to support Community Detachments (white dots).
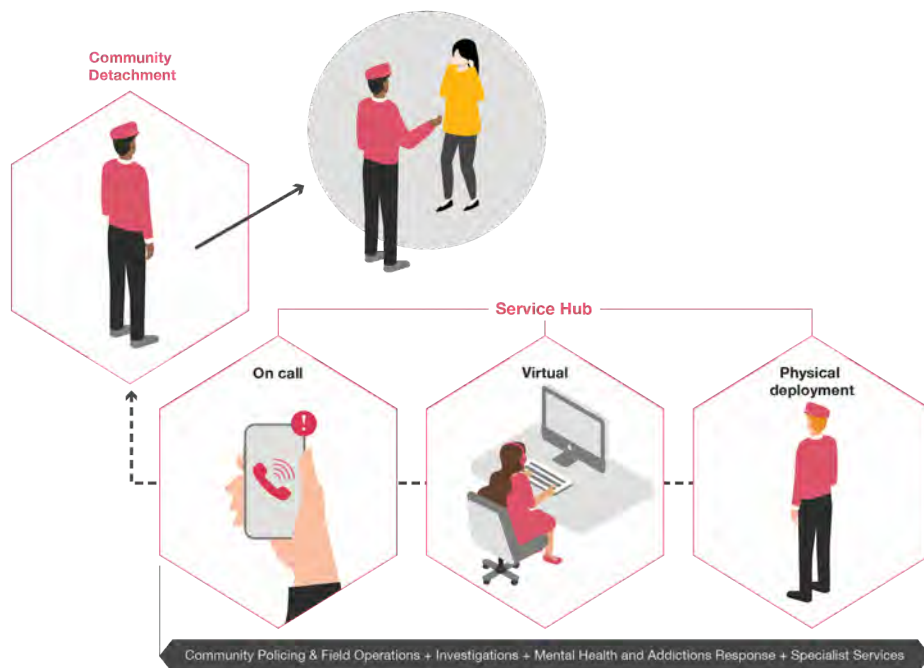
The Service Hubs have been designed to provide service coverage and access to specialist resources and units that would be above and beyond what is currently available to rural communities. Specific roles and units are included to provide the following services to support Community Detachments:

- Community Policing & Field Operations

- Investigation teams

- Mental Health and Addictions response teams

- Specialist Service teams (e.g., Tactical Teams, Canine Units)

The ratio of Service Hubs to Community Detachments should range from approximately 1:3 to 1:4. One service hub location provides coverage to 3 or 4 nearby communities as a part of a layered approach to providing services. Ideally, each Community Detachment is supported by 2 or even 3 Service Hub or Regional Hub locations.

Recruiting personnel to the APPS to serve in rural and remote communities will be a critical enabler of this model. Programs, such as the Ontario Provincial Police's "North for the North" program, offer a successful template to address the challenge of recruiting officers to these locations.

North for the North provides a push for recruitment campaigns that target people either currently living in, willing to, or wanting to remain in northern Ontario. By recruiting individuals already living in Ontario's northern regions, the OPP is encouraging not only economic development and sustainability for communities, but positive community relations and an awareness of the needs and wants of residents of northern Ontario.

"Specialist Services" in this document refers to a broad range of services provided by police services in Alberta that typically requires increased training, additional equipment or infrastructure, and is generally higher risk/complexity to deliver. This category includes but is not limited to:

- Tactical Teams

- Explosive Device Units

- Canine Units

- Air Support Services

- Real Time Operations Command

Further study on the full extent of tactical teams required, existing resources and teams in the province including with municipal partners, and the most effective deployment of these teams should be completed. Not all of the services captured under the broader category of "specialist services" will have exactly the same deployment model and it is likely a mixture of centralized and decentralized deployment of these broad teams is required and should be assessed on a case-by-case basis. Factors to be taken into consideration include dispersing resources based on demand and operational requirements and the availability of resources. Further detailed analysis to support the effective deployment of teams and units is recommended.

Details on the roles and detachment structures for all detachment profiles are provided in Section 7. Sizing calculations and assumptions for each detachment profiles, including Service Hubs, are provided in Section 8, for reference.

Providing a Layered Approach to Services
The different detachment profiles each play a different role in providing a 'layer' of service coverage that can dynamically respond to acute changes in demand for services, reduce instances where service coverage is not available in rural areas due to limited capacity of smaller detachments, and improve access to specialist services deployed locally. These APPS 'layers' are further supplemented by partnerships with other public safety agencies, community organizations, and volunteers.

Layers of Service Coverage in the 'Hub' Deployment Model

Community Detachments
(65-85 detachments)

Detachments in Indigenous Communities
(Number of detachments TBD)

Service Hubs
(20-30 detachments)

Regional (Urban) Hubs
(3 detachments)

APPS Internal Service Layers

Public Safety Partner Agencies

Community Partner Organizations

External Service Layers

Volunteers

Community Detachments are the backbone of the Alberta Provincial Police Service and align with the guiding principles of being responsive, citizen centric, and capable of providing consistent services.

They provide services across the province in approximately 65-85 locations with a range of sworn uniform positions of approximately 10- 80 officers per detachment. The majority of services are provided independently by these detachments. The resourcing levels and roles in the proposed deployment model enable these locations to provide increased coverage particularly in locations that, today, are served by a small number of officers. Today, 42 locations have detachments with fewer than 10 sworn members (based on data provided to the Alberta Provincial Police Transition Study during Phase 1 in 2020). More information on implementing 'minimum detachment sizes' is provided in Section 7.

Community Detachment capacity and services are supported by Service Hubs. This additional support includes the ability to request deployment of Community Policing Constables, Specialist Units, or Investigators to support Community Detachment Resources. Services and resources can be redeployed from Service Hubs to manage:

- Periods of time where demand for services in local communities is higher than normal

- Capacity in instances where Community Policing Resources may be required to travel for extended periods to provide services in remote areas of the province

- Incidents that require Specialist Teams to supplement local Specialist Resources that are deployed in Community Detachments

- Requirements for specialist investigators or ALERT resources to provide additional technical or investigative support for Community Investigators

Regional Hubs provide further support and coordination to both Community Detachments and Service Hubs. The Regional strategy is also driven from Regional Hubs in alignment with the broader provincial strategy. This provides a third layer of support to communities.

Current Detachment Locations
(50 km radius)

The recommended 'Hub' Deployment model provides geographically decentralized locations that are designed to coordinate resources and support service delivery across Alberta. Almost all current detachment locations are within 50 km of at least one other detachment location. The graphic, Current Detachment Locations (right) illustrates how a networked approach allows the APPS to take a layered approach to deployment by connecting and collaborating detachment locations in close proximity.

Other agencies, such as Alberta Fish and Wildlife, Alberta Sheriffs, and Community Peace Officers all play an additional role in providing another layer of support and service in Alberta. Integration and collaboration with these services will be maintained and incorporated into the rural service delivery model to further increase service coverage and capacity to respond in rural and remote areas of the province. A further layer of service support is provided by the approximately 20,000 public safety volunteers in Alberta who participate in rural crime watch, the Alberta Citizens on Patrol Association, Victim Services Units, and other volunteer functions.

Creating Consistency in 'Core Services'

Consistent and dependable level of services provided throughout the province is a design principle that has been incorporated into all elements of the operating model design, top level organizational structure and the deployment model. Detachments throughout the APPS must have adequate resources and the level of staff to provide the services that are expected from people in rural, remote and Indigenous Communities.

Being able to deliver consistent services and provide consistent public safety outcomes relies on having consistent:

Roles

Having consistent roles and responsibilities aligned with providing 'core' community policing services across each detachment including community policing and field operations, investigations, mental health and addictions response, and victim support services. Without consistent roles there can be no consistency in services offered — a detachment cannot provide investigative services if there are no roles for investigations in their organizational structure.

Consistent Detachment Structures

Consistent organizational structures that are built to enable consistent service delivery and accountabilities are a critical component of driving consistent outcomes for the public. The articulation of functions and capabilities drive consistent services, capabilities and standards.

The APPS has been designed to integrate and connect as much as possible within the ecosystem of community safety in alignment with the design principle of delivering efficient and integrated services. The APPS can really drive capacity and service improvements through partners and collaboration to provide services and to increase the capacity of the organization to deliver consistent services and public safety outcomes for the people in Alberta.

Each detachment structure is designed to embed roles and capabilities that are aligned with the need to provide consistent services, outcomes and coverage across Alberta.

Every detachment profile structure includes dedicated roles for:

Detachment Structure

- Community policing and field operations
- Specialist teams or units
- Investigations
- Mental health and addictions response
- Indigenous policing and engagement
- Community partnerships, crime reduction and Victim Supports
- Traffic operations

In order to ensure that these services are available to all communities — rural, remote and Indigenous Communities — the APPS will embed dedicated roles and resources in every detachment profile to deliver these services across Alberta. This will help to drive a police service that provides improved consistency in capabilities and services throughout the province — regardless of size of community.

7. Creating Consistency in 'Core Services' Throughout the Province

Consistent Structure and Roles are the Foundation for Consistent Services and Outcomes

Consistent and dependable level of services provided throughout the province is a design principle that has been incorporated into all elements of the operating model design, top level organizational structure and the deployment model. Detachments throughout the APPS must have adequate resources and the level of staff to provide the services that are expected from people in rural, remote and Indigenous Communities.

Being able to deliver consistent services and provide consistent public safety outcomes relies on having consistent:

- **Roles:** Having consistent roles and responsibilities aligned with providing 'core' community policing services across each detachment including community policing and field operations, investigations, mental health and addictions response, and victim support services. Without consistent roles there can be no consistency in services offered - a detachment cannot provide investigative services if there are no roles for investigations in their organizational structure.

- **Consistent Detachment Structures:** Consistent organizational structures that are built to enable consistent service delivery and accountabilities are a critical component of driving consistent outcomes for the public. The articulation of functions and capabilities drive consistent services, capabilities and standards.

Similarly, reporting structures must drive accountability and standards from provincial leadership through regional leadership and down to Community Detachments and in Indigenous Communities.

Consistent Does not Mean Identical

The nature of the deployment that has been developed is that there are different detachment profiles that play different roles in the deployment model as a whole. In order to facilitate these different roles and to develop a deployment strategy that considers the resourcing constraints, it is necessary to structure the different detachment profiles in alignment with their role in the broader deployment model. Community Detachments and Service Hubs play different roles and have some necessary variation to allow each profile to fill its mandate.

The roles and structures developed for each detachment profile are consistent but not identical to each other. Each detachment profile has a consistent core of roles and capabilities that are present across all detachment profiles and are aligned with priority services and functions that the APPS model is targeted at improving - community policing, investigations, mental health and addiction responses, and community partnerships.

Each detachment profile has consistent roles and structural elements relating to:

- Community Policing & Field Operations
  - Urgent response
  - Crime reduction and prevention
  - Protecting vulnerable people
  - Mental health and addictions response
- Indigenous Engagement and Support
  - Investigations (Community Investigations)
  - Mental Health & Addictions Response
  - Community Partnerships and Crime Reduction

- ○ Traffic Operations
- ○ Specialist Resources

The sizing calculations and assumptions for each detachment profile provided in Section 8 will give a breakdown of how many resources are allocated to perform these different functions for each detachment profile. The number of resources dedicated to these roles considered shift structure, roles, populations (broadly), and service coverage periods required. The support provided from Service Hubs to Community Detachments and Detachments in Indigenous Communities was also considered in determining resourcing requirements.

It should be noted that there is an intentional difference between roles and full-time equivalents. Roles relate to a specific function or portfolio whereas FTE relates to the staffing requirement. The relationship between roles and FTE or headcount is not 1:1 in all instances. Some roles may only require 0.5 FTE and as a result a FTE can fill two roles. For example, in Community Detachments, sworn members may fill two roles - a Community Policing Constable who delivers day to day community policing services may also be trained as a Specialist Team member, a traffic officer, or to fulfill the Indigenous Engagement and Support role as a part of their portfolio of responsibilities.

The Role of Sworn Officers at the Center of the Ecosystem of Public Safety

The APPS operating model has been designed to integrate and connect as much as possible within the ecosystem of community safety in alignment with the design principle of delivering efficient and integrated services. The APPS has been designed to partner and collaborate to provide services and to increase the capacity of the organization to deliver consistent services and public safety outcomes for the people of Alberta.

Sworn members of the APPS are an essential part of connecting the APPS to the broader ecosystem of community safety in the way they deliver services on a day-to-day basis. The role of Community Policing Constable, more than any other role, can impact the effectiveness of these partnerships and integrations. Constables in the APPS must adopt a new approach to providing services that incorporates collaboration and integration as a part of front line service delivery. Constables play a critical role in identifying, fostering and utilizing partnerships and integrations that are essential to providing proactive community policing services.

Constables in the APPS need to develop ways of working that allow them to tap into the many resources available within the communities in which they serve. The effectiveness of the APPS Operating Model can only be maximized through effective partnerships and the same is true for the conceptual deployment model, structures and roles proposed in this document. Front line APPS Constables must be proactive in building systemically entrenched integrations and connections within their communities to address the root causes of crime, improve public safety outcomes and effectively deliver optimum services for rural, remote and Indigenous Communities. Front line sworn officers are at the center of the ecosystem of public safety.

The effectiveness of the detachment profile structures and roles presented below relies on collaboration, integration, and partnership from the top strategic levels of the APPS all the way throughout the organization to front line Community Policing constables. The strategic priorities of the APPS rely on collaboration and partnerships to deliver:

- Consistent Outcomes
- Designed for Alberta
- Community Policing Focused
- Efficient and Integrated
- Fair
- Capable
- Data Driven and Innovative
- Citizen Centric and Responsive
- Embedding the Health and Wellbeing of its Workforce

Structures of Each Detachment Profile

Each detachment structure is designed to embed roles and capabilities that are aligned with the need to provide consistent services, outcomes and coverage across Alberta. Every detachment profile structure includes dedicated roles for:

This is a critical component to ensuring that these services are available to all communities - rural, remote and Indigenous Communities. Embedding dedicated roles and resources in every detachment profile to deliver these services across Alberta is a key element of the deployment model required to drive community policing that is responsive, consistent

Community Detachment Structure:
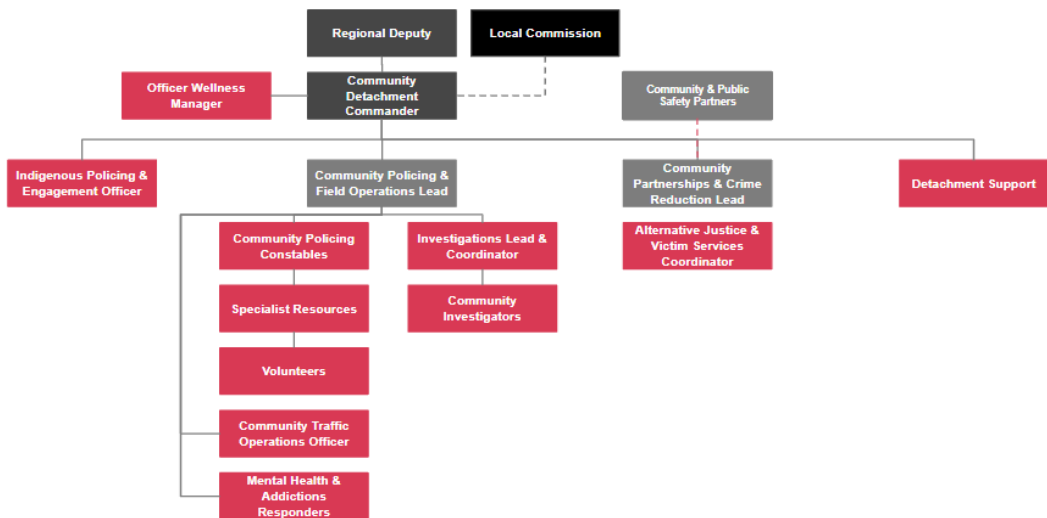
Key Capabilities & Services Represented:	Roles in Community Detachments
• Community policing and field operations • Mental health and addictions response • Investigations • Specialist resources • Indigenous engagement and policing • Community Partnerships, crime reduction, and Victim Supports • Traffic operations	• Detachment Commander • Community Policing Constables (all ranks) • Local Community Partnerships and Crime Reduction Lead • Specialist Team Resource • Indigenous Standards and Engagement Officer • Community Investigators • Mental Health and Addictions Responder • Traffic Operations Officer • Organizational Wellbeing Manager • Alternative Justice and Victim Support Coordinator

Service Hub Structure:
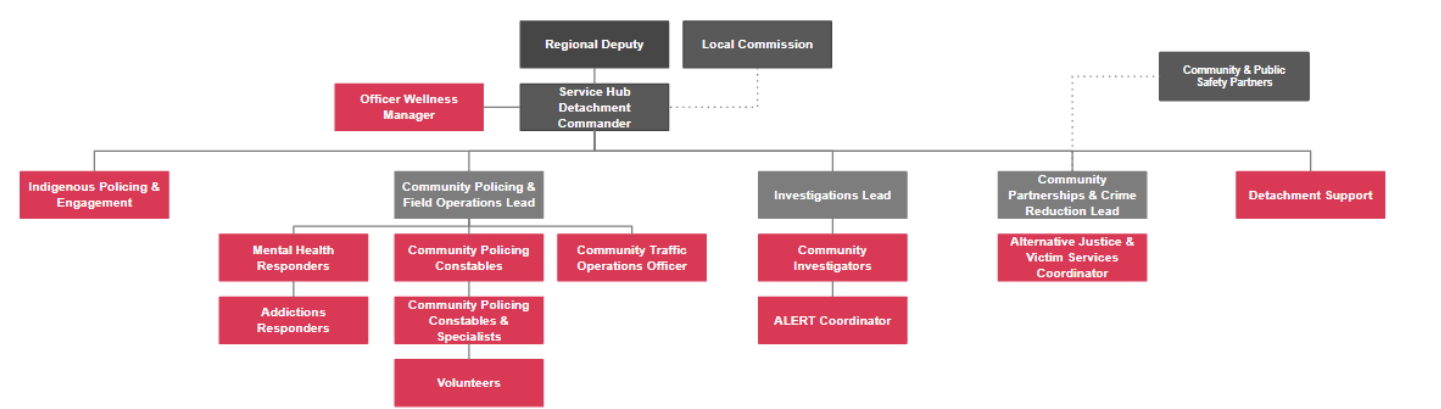
Key Capabilities & Services Represented:	Roles in Service Hubs:
• Community policing and field operations including support capacity • Mental health and addictions response • Investigations • Specialist teams • Indigenous engagement and policing • Community Partnerships, crime reduction, and Victim Supports • Traffic operations	• Detachment Commander • Community Policing Constables (all ranks) • Local Community Partnerships and Crime Reduction Lead • Specialist Service Teams • Specialist Services Lead • Indigenous Standards and Engagement Officer • ALERT Investigators • Community Investigators • Mental Health and Addictions Responder • Traffic Operations Officer • Organizational Wellbeing Manager • Alternative Justice & Victims Support (Hub Tables) Coordinator

Regional (Urban) Hub Structure:
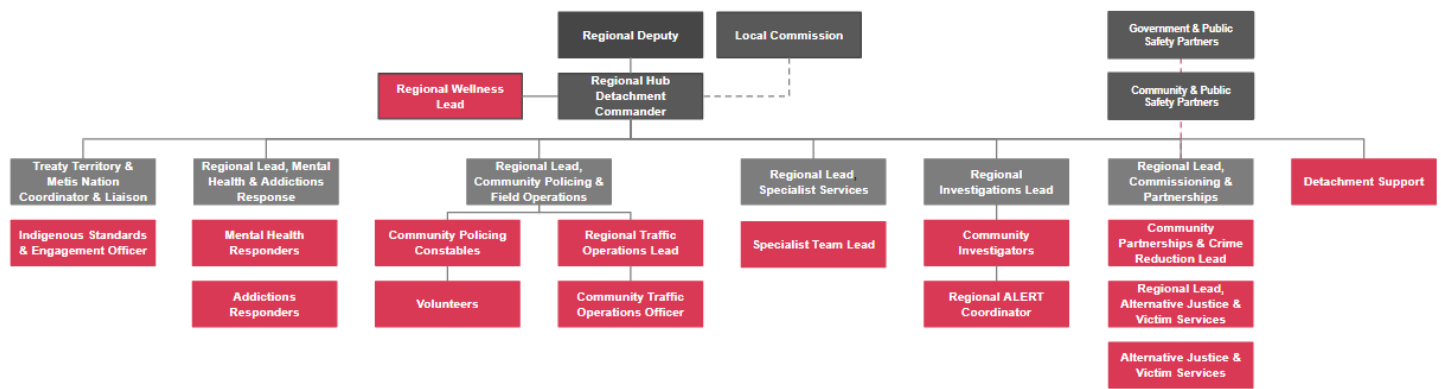
Key Capabilities & Services Represented:	Roles in Regional (Urban) Hubs
• Community policing and field operations • Mental health and addictions response • Investigations • Indigenous engagement and policing • Community Partnerships, crime reduction, and Victim Supports • Traffic operations • Regional Strategic Leadership	• Regional Deputy • Detachment Commander • Community Policing Constables (all ranks) • Regional Lead, Community Policing and Wellbeing • Local Community Partnerships and Crime Reduction Lead • Specialist Service Teams • Specialist Services Lead • Indigenous Standards and Engagement Officer • Alternative Justice & Victims Support (Hub Tables) Coordinator • ALERT Investigators • Investigations Lead • Treaty Territory & Metis Region Coordinator and Liaison • Community Investigators • Regional Lead, Mental Health and Addictions Response • Mental Health and Addictions Responder • Traffic Operations Officer • Organizational Wellbeing Manager

The Deputy for each region will be responsible for ensuring that the delivery of community policing services, low complexity and local, community focused investigations, specialist services, and traffic operations meet the needs of their local communities and the specific demands of the geography and demographics being served. Regional Deputies should be located within their regions but not necessarily working full time out of the Regional Hub. The increased use of remote working capabilities could allow the Regional Deputy to work frequently out of smaller detachments or to travel throughout the region as required without needing to be stationed permanently in the Regional Hub.

Example Detachment in Indigenous Community Structure

The detachment structure presented below is one possible option that can be considered as a starting point for discussions and collaboration between the government of Alberta, the APPS and Indigenous Communities that may wish to contract the APPS to provide policing services in their communities. This is not a recommendation but rather a starting point to be used to design and structure a detachment, roles and capabilities that can be considered.
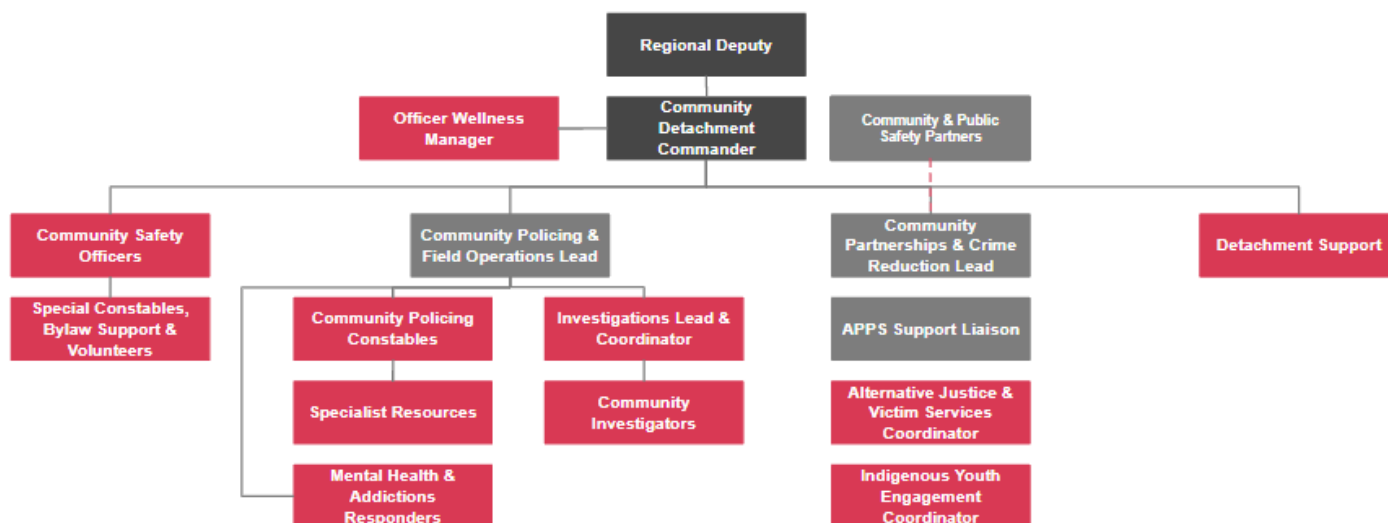
There are no specific role recommendations put forward for Detachments in Indigenous Communities. Any future decisions in this area will need to be developed in conjunction with the Indigenous peoples living in Alberta. The creation of an APPS presents an opportunity to alter the paradigm of policing in Indigenous communities and there further options to go beyond what is listed here should be explored, in particular regarding the support of existing and potential future First Nations Police Services funded through the federal First Nations Policing Program. This is not within the scope of this engagement currently and will require participation and discussion with organizations and individuals impacted by these changes.

The structure highlighted is a potential option that offers the same capabilities and services; there are likely to be many similar roles to Community Detachments. There are some roles that may be considered that are unique to Detachments in Indigenous Communities and are listed below. This list is not exhaustive and, as with the structure presented above, represents options that may be considered as a part of broader discussions with Indigenous Communities:

- Community Safety Officers

- Indigenous Youth Engagement Coordinators

- APPS Support Liaison

- Indigenous Alternative Justice and Victim Services Coordinator

- Indigenous Programs Manager

- Indigenous Recruitment and Training

Summary of Capabilities by Detachments Profile

Each detachment structure and the related roles and portfolios of services are consistent and offer all people living in Alberta access to the same public safety services and outcomes that are enjoyed in urban centers. These consistent capabilities are enhanced and layered as a part of the hub deployment model below. While all capabilities are accessible to all detachment profiles and there are roles dedicated to delivering each capability, Community Detachments will require the support of service hubs to fully deploy the resources needed for some services. A summary of deployment capabilities and a summary of roles by detachment are provided in the tables below:

	Regional Service Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachments in Indigenous Community
Services & Capabilities				
Community Policing and Field Operations (i.e., 'core' or 'generalist' frontline policing and field operations), including but not limited to: • Urgent response • Crime reduction and prevention • Protecting vulnerable people • Mental health and addictions response	●	●	●	●
Community Policing led investigations (supported by ALERT)	●	●	●	●
ALERT led Investigations (supported by Community Policing)	●	●	◐	◐
Community partnerships/commissioning and community safety strategy	●	●	●	●
Specialist services Constable (with support of 'flex' and 'surge' resources from Service Hubs, as required)	●	●	◐	◐
Victims' services and alternative justice	●	●	●	●
Officer well-being support services	●	●	●	●
Traffic operations	●	●	●	●
Services relating to or supporting Policing in Indigenous Communities	●	●	●	●
Alternative Justice Approaches & Support	●	●	●	●

Services & Capabilities	Regional Service Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachments in Indigenous Community
MMIWG Support	●	●	●	●
Hub Table services, collaborative response, and co-located services	●	◐	◐	●
Community Safety Officer Programs				●
Regional Indigenous engagement, liaison, and coordination services	●			
Regional strategic leadership	●			
Support services for self-administered police services in Indigenous Communities	●	◐		
Strategic commissioning and partnerships	●			
Regional resource coordination and deployment strategy	●			

Legend: ● Services provided independently　　◐ Services supported by Hub Resources

Summary of Roles by Detachment Profile

	Regional Service Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Indigenous Community
Detachment Commander	✓	✓	✓	✓
Local Community Policing Partnerships & Crime Reduction Lead	✓	✓	✓	✓
Community Policing Officer (all ranks)	✓	✓	✓	✓

	Regional Service Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Indigenous Community
Alternative Justice & Victim Support	✓	✓	✓	✓
Community Investigators	✓	✓	✓	✓
Community Traffic and Road Safety Officer	✓	✓	✓	✓
Specialist Services Member	✓	✓	✓	✓
Mental Health & Addictions Responder	✓	✓	✓	✓
Detachment Wellbeing Manager	✓	✓	✓	✓
Indigenous Standards & engagement Officer	✓	✓	✓	✓
Specialist Services Teams or Units	✓	✓		
Alternative Justice & Victims Support Coordinator (Hub Tables)	✓	✓		
Specialist Services Lead	✓	✓		
ALERT Led Investigators	✓	✓		
Indigenous Community Safety Officer				✓
Indigenous Youth Engagement Coordinator				✓
Self-Administered Policing Support Services Lead	✓			✓
Alternative Justice Lead	✓			✓
Regional Investigations Lead	✓			
Treaty Territory & Metis Nation Coordinator & Liaison	✓			
Regional Lead, Community Policing and Field Operations	✓			
Regional Commissioning & Partnerships	✓			
Regional Traffic Operations Lead	✓			
Organizational Wellbeing Lead	✓			

	Regional Service Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Indigenous Community
Regional Lead, Mental Health & Addictions Response	✓			

Defining the Resourcing Requirements to Delivery Consistent Coverage and Services (Minimum Viable Detachment Size)

Each Detachment profile offers a varying mix of front line, investigative and specialist support resources and capabilities. In order to deploy these resources effectively in each community and/or region, a general estimate of minimum size may be helpful to visualize the makeup of the Detachment. Viability for this exercise will be drawn from minimum team compliments for various roles, and whether or not these teams need to be, or can be, available on a 24-hour basis.

For Community Detachments, it is recognized that service demands are unlikely to be necessary 24 hours per day, and attempting to adhere to that standardized deployment model actually disadvantages the community and the officer wellness, as resources are spread too thin to be safe or effective. For this reason, the layered approach of the Hub model better supports putting officers where and when they are needed most, by focusing resources on a single shift rather than spreading over multiple shifts. This would be supported by the Service and Regional (Urban) Hubs, who would be called in to cover times where Community Detachment officers are off shift or unavailable on other calls.

Using the shift availability estimates, along with a presumption of a single 12-hour shift available 7 days per week, a minimum viable detachment size can be estimated for the APPS. With a minimum safety requirement of two officers available on shift at any given time, this would necessitate a minimum of 6 officers assigned to a detachment to cover the front line only.

Further assumptions would include the necessity of 1 supervisor, who could act as Detachment Commander, a front-line supervisor, and investigative and specialist liaison and team support, as well as a minimum 2 civilian support staff to coordinate communications and liaise with Hub resources such as analytics, court liaisons, etc. This would see a minimum detachment size of 10 sworn officers, and 2 civilians.

This minimum sizing would increase overall staffing levels in an estimated 37% of detachments currently with an average size increase of 65% in communities that are all located in rural and remote areas of Alberta (based on data provided to the Alberta Provincial Police Transition Study in Phase 1 in 2020). These locations are almost exclusively in rural and remote areas of the province. The graphic above shows the impact of implementing a minimum detachment size of 10 sworn members in the conceptual deployment model (red dots indicate locations with less than 10 sworn members today). This does not constitute a sizing recommendation of 10 sworn members for these locations but is helpful to understand how a minimum viable detachment size could significantly increase the number of sworn officers in rural areas of the province.

Locations That Would Increase in Size with a Minimum of 10 Sworn Members
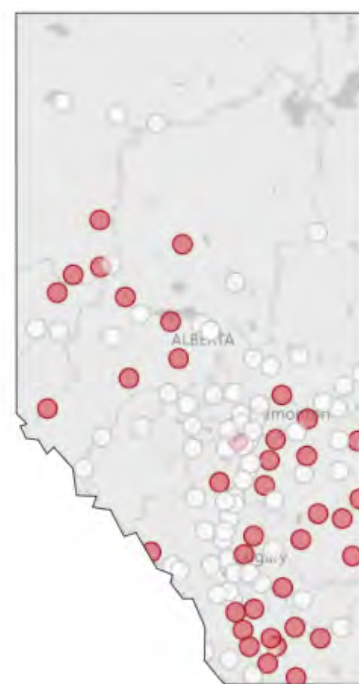
Note: The locations highlighted here are for illustrative purposes to show the impact of a introducing a minimum viable detachment size. This is not a recommendation for sizing or resourcing in these locations.

For Service Hubs, a minimum viable Detachment would need to support (a) 24-hour front line Community Policing officer availability, and (b) full teams of investigative and specialist services to be utilized throughout the Hub's region. As the front line presence for Service Hubs is aimed at being viable for both the local population as well as neighboring Community Detachments, the likely minimum deployable teams should be set at least 4 officers per shift, which would necessitate staffing numbers at 24 for front line response. As the vision for this Hub

would see a 40/60 split between front-line and investigative and specialist officers respectively, that would see a total minimum complement of at least 48 sworn officers.

The Regional (Urban) Hubs, due to their size, do not necessarily have a minimum viable size; however, their makeup needs to further complement the high-level specialist capabilities, as well as investigative capacities to support both the Service Hubs and the Community Detachments. In addition, the Regional (Urban) Hubs also support front-line Community Policing officers to further complement and provide surge capacity for all Detachments in the province.

The overall placement of the various detachments is envisioned as a ratio to maintain service levels consistently across the province. Therefore, this sees (in general) the placement of 1 Service Hub to support between 3-4 Community Detachments, and 1 Regional (Urban) Hub to support 7-10 Service Hubs. Taken as a whole, this layered structure will better support consistency of services and outcomes, access to specialist capabilities and resources across the province, and availability of consistent service coverage to all communities regardless of size.

Shown below are the capabilities and services envisioned for all three types of Detachments. It is notable that for some services, the capability will reside as a 'portfolio' within one or more officers' mandate, in addition to regular duties. This is to maximize utilization of the officers in the smaller Detachments, while providing specialist and investigative coordinating expertise when needed, either as part of a larger team from various other Detachments, or in a liaison capacity with Service or Regional (Urban) Hubsteams when necessary.

COMMUNITY DETACHMENT	Sworn Position	Sworn Portfolio/ Capability	Civilian Position	Civilian Portfolio/ Capability
Detachment Commander (uniform)	✓			
Community Wellbeing & Policing Officer ('generalist' officer - all ranks) focused on community policing (uniform)	✓			
Indigenous Standards & Engagement Officer (Indigenous uniform/civilian)		✓	✓	
Mental Health & Addictions First Responders (Specialized civilians)			✓	
Community Policing Partnerships & Crime Reduction Lead				✓
Detachment Organizational Wellbeing Manager (uniform/civilian)		✓	✓	✓
Specialist Services Officer (uniform)		✓		
Community-Based Investigator	✓			
Traffic Operations Officer		✓		
Alternative Justice & Victim Support Coordinator (civilian)			✓	

Civilians under this model may have various capabilities under their mandate as well, and be trained to provide various support services in several areas.

SERVICE HUB	Sworn Position	Sworn Portfolio/ Capability	Civilian Position	Civilian Portfolio/ Capability
Detachment Commander (uniform)	✓			
Community Wellbeing & Policing Officer ('generalist' officer - all ranks) focused on community policing (uniform)	✓			
Indigenous Standards & Engagement Officer (Indigenous uniform/civilian)	✓		✓	
Mental Health & Addictions First Responders (Specialized civilians)	✓		✓	
Community Policing Partnerships & Crime Reduction Lead			✓	
Detachment Organizational Wellbeing Manager (uniform/civilian)			✓	
Specialist Services Team	✓			
Specialist Services Team Lead	✓			
Community-Based Investigator	✓			
ALERT Investigators	✓			
Traffic Operations Officer (uniform/civilian)	✓			
Alternative Justice & Victim Support Coordinator (civilian)			✓	

As Detachments get larger, they will be able to support more individual officers and civilians occupying focused roles and positions, as is shown above.

For Service Hubs, the focused positions will increase beyond service capabilities to include strategic and regional lead positions. This enables a consistent service delivery model among all Service hubs and Community Detachments, and better ensures that resources are being coordinated and strategically collaborating where and when needed.

REGIONAL (URBAN) SERVICE HUB	Sworn Position	Sworn Portfolio/ Capability	Civilian Position	Civilian Portfolio/ Capability
Regional Deputy	✓			
Detachment Commander	✓			

REGIONAL (URBAN) SERVICE HUB	Sworn Position	Sworn Portfolio/ Capability	Civilian Position	Civilian Portfolio/ Capability
Community Policing & Wellbeing Officers ('generalist' uniformed officers) focused on community policing	✓			
Treaty Territory & Metis Nation Coordinator and Liaison			✓	
Regional Lead, Mental Health & Addictions Response			✓	
Mental Health & Addictions Response Teams	✓		✓	
Regional Lead, Community Policing & Wellbeing			✓	
Community Policing & Wellbeing Officers	✓			
Regional Commissioning & Partnerships			✓	
Organizational Wellbeing Lead	✓		✓	
Specialist Services Lead	✓			
Specialist Services Teams	✓			
Investigations Lead	✓		✓	
Community Investigators	✓			
ALERT Investigators	✓		✓	
Traffic Operations Lead	✓			
Alternative Justice & Victims Support			✓	

Additional details on specific sizing calculations relating to the number of sworn officers, specialist resources and investigators, and civilian members is provided in Section 8.

Staffing and Deploying Resources to Maintain Consistent Shift Coverage and Presence in the Community

A unique feature to the APPS deployment model enables 'layering of resources to ensure local presence and service capabilities throughout the province.

Community Detachments

- Built to prioritize front line community policing officer availability in rural and remote areas of Alberta.
- In order to effectively deliver front line community policing services to rural communities the staffing mix could be structured to support a minimum of two officers on shift for a single shift, 7 days a week. Generally, this requires an 80/20 split between front line community policing constables and other sworn positions relating to investigations and specialist resources to support the Community Detachment capabilities presented in the previous section.

SIZING EXAMPLE FOR COMMUNITY DETACHMENTS

Investigations & Specialized Sworn Members: 2

Minimum Viable Sizing | Front Line Officers: 8 | Civilians: 4

Total Sworn Officers: 10
Total Civilians: 4
Total FTEs: 14

Upper End Sizing | Front Line Officers: 64 | Civilians: 33

Investigations & Specialized Sworn Members: 16

Total Sworn Officers: 80
Total Civilians: 33
Total FTEs: 113
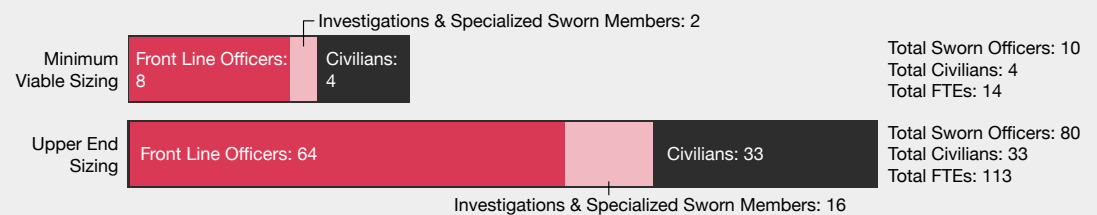
Service Hubs

- Aims at being viable for both the local population as well as neighboring community detachments
- A minimum viable detachment would need to support (a) 24-hour front line Community Policing officer availability; and (b) Teams of investigative and specialist services to be utilized throughout the Hub's region. This would, therefore, be most effectively supported by a 40/60 split of front line and investigative/specialist sworn officer deployment.

SIZING EXAMPLE FOR SERVICE HUBS

Investigations & Specialized Support: 28

Minimum Viable Sizing | Front Line Officers: 20 | Civilians: 20

Total Sworn Officers: 48
Total Civilians: 20
Total FTEs: 68

Upper End Sizing | Front Line Officers: 80 | Investigations & Specialized Sworn Members: 112 | Civilians: 80

Total Sworn Officers: 192
Total Civilians: 80
Total FTEs: 272
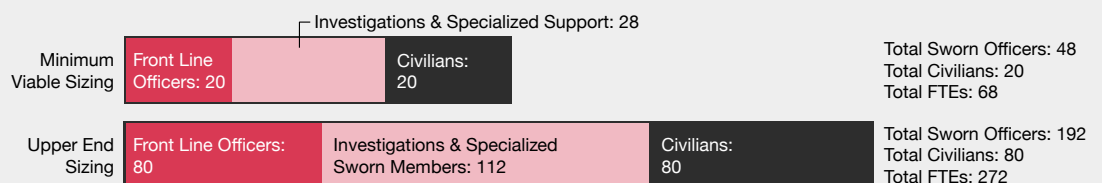
Regional (Urban) Hubs

- Similar functions and capabilities as the Service Hubs; however, the relative mix of patrol versus investigative and specialist services would be different given the Regional (Urban) Hub's primary focus would be highly specialized services that would be available throughout the province.
- Due to their larger size, this would support a three-shift model to equip Community Detachments and Service Hubs with additional high level demand surge resources, service coverage and overnight on-call coverage.

SIZING EXAMPLE FOR REGIONAL (URBAN) HUBS

Generic Sizing Example	Front Line Officers: 80	Investigations & Specialized Support: 120	Civilians: 83	Total Sworn Officers: 200 Total Civilians: 83 Total FTEs: 283

8. Staffing and Deploying Resources to Maintain Consistent Shift Coverage and Presence in the Community

Deploying Resources to Enable the Hub Model

The recommended deployment model, as described above, enables the 'layering' of resources to ensure local presence and service capabilities throughout the province. As articulated in the previous section, sizing assumptions have been built into the community policing deployment model presented in this report to support the desired vision. Given each detachment varies in size and structure, the model requires consideration of minimum viable sizes to allow for the availability of adequate resources in those communities.
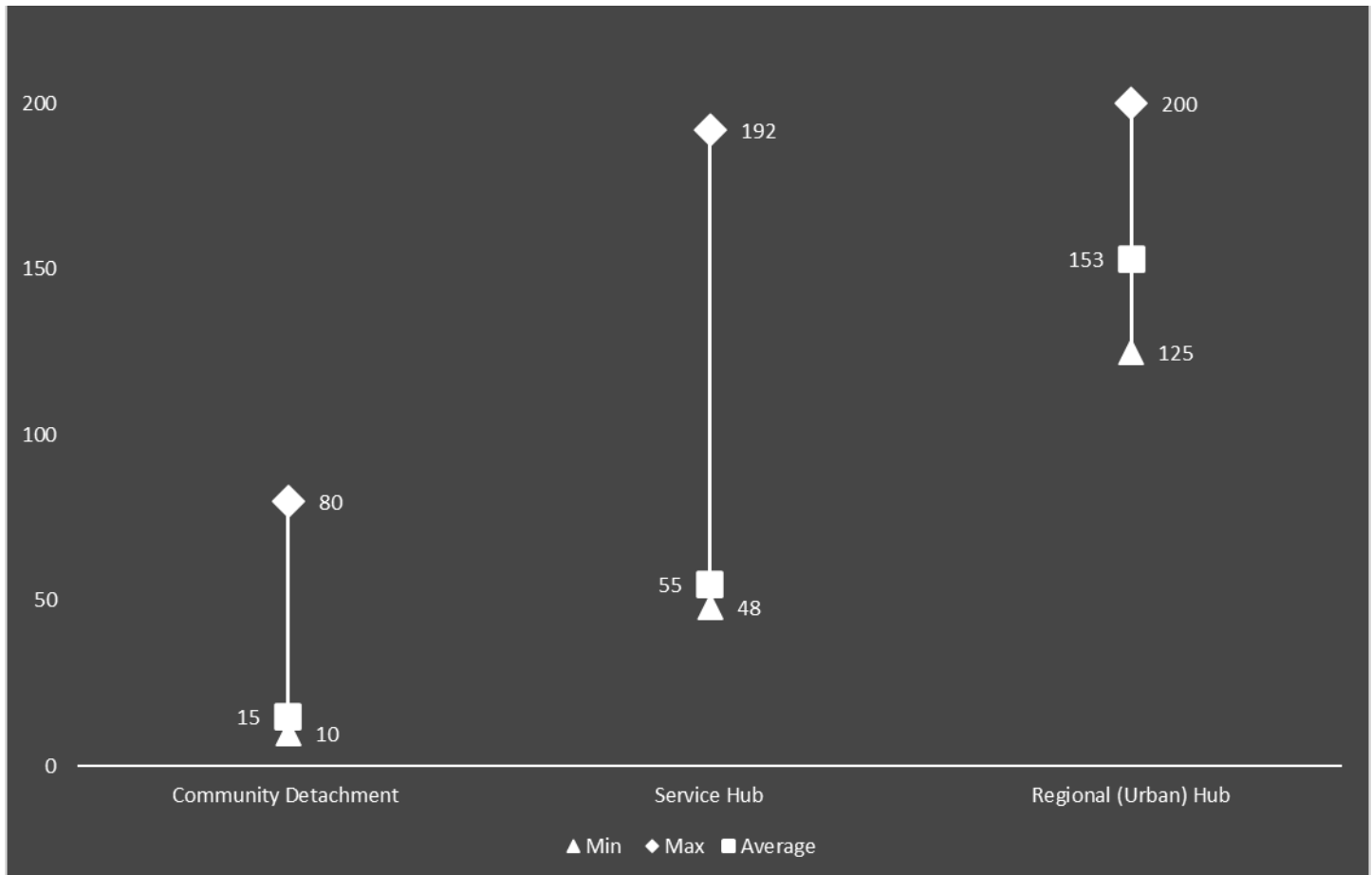
Conceptual Sizing Ranges by Detachment Profile

Community Detachment Resourcing Model Concept

Community Detachments are, first and foremost, built to prioritize front line Community Policing officer availability in rural and remote areas of Alberta. In order to effectively deliver front line community policing services to rural communities the staffing mix could be structured to support a minimum of two officers on shift for a single shift, 7 days a week. Generally, this requires an 80/20 split between front line community policing constables and other sworn positions relating to investigations and specialist resources to support the Community Detachment capabilities presented in the previous section.

This structure equates to 6 officers, at a minimum, being assigned to the front line in order to ensure 2 officers are available to be deployed for each shift. As illustrated below, the requirement for 6 officers to fill 4 positions is grounded in

the assumptions that have been made on officer availability, which is outlined in further detail in Appendix Section 10.5 Section 8 Supplement.

Sizing Example for Community Detachments
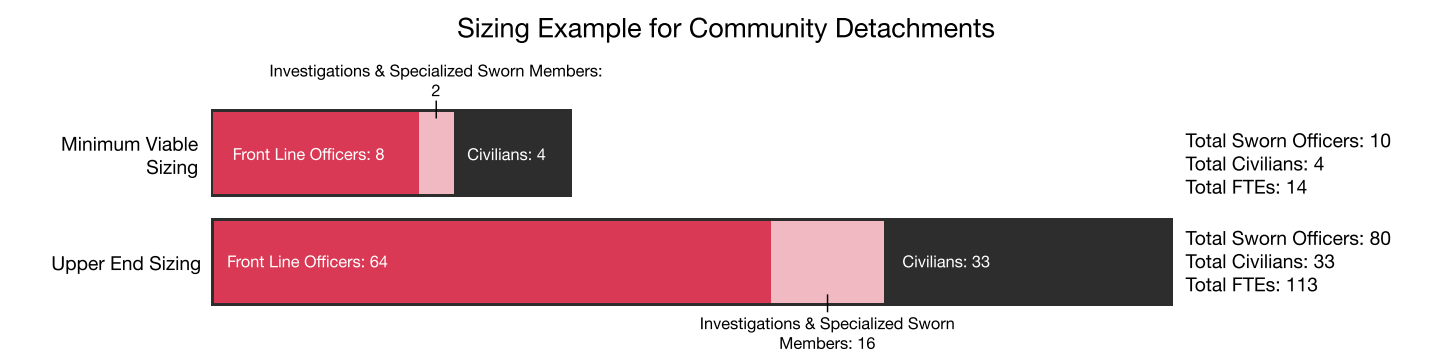
The above resourcing concept represents the typical starting point for the Community Detachments resourcing and is not inclusive of supervisory positions, specialists' portfolios, or civilian staffing. Ideally, even the smallest detachments would be assigned a minimum of 10 officers to enable the presence of capabilities in all detachments across the province, either as a position or a part-time or partial portfolio and/or capability.

The example below demonstrates this resourcing concept for both sworn and civilian roles:

Community Detachment — **Minimum Viable Sizing**

Resource Type	Proportion of Resource Type	Total
Front Line officer response	80% of staffing	8
Invest & Specialized Support	20% of staffing	2
Total Sworn Officers		**10**
Civilians	2.4 officer: civilian ratio	4
Total Resources (Including Civilians)		**14**

Community Detachment — **Upper End Sizing**

Resource Type	Proportion of Resource Type	Total
Front Line officer response	80% of staffing	64
Invest & Specialized Support	20% of staffing	16
Total Sworn Officers		**80**
Civilians	2.4 officer: civilian ratio	33
Total Resources (Including Civilians)		**113**

Service Hubs Resourcing Model Concept

For Service Hubs, a minimum viable detachment would need to support (a) 24-hour front line Community Policing officer availability; and (b) Teams of investigative and specialist services to be utilized throughout the Hub's region. This would, therefore, be most effectively supported by a 40/60 split of front line and investigative/specialist sworn officer deployment.

Considering the front line presence for Service Hubs is aimed at being viable for both the local population as well as neighboring Community Detachments, the minimum deployable teams are assumed to be at least 3 officers per shift, which would require 17 officers for front line response. Given the 40/60 split between front line and investigative and specialist officers, that translates to an optimal minimum complement of at least 48 sworn officers, which would not include administrative and specialized portfolios carried by both sworn and civilian staff.

Sizing Example for Service Hubs

| Minimum Viable Sizing | Front Line Officers: 20 | Investigations & Specialized Support: 28 | Civilians: 20 | Total Sworn Officers: 48 Total Civilians: 20 Total FTEs: 68 |

| Upper End Sizing | Front Line Officers: 80 | Investigations & Specialized Support: 112 | Civilians: 80 | Total Sworn Officers: 192 Total Civilians: 80 Total FTEs: 272 |

The size and composition of investigative and specialist responses would need to be tailored according to each region; however, to satisfy minimum viability, could mean a shift make-up of largely weekday coverage for Investigative teams (4 x 10-hour shifts), and more 24/hour coverage for the Specialist teams (4 x 12-hour shifts). This would allow for on-call coverage to support Community Detachments by creating a more efficient shift model to maximize the use of these units and teams.

Overall, it is envisioned that in Service Hubs, the range for sworn members is between 48 and 192 with a general ratio of 2.4 officers per 1 civilian.

Service Hub	Minimum Viable Sizing	
Resource Type	Proportion of Resource Type	Total
Front Line officer response	40% of staffing	20
Invest & Specialized Support	60% of staffing	28
Total Sworn Officers		**48**
Civilians	2.4 officer: civilian ratio	20
Total Resources (Including Civilians)		**68**

Service Hub	Upper End Sizing	
Resource Type	Proportion of Resource Type	Total
Front Line officer response	40% of staffing	80
Invest & Specialized Support	60% of staffing	112
Total Sworn Officers		**192**
Civilians	2.4 officer: civilian ratio	80
Total Resources (Including Civilians)		**272**

Regional (Urban) Hubs Resourcing Model Concept

The vision for Regional (Urban) Hubs is to provide similar functions and capabilities as the Service Hubs; however, the relative mix of patrol versus investigative and specialist services would be different given the Regional (Urban) Hub's primary focus would be highly specialized services that would be available throughout the province.

Although the Regional (Urban) Hubs would deploy a smaller ratio of Community Police officers, due to their larger size, this would still support a three-shift model to equip Community Detachments and Service Hubs with additional high level demand surge resources, service coverage and overnight on-call coverage. This could mean 40 officers comprising teams of 5 deployed across three shifts over a 24-hour period.

The bulk of resources in the Regional (Urban) Hubs would be dedicated to investigative and specialized services as well as strategic positions to guide Community Detachments and Service Hubs, and to liaise with Headquarters, ALERT, and other specialized portfolios. Assuming a Regional (Urban) Hub of approximately 200 officers for illustrative purposes, this could potentially mean the deployment of these resources as follows:

Generic Sizing Example	Front Line Officers: 60-80	Investigations & Specialized Support: 120-140	Civilians: 83	Total Sworn Officers: 200 Total Civilians: 83 Total FTEs: 283

The remaining officers in this model would be assigned to the regional leads, partnerships, and liaison positions envisioned in the 'Hub' deployment model presented in this report. Although there is no minimum viable size for a Regional (Urban) Hub, it is envisioned that the overall size would be approximately 200 officers as follows:

Regional (Urban) Hub   **Generic Sizing Example**

Role	Calculation	Result
Front Line officer response	30-40% of staffing	60-80
Invest & Specialized Support	60-80% of staffing	140-160
Total Sworn Officers		**200**
Civilians	2.4 officer: civilian ratio	83
Total Resources (Including Civilians)		**283**

The sizing concepts and assumptions presented in this section are simply intended to serve as a vision of the potential sizing and structure across the three detachment prototypes in a future provincial police service. The estimates provided in this section are strictly high-level guidance for further study and analysis. Moving forward, exact sizing and structures will need to be tailored to specific community needs. This will depend on both quantitative and qualitative input from the community, and must consider historical crime statistics, community satisfaction input, as well as geographic considerations for each region. These inputs will enable the Government of Alberta to further refine the model and will allow for shifting resources up or down as appropriate. The overarching model, however, should remain intact to allow for the vision of 'layered' capabilities and services to support the balanced and consistent deployment of resources across all communities in the province.

Additional details regarding resourcing concept calculations can be found in the Appendix 10.5: Section 8 Supplement.

Projecting the Conceptual Deployment Model into the Future

Should the Government of Alberta choose to pursue implementation of the APPS no detachments would transition over to be led before 2025/26 based on the proposed transition plan. The conceptual model presented in this document is based around 2021/22 funding levels and resourcing. Changes to the police funding model in Alberta that are currently allocated to the RCMP could be available to fund additional resources for the APPS. The following section presents a projection of the conceptual deployment model, resourcing and related detachment profile sizing concepts with the increased funding for the period 2025/26.

Three different resourcing scenarios were developed using the previously developed APPS Future State Cost Model and the APPS Transition Cost Model. The proposed resourcing model is presented in detail in the following section with a comparison of the resourcing options presented at the end of this section.

Proposed Future Resourcing Model

The proposed resourcing model with the additional funding from planned changes to the police funding model would be invested primarily in increases to sworn members in rural, remote and Indigenous Communities, expanding capacity and

resources for mental health and addictions response teams and increasing resources dedicated to ALERT. The proposed resourcing model prioritizes front line services, increasing presence in the community, and improving access to specialist services in rural parts of the province.

Employee Type	Baseline Resourcing Model (2020/21)	Proposed Resourcing Model (2025/26)	Proposed Resourcing Increase
Level 1 Members (Including ALERT resources and Mental Health and Addictions Teams)	3,218	3,696	478
Civilian Members	971	1,046	75
Totals	4,189	4,742	553

Impact of Proposed Resourcing Increases

The proposed resourcing model will have a significant impact on the deployment model and detachment profile sizing concepts presented in previously:

- Minimum baseline sizing of Community Detachments increased from 10 members to 12 members

- Average size of Community Detachments increased from 15 members to 18 members

- Minimum baseline sizing of Service Hubs increased from 48 members to 50 members

- Average size of Service Hubs increased from 55 members to 58 members

- 95 -100% of detachments will have increased numbers of sworn officers

- Average increase in sworn officer complement of 65% across all detachments in the province

- **95 - 100% of detachments see an increase in sworn resources with no detachments decreasing in size**

- **Projected 65% average increase in sworn resources across all detachments**

This proposed increase in resources will allow the APPS to increase service coverage for community policing services across the province and expand the presence of APPS members in rural communities. This is in addition to the expected impact of redeployment of sworn members or specialist teams from the urban centers in the province. The increased resourcing from the changes to the policing funding model will dramatically improve the ability of the APPS to deliver consistent core services and to substantially increase presence in rural and remote parts of the province.

Comparison of Baseline and 2025/26 Detachment Profile Sizing Concepts
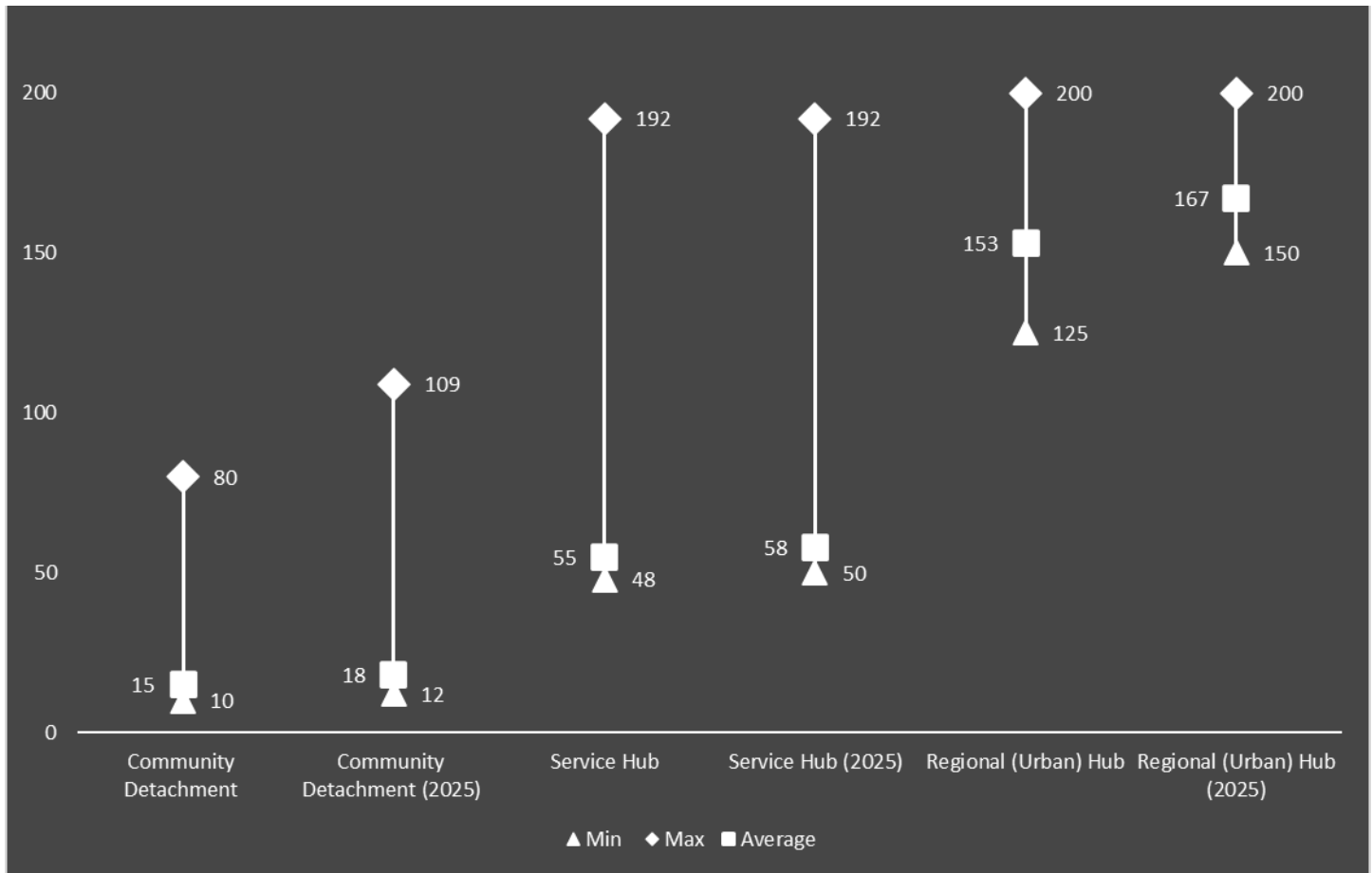
Changes to the projected conceptual sizing examples for each of the detachment profiles is provided in the graphics that follow. The proposed ratios of sworn members to civilians is not impacted in these sizing concepts and the same assumptions outlined previously in this section with regards to shift structure, utilization and minimum required staffing levels have been used to develop these projected sizing concepts.

Sizing Concept for Community Detachments in 2025/26

Sizing Example for Community Detachments in 2025/26 (projected)
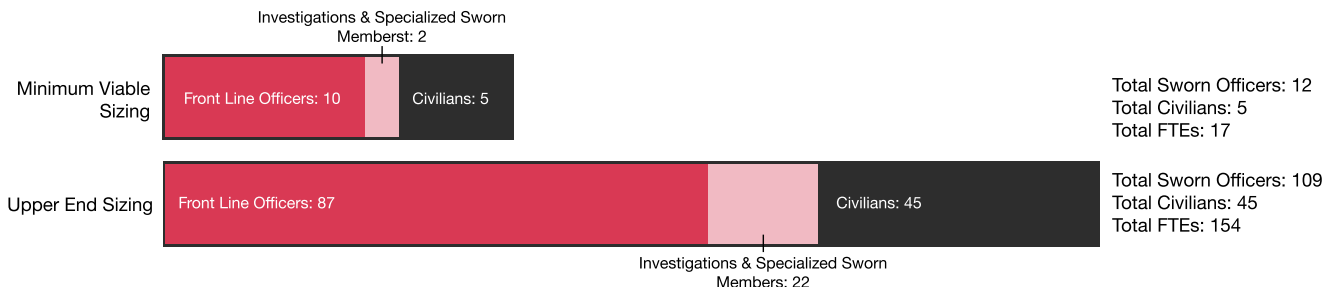
The minimum baseline sizing for community detachments is increased from 10 sworn members minimum to 12 sworn members minimum in the projected resourcing model. The maximum sizing for sworn members is increased from 80 officers in the conceptual model presented previously to a maximum of 109 in the 2025/26 Community Detachment sizing concept.

Sizing Concept for Service Hubs in 2025/26

Sizing Example for Service Hubs in 2025/26 (projected)

| Minimum Viable Sizing | Front Line Officers: 22 | Investigations & Specialized Support: 28 | Civilians: 20 | Total Sworn Officers: 50 Total Civilians: 20 Total FTEs: 68 |

| Upper End Sizing | Front Line Officers: 77 | Investigations & Specialized Support: 115 | Civilians: 80 | Total Sworn Officers: 192 Total Civilians: 80 Total FTEs: 272 |

The minimum baseline sizing for Service Hubs is increased from 48 sworn members minimum to 50 sworn members minimum in the projected resourcing model. The maximum sizing for sworn members is consistent from the conceptual model presented earlier at 192 sworn members maximum in 2025/26.

Sizing Concept for Regional (Urban) Hubs in 2025/26

Sizing Example for Regional (Urban) Hub in 2025/26 (Projected)

| Generic Sizing Example | Front Line Officers: 80 | Investigations & Specialized Support: 120 | Civilians: 83 | Total Sworn Officers: 200 Total Civilians: 83 Total FTEs: 283 |

The minimum viable sizing recommendation for Regional (Urban) Hubs is increased from 125 sworn members to a minimum of 150 sworn members in 2025/26.

Other Resourcing Scenarios Considered:

The following table presents the outputs of the different resourcing scenarios modeled while including the additional funding that could be available to the APPS given the changes to the policing funding model. The three scenarios are:

Option 1: Current Model Planned Resourcing - Allocates the additional funding to follow a proportional investment in resource allocation as is currently planned in the current policing environment under the RCMP

Option 2: Increase to Sworn Officers Only - Presents the resource allocation if all additional funds were allocated to hiring additional sworn officers only

Option 3: Proposed Resourcing Model - Presents the proposed resourcing model given the unique operating model and increased investment in APPS priority services including additional resources for front line sworn officers for rural Alberta, increased investment in the Mental Health and Addictions Response teams, and increased resourcing dedicated to ALERT.

The table below presents the number of resources in different categories of employees and the relative increase in resourcing for each category of employee presented in brackets ().

Resourcing Mix Scenario Summary Table

	APPS Baseline Proposed Resourcing Model	Option 1: Current Model Planned Resourcing	Option 2: Increase to Sworn Officers Only	Option 3: Proposed Resourcing Model
Sworn Members (including ALERT)	3,153	3,476 (323)	3,653 (497)	3,536 (383)
Mental Health & Family Crisis Teams	65	71 (4)	65	160 (95)
Public Service Employees (ALERT)	115	125 (10)	115	115
Public Service Employees (APPS)	1,036	1,313 (273)	1,036	1,138 (75)

Service Delivery Examples

9. Service Delivery Examples

Introduction to Service 'Use Cases'

The Detachment Prototype Design presented in this report and the operating model presented in the APPS Transition Study Final Report provide recommendations for an innovative and modernized approach to providing community policing services in Alberta. In order to supplement the recommended models, this report presents service 'use cases' that translate the broader set of recommendations and concepts into tangible examples of how services could be provided in the context of the proposed model.

These use cases do not present specific process recommendations for how these services should be delivered in every community or for every type of call. Instead, they are intended to present an indicative view of how the various elements of the operating model and deployment model could come together to enable a collaborative approach to community safety across the province.

The use cases are based on the data, information, and assumptions provided throughout the Transition Study. Moreover, they are based on the assumption that the requisite partnerships, governance, capabilities, and resources are implemented as described in the APPS Transition Study Final Report and earlier in this document.

Mental Health Response

1 Community Policing Officers that are based in the community proactively engage with community members and get to know the people they serve.

SERVICE & RESPONSE OPTIONS:
- Relationship Building
- Community Engagement
- Providing Resources
- Problem Solving

OUTCOMES:
- ✓ Presence in the community
- ✓ Confidence and legitimacy
- ✓ Prevention and diversion of calls
- ✓ Citizen centered approach

Community Detachment

Community Policing Officer

Dispatcher

2 A member of the community calls police about a citizen that is known to struggle with mental health and addictions. Dispatch receives the call and takes the relevant information.

SERVICE & RESPONSE OPTIONS:
- Mental Health Dispatcher
- Divert to medical care
- Deploy Community Police
- Mental Health Team

OUTCOMES:
- ✓ Immediate help for individual
- ✓ Leverage efficiencies and opportunities for integration
- ✓ Preserve safety and reduce risk
- ✓ Right resources and targeted outcomes

Dispatch

Community Detachment

4 A nearby service hub is contacted to provide additional coverage while the local mental health team provides emergency services and transports the person in crisis to a medical facility.

SERVICE & RESPONSE OPTIONS:
- Mental Health Coverage
- Community Policing Coverage
- Community Partners

OUTCOMES:
- ✓ Service coverage for local communities

Service Hub

Mental Health Team

3 A mental health team response team is dispatched from the local community detachment.

SERVICE & RESPONSE OPTIONS:
- Provide Care on Site
- Contact medical professional
- Transport to Hospital

OUTCOMES:
- ✓ Develop capable workforce
- ✓ Integrated response with community partner
- ✓ Immediate care and reduced risk

5 Mental Health Team or Community Partner follows up with the citizen who experienced the crisis, along with any family supports, to offer additional support.

SERVICE & RESPONSE OPTIONS:
- Community Partners
- Information
- Check-ins & engagement
- Family supports

OUTCOMES:
- ✓ Community partners provide effective support
- ✓ Risk of emergency calls reduced
- ✓ Family is empowered and supported

Community Detachment

Victims Services Coordinator

6 The person in crisis is provided additional support including mental health check-ins by a member of the local mental health response team or community partners.

SERVICE & RESPONSE OPTIONS:
- Mental Health Check-ins
- Community Programs
- Medical Treatment
- Distress Lines

OUTCOMES:
- ✓ Ongoing engagement and care
- ✓ Integrated and approach to support
- ✓ Diversion to other more appropriate channels

Community Partners

Community Detachment

Complex Investigations with ALERT: Rural

1 Community Policing Officers proactively engage and get to know the people they serve and work on localized crime reduction strategies and maintain visible presence in the community.

SERVICE & RESPONSE OPTIONS:
- Relationship Building
- Community Engagement
- Providing Resources
- Problem Solving

OUTCOMES:
- ✓ Presence in the community
- ✓ Trust and credibility
- ✓ Prevention and diversion of calls
- ✓ Connection to people being served

Community Policing Officer

Community Detachment

Dispatcher

Community Detachment + Regional Hub

2 A farmer calls in a property theft that occurred while the family was away for the weekend. Police are able to respond to the scene from the local detachment.

SERVICE & RESPONSE OPTIONS:
- Non-urgent response
- Urgent Response
- Resolve without Deployment
- Connect to community resources

OUTCOMES:
- ✓ Immediate support provided
- ✓ Reduced response time
- ✓ Appropriate response and targeted solutions

4 The DNA evidence has a hit in the shared Alberta DNA profile database. The suspect is connected to organized crime. The stolen property is recovered by collaborating with Calgary Police and ALERT.

SERVICE & RESPONSE OPTIONS:
- APPS Collaborates with ALERT
- ALERT takes over investigation
- APPS continues investigation with internal APPS teams

OUTCOMES:
- ✓ Efficient partnership with ALERT
- ✓ Data sharing and collaborating with other police services
- ✓ Upskilling local investigators
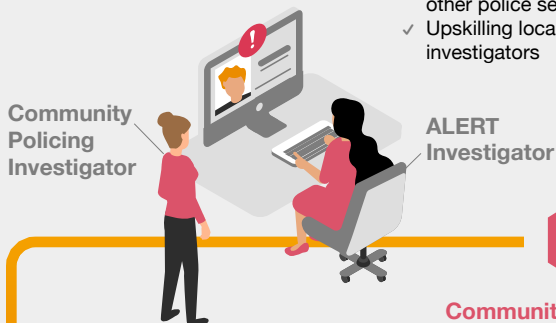
Community Policing Investigator

ALERT Investigator

Community Detachment + ALERT

3 A Community Policing Officer is deployed and conducts an initial investigation with the Community Investigator from the local detachment. DNA evidence collected is sent to the Regional Hub for Rapid DNA analysis.

SERVICE & RESPONSE OPTIONS:
- Conduct initial investigations
- Provide support to victim
- Collect evidence
- Engage with regional lab for Forensics

OUTCOMES:
- ✓ Local Forensics Analysis
- ✓ Reduced response time as services are provided by local investigators
- ✓ Close connection between community police & investigations team

Community Policing Investigator

Community Policing Officer

5 The Community Investigators send the case to ALERT's organized crime unit. The Community Policing Officer works to develop a rural crime prevention strategy for property crimes in the area.

SERVICE & RESPONSE OPTIONS:
- ALERT takes over investigation
- Continuous development of prevention strategies
- APPS continues to investigate alone or in collaboration with ALERT

OUTCOMES:
- ✓ Efficient partnership with ALERT
- ✓ Resources targeting organized crime
- ✓ Tailored crime prevention strategies

6 The Community Police Officer provides regular updates to the victim and connects the family to the Victim's Services Coordinator who assist with providing documents for insurance and other supports.

SERVICE & RESPONSE OPTIONS:
- Connect with Victim's Services Coordinator
- Crime Prevention Strategy
- Providing Resources
- Volunteer crime watch

OUTCOMES:
- ✓ Ongoing engagement and care
- ✓ Integrated and approach to support
- ✓ Diversion to other more appropriate channels

Community Detachment + ALERT

ALERT Investigator

Community Policing Officer

Victims Coordinator

Community Detachment

Emergency Response with a Municipal Police Service

1 APPS develops partnerships and SLAs with municipal police services. Police services in the province adopt standardized operating procedures and shared training. Additionally, infrastructure to share data is developed.

SERVICE & RESPONSE OPTIONS:
- Partnership Development
- Establish Training standards
- Efficient Data Sharing
- Shared Training programs and standards

OUTCOMES:
- ✓ Established agreements for services
- ✓ Trust and credibility
- ✓ Consistent Services
- ✓ Enable Collaboration

Community Policing Officer

Headquarters

ALERT + Regional + Municipal Hub Police Service
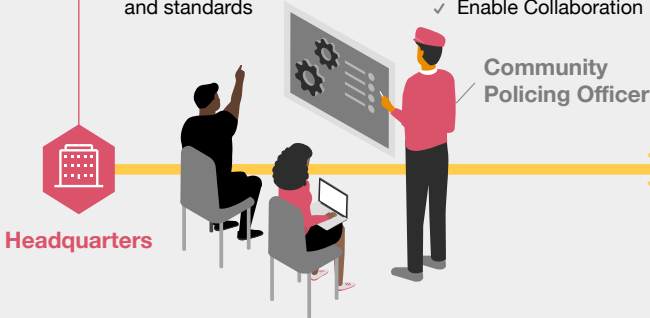
2 An ALERT led investigation prompts an urgent joint operation in response to local organized crime, led by APPS. APPS coordinates a joint specialist response with municipal police teams. These teams adhere to mutually agreed operational standards.

SERVICE & RESPONSE OPTIONS:
- Multi-agency collaboration
- Joint Operation
- Shared Emergency Response Teams
- Province Wide Operational standards

OUTCOMES:
- ✓ Efficient response and use of resources
- ✓ Shared databases and information
- ✓ Increased Interoperability
- ✓ Increased service coverage

ALERT Investigator

Joint Specialist Teams

3 Specialist officers from a nearby service hub and community detachments are deployed with Municipal Police support and communications to assist with the response. Community Policing Service coverage is provided by other nearby detachment locations.

SERVICE & RESPONSE OPTIONS:
- Real Time Command for tactical teams
- Specialist Teams from Service Hubs and Community Detachments
- Community Policing Coverage

OUTCOMES:
- ✓ Prompt deployment of resources
- ✓ Extensive network of resources
- ✓ Effective and relevant communication
- ✓ Access to specialist services in rural areas

Joint Specialist Teams

Regional + Municipal (Urban) Hub Police Service

Community + Service + Municipal Detachment Hub Police Service

4 After the response, evidence gathering and the investigation continue with support from ALERT. Case management and support for court processes is provided by APPS and ALERT.

SERVICE & RESPONSE OPTIONS:
- Joint Investigations
- Case Management Supports

OUTCOMES:
- ✓ Strong partnership with ALERT
- ✓ Efficient data sharing and collaborating with other police services
- ✓ Limited to no gaps in policing coverage across the province

5 All evidence and information is provided to ALERT and the community investigators responsible for the investigation. APPS investigators are actively involved and receive upskilling and technical experience that improves their own capabilities.

SERVICE & RESPONSE OPTIONS:
- ALERT Led, Community Supported Investigations
- Upskilling Community Investigators with technical experience

OUTCOMES:
- ✓ Strong partnership with ALERT
- ✓ Resources targeting organized crime in rural areas
- ✓ Trained Community Investigators

ALERT Investigator

Community Policing Officer

Municipal Police Service Officer

Community + ALERT Detachment

PROACTIVE PARTNERSHIPS AND INTEROPERABILITY DEVELOPMENT

JOINT RESPONSE PLANNING

RESPONSE

RESOLUTION & ONGOING PARTNERSHIP

Appendix

10. Appendix

10.1 Service Capability Catalog

What services and capabilities are available across the hub deployment model?

The hub deployment model seeks to decentralize services across the province - that is to say, distribute services, assets, and highly-trained, specialized resources to communities where they are needed. This will reduce the wait times for rural, remote, and Indigenous Communities that receive these services from centralized locations today. By decentralizing the location of services, it will increase the presence of highly-trained and experienced uniformed officers in rural and remote areas to improve service levels across the province.

In this way, the hub deployment model is focused on delivering the full suite of services locally to all Albertans regardless of where in the province they are or the size of their community. The primary services delivered by the future provincial police service are defined below, including the capabilities that support each service.

Community Policing and Field Operations: Management of day-to-day and routine community policing operations and services in rural, remote, Indigenous, and urban communities. The ability to respond appropriately and provide adequate services in response to community safety in order to reduce harm to the community and the individual.

- Urgent response

- Rural crime response

- Minor incident response and resolution without deployment

- Directed patrols

- Community policing-led investigations (supported by ALERT)

- Crime reduction and prevention

- Mental health and addictions response

- Community engagement, outreach, and collaboration

- Family, youth, and child intervention

Investigations and Intelligence: The effective use of intelligence, evidence gathering, analysis, and forensics through multiple layers of law enforcement to investigate and respond appropriately in support of public safety outcomes.

- Serious crime investigations
- Major case management
- Evidence management
- Financial and cyber-crime investigations
- Forensic identification services
- Lab services
- Covert operations and intelligence
- Organized crime
- Fraud and corruption investigations

- Intimate partner violent crime investigations

- Human trafficking and child exploitation investigations

- Missing persons

- Missing and Murdered Indigenous Women and Girls (MMIWG) investigations

- Threat assessments

- Inter-agency intelligence and data-sharing

- Drug, alcohol, and contraband

Traffic Operations: Management of law enforcement responses relating to traffic, road, and transportation safety across the province.

- Provincial traffic safety

- Highway patrol

- Motorized snow/off-road/water enforcement

- Collision reporting center

- Collision reconstruction and investigations

- Commercial vehicles and dangerous goods

- Education and engagement relating to traffic operations

- Breath analysis and drug recognition

Specialist Services: The provision of support services to community policing for incidents that involve high degrees of risk, complexity, and training or the deployment of specialized units or expert services.

- Air support services

- Critical incident response (mass casualty or large-scale incidents)

- Special tactical operations

- Canine units

- Real time operations command

- Explosive device response

- Asset and civil forfeiture

- Crisis negotiation

- Search and rescue operations

- Witness protection

- Robotic devices

- Chemical, biological, radiological, and nuclear response

- Terrorism, extremism, and hate crime response

Policing in Indigenous Communities: Delivery of community policing services, specifically for Indigenous Communities.

- Community policing services in Indigenous Communities that contract the provincial police service to provide policing services

- Support for self-administered police services

- Coordination and liaison services

- Community empowerment and oversight

- Specialized training programs

- Indigenous engagement and outreach

- Recruitment programs for Indigenous Communities

- Alternative justice programs

- Community Safety Officer (CSO) program

Victim Services and Alternative Justice: Delivery of services to support and protect vulnerable persons to drive proactive community policing and problem-solving, including after victimization. This includes providing support services relating to navigating legal processes across the justice system.

- Victim assistance and support services

- Victim call back and update

- Family, youth, and children support services

- Protecting vulnerable peoples

- Restorative justice and diversion

- Collaborative response (e.g. Hub Tables)

- Offender management, transportation, and detention

- Managing and monitoring high risk offenders

- Court services and support

- Witness management

- Community supervision

10.2 Deputy Level Portfolio Descriptions

Each Deputy will be responsible for a broad portfolio of services in support of the Chief of Police. The Deputies and the Chief of Police will make up the executive leadership team and be responsible for the performance of the organization in achieving its mandate. A description of the types of services that fall into each Deputy's portfolio is listed below.

Deputy of Indigenous Policing
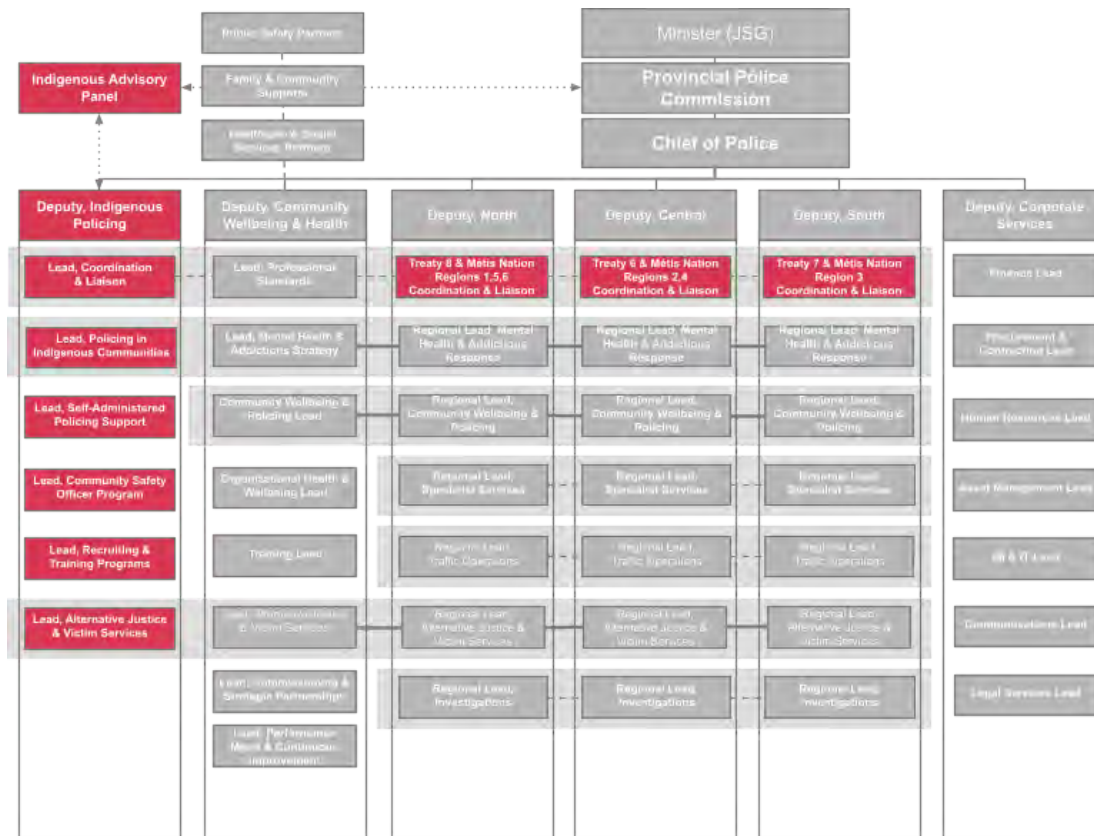
The Deputy of Indigenous Policing is a critical step toward building a trusted relationship between Indigenous Peoples and Communities in Alberta. This role and the supporting capabilities embeds relationship building and responsive services into the fabric of the organizational structure. The Deputy of Indigenous Policing should be focused on three primary responsibilities:

a.   Ensuring the unique needs, culture, values, and histories of Indigenous Communities in Alberta are reflected in service delivery throughout the police service.

b.   Liaising and coordinating with Indigenous Communities to build trust, create a strong relationship based on collaboration and mutual respect, and provide a consistent and trusted point of contact for Indigenous Communities , including self-administered police services in Indigenous Communities and communities who receive police services from the Alberta Provincial Police Service. This will ensure the APPS does not apply a "one size fits all" approach to interactions with Indigenous Communities and peoples.

c.   Facilitating support and coordinating with self-administered First Nations Police Services to provide resources, advisory and support services where required.

The portfolio of services of the Deputy of Indigenous Policing will be focused on fulfilling the three responsibilities outlined above and specific duties and interactions should be defined through engagement and collaboration with Indigenous Communities. Some specific responsibilities that the Deputy will provide to the APPS include:

● **Driving Respectful Practices** - Embedding culturally respectful and responsive services and procedures into the DNA of the Alberta Provincial Police Service.

● **Developing standards of policing and Service -** Development and implementation of standards of service that are respectful and responsive to the culture, history, values and contemporary needs of Indigenous Peoples in Alberta that can be applied across the APPS across all regions and in all locations.

- **Leading of Truth and Reconciliations Calls to Action and MMIWG Recommendations** - The Deputy of Indigenous Policing should be a key driver, alongside the Chief of Police, in the implementation of the Truth and Reconiliation Commission Calls to Action, The National Inquiry into Murdered and Missing Indigenous Women and Girls recommendations, and other meaninful initiatives that can contribute to reconciliation and a new relationship between the Police Service and Indigenous Peoples.

- **Coordination and Liaison Services -** Coordination, communication, and relationship building will be a responsibility of all members of the APPS. However, the Deputy of Indigenous Policing will be responsible for the formal liaison and coordination at the community level and across all regions of the APPS. This includes leading the Treaty and Metis Region Coordinators who work with the Regional Deputies.

- **Managing and Coordinating Support for Self-Administered Police Services** - Acting as the primary point of contact for support services and infrastructure needs of self-administered police services. This role will be critical in supporting Indigenous led police services in providing services to their community in response to their specific needs, wants and requirements.

- **Acting as Feedback Mechanism** - Collecting and providing feedback from Indigenous People and Communities across Alberta and providing that feedback to the Indigenous Advisory Panel will be an important responsibility. The Deputy of Indigenous Policing is the connection point between front line policing services for Indigenous
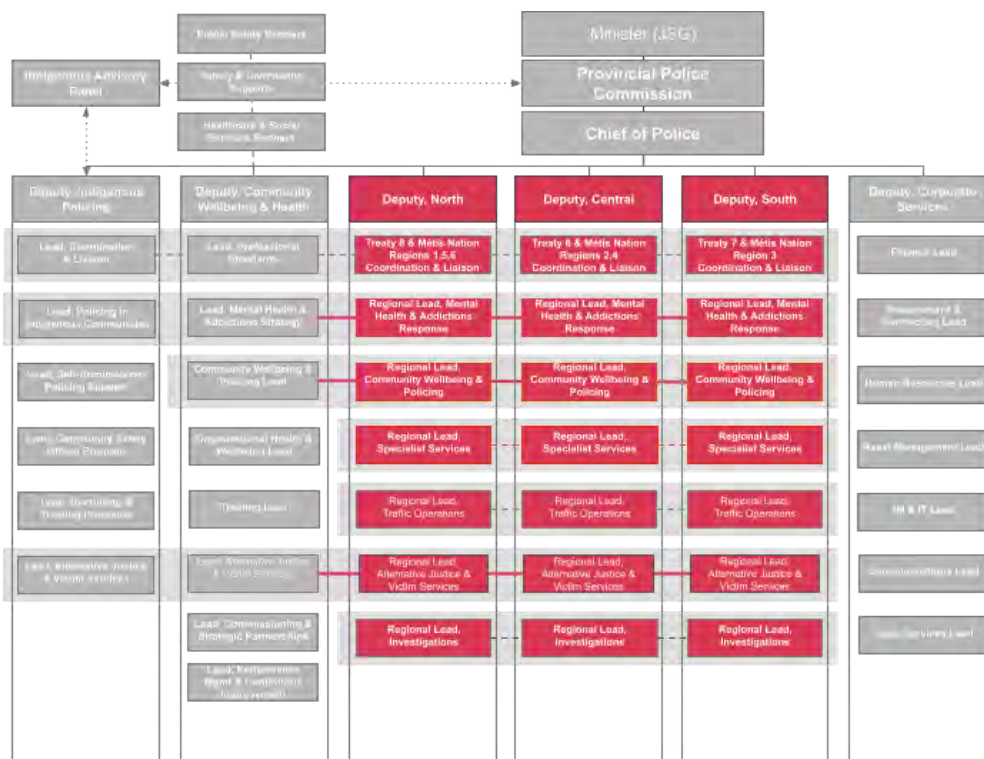
Communities and the Indigenous Advisory Panel and Chief of Police and may also report when required to the Provincial Police Commission.

- **Leading Indigenous Specific Programs -** The portfolio of Deputy of Indigenous Policing will be essential in managing programs developed specifically for Indigenous Communities including community specific training, recruitment of Indigenous Peoples, Community Safety Officer programs and alternative justice services in Indigenous Communities.

Deputy of Community Wellbeing & Health

The Deputy of Community Wellbeing & Health will report directly to the Chief of Police and will be responsible for the delivery of a wide range of services. The portfolio of services that fall into this Deputy's portfolio will include:

- **Professional Standards** - Creating and maintaining mechanisms for achieving the goals of the organization, including operational standards and oversight, adjudication of complaints, procedural justice oversight, and standards coordination and implementation across regions for all capabilities.

- **Mental Health & Addictions Lead -** Managing the provision of mental health, addictions, and family crisis response services for the provincial police service.
  This includes setting the strategy and standards for how mental health, addictions, and family crisis response services are delivered across the province, prioritizing capabilities, as required, and working with regional leads to more effectively provide these services in each region.

- **Community Wellbeing & Policing -** Leading the provision of community policing and wellbeing services across the province, including standard-setting and implementing evidence-based programs aligned with community policing priorities. This includes setting the overall strategy for community policing, wellbeing, and citizen services, and setting the standard operating procedures and expectations of service delivery that are aligned with citizen-focused, respectful, community services. Leading the development of provincial community safety and wellbeing plans is included in this portfolio along with supporting local detachments and communities in developing local community safety and wellbeing strategies.

- **Organizational Health & Wellbeing -** Employee wellness is a core capability for the APPS and is a strategic priority that falls under the portfolio of the Deputy of Corporate Services. This must be a comprehensive health and wellness function that is tailored to the broad range of support required by police services including mental health, physical health, rest and recovery, peer support, disability services, counseling, and family support. This is an essential enabler for embedding the health, wellness and dignity of members into how APPS operates.

- **Training and Development -** The ability to develop the required skills, expertise, and technical capabilities to support the development of the organization as a whole as well as at the individual level. This includes training for operations, procedural justice, non-operational customer service-related training, problem solving approaches, de-escalation, community specific Indigenous training, and other essential community policing capabilities. This unit develops and delivers training programs.

- **Alternative Justice & Victims Services -** Delivery of services to support and protect vulnerable people including victims assistance and supports, restorative justice initiatives, and family and children support programs. Providing support services relating to legal processes across the justice system, including offender management and community supervision.

- **Performance Management and Continuous Improvement** - Creating and maintaining strategies, governance, operating procedures, and managing the overall performance of the organization. Using evidence and data to implement new initiatives, improve decision making and performance to drive continuous improvement across the organization.

- **Commissioning & Strategic Partnerships** - Managing relationships with strategic and operational partners to enable the integrated model of policing in Alberta. This includes managing partnerships with other police services, Government agencies, community groups and other organizations in delivering services. Commissioning of services will be an essential part of this portfolio.

Regional Deputies:

The Regional Deputies will be responsible for delivering community policing, investigations, specialist services and traffic operations in different geographic regions of the province. These Deputies will work closely with the Chief to drive APPS organizational strategy across the province while making decisions with regards to resourcing requirements, strategies and priorities with local stakeholders that best meet the needs of their region. These Deputies will also work closely with the Functional Leads to ensure that standards of delivery are consistent across the province. These Deputies will likely be supported by functional leaders within each region to assist with the broad scope of services. These services will include:

- **Community Policing and Field Operations** - Management of day-to-day and routine operations of police service in delivering proactive, problem solving services with the public including urgent response, crime reduction and prevention initiatives, community focused and low complexity (Tier 1) investigations. This should include the ability to respond appropriately and provide services in response to community safety and wellbeing needs including mental health response, family crisis response, addictions services, community engagement, and collaborative responses including "Hub Tables".

- **Alternative Justice & Victims Services** - Delivery of services to support and protect vulnerable people including victims assistance and supports, restorative justice initiatives, and family and children support programs. Providing support services relating to legal processes across the justice system, including offender management and community supervision under the provincial standard set by the provincial functional lead.

- **Traffic Operations** - Management of public safety services and response relating to traffic, road, and transportation safety and enforcement including provincial traffic safety, highway patrol, collision investigations and reporting, education, and breath analysis and drug recognition.

- **Specialist Services** - Supporting community policing and field operations with complex and high risk responses through collaboration with other services including air support, tactical response, explosive device units, real time
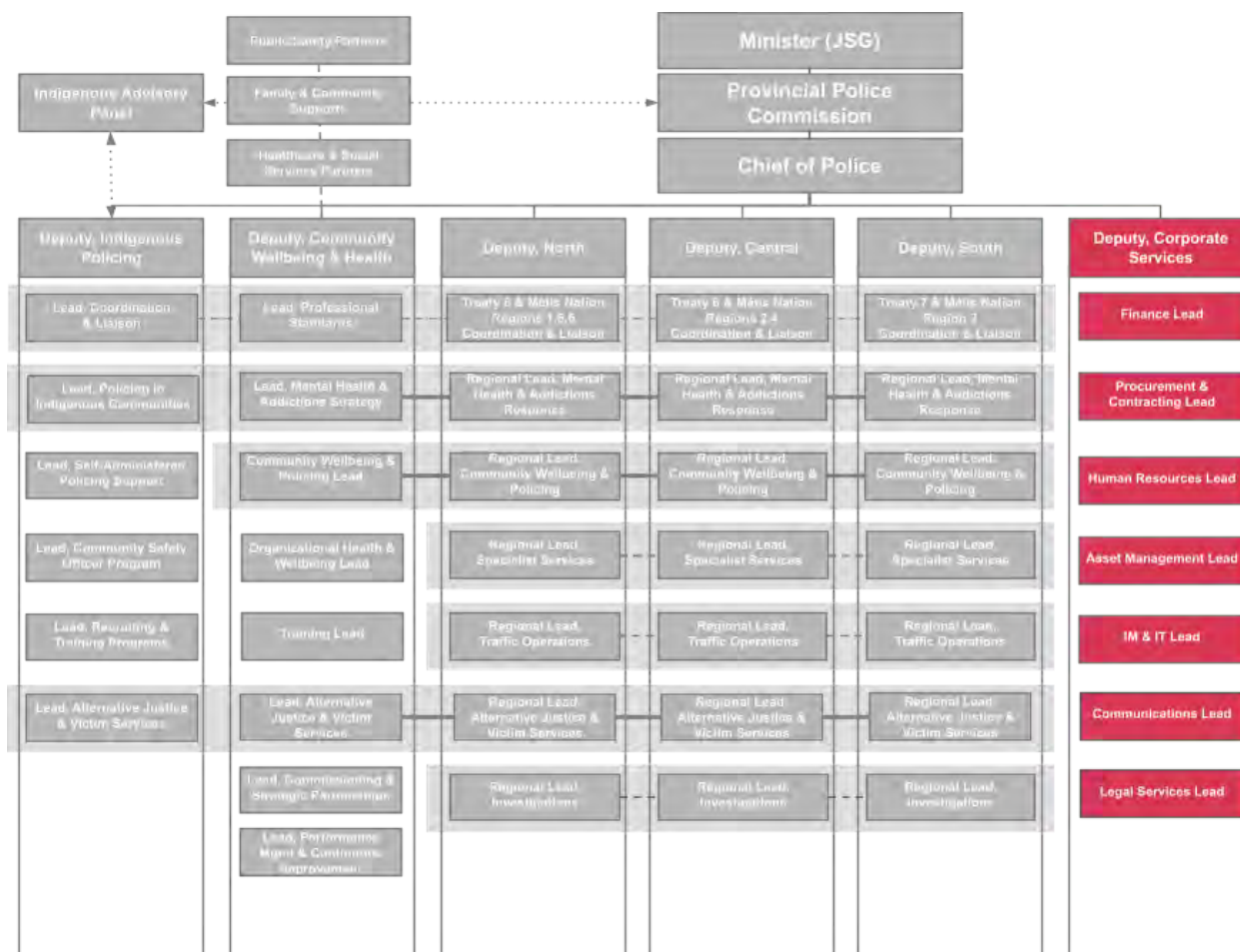
operations command and canine units among others.

Deputy of Corporate Services:
The Deputy of Corporate Services is responsible for managing all the enabling services that will allow the APPS to provide community policing services to people in Alberta. This portfolio will include coordinating with the Government of Alberta and other partner organizations in the delivery of many of these services as dictated by the integrated model for the APPS. The major responsibilities in this portfolio include:

- **Human Resources** - Management of assessing, planning, recruitment, sustainment and development of the workforce. This includes workforce planning, succession planning, HR shared services, payroll and pension administration, occupational health and safety and employee engagement.

- **Financial Services -** Management of the APPS financial resources including reporting, financial controls, treasury, budgeting, payables and receivables and accounting services.

- **Information Management and Technology** - Managing all aspects of information and communications technology and the ability to capture, gather, manage, store, share, preserve, analyze and deliver information appropriately and responsibly with partners, customers and other Police Forces. This includes personal and fleet technology and communication assets and infrastructure and operations support.

- **Procurement & Contracting -** The ability to plan, execute, manage and administer procurements of goods and services through appropriate channels and manage and administer contracts and agreements in order to support operations and maintenance of all assets.

- **Asset, Property, and Equipment Management** - Management of office infrastructure, operational equipment, fleet and real estate from acquisition to disposal including asset lifecycle management and maintenance, quartermaster services, fleet maintenance and management and infrastructure services.

- **Communications** - Planning, developing, and executing internal and external communications on behalf of the Chief of Police and the Alberta Provincial Police using appropriate channels and mediums.

- **Legal Services -** Provision of legal support services for the APPS including legal challenges, contracting and procurement services and any other legal advisory services as required.

10.3 Detailed Role Descriptions
Front Line Strategy & Leadership Roles

Detachment Commander
Roles and Responsibilities
The Detachment Commander is the head of the local policing organization and is responsible for locally delivering on community needs while balancing Regional and Provincial public safety priorities. The Detachment Commander will provide leadership for all members of the APPS within their Detachment. The Commander will be responsible for establishing a community oriented, proactive, and collaborative culture of community policing within his units.

The Commander will be responsible for directing and overseeing the delivery of front line policing services locally. This includes local deployment planning and working with other detachment commanders to enable the hub model of deployment. This will include working with Regional leadership to adapt services, resources, and priorities in their local detachment to respond to community needs.

The Commander will be responsible for delivering specific operational mandates as directed from the Chief of Police to the Regional Deputies and down to the detachment level. The performance of the Commander will be assessed as part of the performance management cycle internally by the Regional Deputy against specific metrics and performance indicators agreed upon as a part of their annual performance review. The performance of the Commander will also be assessed by the Local Police Commissions to determine if service levels are meeting local needs and expectations from the public's point of view. This increased accountability to local citizens will allow for a more responsive police service that is accountable directly to Albertans.

Services Provided in Deployment Model:

- Detachment command
- Deployment planning
- Performance management

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Regional Deputy (Primary accountability)
- Deputy Community Policing and Wellbeing (Functional accountability)

Policing & Support for Indigenous Communities Roles

Indigenous Standards & Engagement Officer (Indigenous uniform/civilian)
Roles & Responsibilities
Coordination, communication, and relationship building will be a responsibility of all members of the APPS but will be the sole focus of the indigenous Standards and Engagement Officer. However, the Indigenous Standards and Engagement Officer will be responsible for the formal liaison and coordination at the community level. Collecting and providing feedback from Indigenous People and Communities locally and providing that feedback to the Detachment Commander and Regional Coordination and Liaison Lead will be an important responsibility. The Indigenous Standards and

Engagement Officer is the connection point between front line policing services for Indigenous Communities and Peoples and the APPS.

The Indigenous Standards and Engagement Officer will provide critical input from Indigenous Communities and Peoples into the development and implementation of standards of service that are respectful and responsive to the culture, history, values and contemporary needs of Indigenous Peoples in Alberta.

They will also be responsible for communications and engagement programs with Indigenous Communities and People who receive services from the APPS. They will be the trusted local face of the APPS and will be critical in establishing and building relationships at the local level to build long-term trust and credibility.

Services Provided in Deployment Model:

- Coordination and Liaison Services
- Community Empowerment
- Indigenous Engagement and Outreach

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Coordination & Liaison Lead (functional accountability)

Self Administered Policing Support Services lead
Roles and Responsibilities
Through the APPS transition there is an opportunity for additional self administered police services to be developed in First Nation Communities. The APPS can provide critical back office and operational support to help reduce the startup and operating costs for these self-administered police services. In order to enable an effective relationship and collaboration to provide the support requested by Self-Administered Police Services and Indigenous Communities, there needs to be a trusted and consistent communication channel between Indigenous Communities and the APPS. The Support Services Lead ideally is located near Indigenous Communities with self-administered police services.

Acting as the primary point of contact for support services and infrastructure needs of self-administered police services. This role will be critical in supporting Indigenous led police services in providing services to their community in response to their specific needs, wants and requirements. The Self-Administered Policing Support Services Lead will be a relationship builder and a trusted and consistent familiar face. They will be responsible for receiving the requests for support and working with indigenous Communities and the APPS or the Government of Alberta to provide support as necessary.

This role will work closely with the Deputy of Indigenous Policing and Standards to reimagine the relationship between Indigenous Peoples and the police service in Alberta.

Services Provided in Deployment Model:

- Coordination and Liaison Services

- Community Empowerment

- Indigenous Engagement and Outreach

Located in:

- Community Detachments

- Service Hubs

- Regional Hubs

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)

- Regional Coordination & Liaison Lead (functional accountability)

Treaty Territory & Metis Nation Coordinator and Liaison
Roles and Responsibilities
The Treaty Territory and Metis Nation Coordinator and Liaison working with the Deputy of Indigenous Policing and Standards is a critical step toward building a trusted relationship between Indigenous Peoples and Communities in Alberta. This role embeds relationship building with specific Treaty Territories and Metis Nation Regions within each Region of the APPS. The Treaty Territory and Metis Nation Coordinator and Liaison should be focused on two primary responsibilities in support of the Deputy of Indigenous Policing and Standards:

a. Ensuring the unique needs, culture, values, and histories of Indigenous Communities that are tailored to the specific Treaty Nations and Metis Nation Regions in Alberta are reflected in service delivery in each respective APPS Region.

b. Liaising and coordinating with Indigenous Communities to build trust, create a strong relationship based on collaboration and mutual respect, and provide a consistent and trusted point of contact for Indigenous Communities , including self-administered police services in Indigenous Communities and communities who receive police services from the Alberta Provincial Police Service. This will ensure the APPS does not apply a "one size fits all" approach to interactions with Indigenous Communities and peoples.

Services Provided in Deployment Model:

- Coordination and Liaison Services

- Community Empowerment

- Indigenous Engagement and Outreach

Located in:

- Regional Hubs

Reporting to:

- Detachment Commander (primary accountability)

- Regional Coordination & Liaison Lead (functional accountability)

Local Policing Standards & Bylaw Support
Roles and Responsibilities
The Local Indigenous Standards and Bylaw Support will be responsible for working to adopt community specific, respectful policing practices into policing operations within Indigenous Communities who choose to contract the APPS

to provide policing services. Collecting and providing feedback from Indigenous People and Communities locally and providing that feedback to the Detachment Commander will be a critical responsibility. The Local Policing Standards and Bylaw Support is the connection point between front line policing services in each Indigenous Communities and the APPS.

The Local Policing Standards and Bylaw Support will provide feedback to the Indigenous Standards and Engagement Officer to communicate input from Indigenous Communities and Peoples into the development and implementation of standards of service that are respectful and responsive to the culture, history, values and contemporary needs of Indigenous Peoples in Alberta more broadly.

Local Policing Standards and Bylaw Support will provide support to local communities in the enforcement of their local bylaws. This does not necessarily mean assisting with enforcement of bylaws but providing assistance and resources that will allow local communities to more effectively enforce their own bylaws where appropriate.

Services Provided in Deployment Model:

● Coordination and Liaison Services

● Community Empowerment

● Indigenous Engagement and Outreach

● Bylaw enforcement support services

Located in:

● Detachments in Indigenous Communities

Reporting to:

● Detachment Commander (primary accountability)

● Indigenous Standards and Engagement Officer (functional accountability)

Mental Health & Addictions Response Roles

Regional Lead, Mental Health and Addictions Response
Roles & Responsibilities
The Regional Lead for Mental Health and Addictions Response will manage the provision of mental health, addictions, and family crisis response services for the provincial police services within each Region. This includes setting the strategy and standards for how mental health, addictions, and family crisis response services are delivered across the region, prioritizing capabilities, as required, and working with the provincial Mental Health and Addictions Response to more effectively provide these services in alignment with the provincial strategy and priorities in each region.

The Regional Lead, Mental Health and Addictions Response, will be responsible for monitoring and responding to demands for service, types of calls for service and the effectiveness of response to provide input into resourcing decisions and deployment planning. The Regional Lead will be responsible for balancing provincial priorities and strategy against being responsive to local and regional needs in the context of Mental Health and Addictions Response.

Services Provided in Deployment Model:

● Planning and prioritizing resources needed for mental health emergency response and wellness checks

● Setting regional strategy and planning deployment for mental health and addictions services

● Cascading provincial strategy and priorities into responsive regional operations that meet local needs

- Working with Regional Coordinators and Commissioning Leads to foster and maintain partnerships with relevant government agencies and community partners

Located in:

- Regional Hubs

Reporting to:

- Lead, Mental Health and Addictions Response (primary accountability)
- Regional Deputy (functional accountability)

Mental Health & Addictions First Responder
Roles & Responsibilities
Mental health calls and well-being checks are an increasingly common responsibility of police services in Canada today. In virtually every province and territory receiving policing services from the RCMP today, the quantity of occurrences relating to well-being checks and mental health responses are increasing year over year at a rapid rate. Alberta experiences the most occurrences of well-being checks and mental health responses by the RCMP than any other province or territory in Canada. Over the past 5 years, *Mental Health Act*-related incidents and wellness checks have made up more than 1 in 25 calls to the RCMP in Alberta without factoring in addictions and drug overdose-related calls for service. The introduction of Mental Health and Addictions First Responders into the core service of the APPS is a recognition that these calls are increasingly becoming part of the core services that must be delivered by the APPS.

Mental Health and Addictions First Responders will be embedded as multi-disciplinary teams within community detachments, service hubs and detachments in Indigenous Communities. First responders will include Registered Psychiatric Nurses, Social Workers, and Health Care providers with acute addiction and overdose response specialties. This will enable and prioritize a province wide-mental health and addictions response capability that is not widely included in the core model of policing in the current model. These teams will be dispatched from their detachments to respond to calls for service relating to mental health and addictions that are traditionally handled by uniformed officers within their communities. This will free up officer's time to focus on public safety and maintaining presence in the community while also allowing for an appropriate response to calls for service with expertise and training required to effectively deliver positive outcomes to the public.

Services Provided in Deployment Model:

- Mental health emergency response
- Mental health wellness checks
- Addictions and opioid response (non-medical emergency)
- Mental health transfers to medical care or community partner organizations

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Mental Health and Addictions Response Lead (functional accountability)

Regional Lead, Community Policing and Field Operations
Roles & Responsibilities
The Regional Lead for Community Policing and Field Operations, will be responsible for leading the provision of community policing and wellbeing services across the Regions, including standard-setting and implementing evidence-based programs aligned with community policing priorities. This includes setting the overall strategy for community policing, wellbeing, and citizen services, and setting the standard operating procedures and expectations of service delivery that are aligned with citizen-focused, respectful, community services. Providing support for local detachments in developing community safety and wellbeing plans is included in this portfolio along with supporting local detachments and communities in developing local community safety and wellbeing strategies.

The Regional Lead, Community Policing and Field Operations will assist Detachment Commanders in driving standards and consistency in day-to-day and routine operations of police service in delivering proactive, problem solving services with the public including urgent response, crime reduction and prevention initiatives.

Services Provided in Deployment Model:

- Implementing standards for service delivery

- Driving adoption of standard operating procedures for community policing and field operations at the Regional level

- Adapting provincial strategies for community policing and field operations to Regional needs

Located in:

- Regional Service Hubs

Reporting to:

- Detachment Commander (primary accountability)

- Community Policing and Field Operations Lead (functional accountability)

Regional Commissioning & Partnerships
Roles & Responsibilities
The Regional Lead for Commissioning and Partnerships will be primarily responsible for managing relationships with strategic and operational partners to enable the integrated model of policing in the regions. This includes managing partnerships with other municipal police services in the region, local branches of Government agencies, community groups and other organizations in delivering services.

The Regional Lead will be responsible for acting as the Regional connection for provincially managed partnerships such as Alberta Health Services or ALERT. The Regional Lead, Commissioning and Partnerships will also be responsible for identifying relevant regional partnership opportunities that are aligned with provincial strategy and meet regional needs for service delivery, crime prevention or other support services.

Services Provided in Deployment Model:

- Commissioning and Partnership Management

- Strategic Planning

Located in:

- Regional Service Hubs

Reporting to:

- Regional Deputy (primary accountability)
- Provincial Commissioning and Partnerships Lead (functional accountability)

Local Community Policing Partnerships & Crime Reduction Lead
Roles & Responsibilities
The Local Community Policing Partnerships & Crime Reduction Lead will focus on and assist in developing further community partnerships, while also promoting accountability of the police service on a local and community level. This will lead to increased cooperation between the community and the police service, and in turn - aid the development of trust and an integrated approach to public safety between the community, local organizations, the public, and the police service.

The Community Policing Partnerships and Crime Reduction lead will focus on developing local strategies and partnerships that assist in preventing crime and disorder proactively. This will require significant community engagement and relationship building at the local level. It will also require a good understanding of local needs and trends in crime and disorder. This role is critical to enabling a proactive approach to community policing at the local level.

Services Provided in Deployment Model:
- Crime Reduction & Prevention
- Community Engagement & Outreach

Located in:
- Service Hubs
- Community Detachments
- Detachments in Indigenous Communities

Reporting to:
- Detachment Commander (primary accountability)
- Regional Lead. Community Policing and Field Operations (functional accountability)

Community Policing Constables
Roles & Responsibilities
Community Policing Constables are the backbone of the Alberta Provincial Police Service. They will be responsible for the day-to-day delivery of proactive policing and community safety services at the local level including proactive community problem solving, urgent response, initial investigations and minor crimes investigations. Their role is critical to building trust and credibility by ensuring that in every service they deliver, every interaction they have with a community member, they embody the values of the Provincial Police Service.

In order to ensure Constables are able to connect with the community and engage to better understand local problems. The APPS will need to build a recruitment program that targets members who wish to live a rural lifestyle and want to be deployed in rural areas to reduce transfers in and out of Alberta Communities.

Constables in the APPS will bring a new approach to policing that focuses on community engagement, proactive approaches to problem solving and public safety, communication, relationship building, procedural justice and community service.

Services Provided in Deployment Model:
- Direct Patrols
- Urgent Response

- Minor Incident Response

- Initial Investigations

- Rural Policing Analytics Support

- Rural Crime Response

- Rural Crime Reduction & Partnerships

- Remotely Piloted Aircrafts

- Crime Reduction & Prevention

- Community Engagement & Outreach

- Family & Child Intervention

Located in:

- Service Hubs

- Community Detachments

- Detachments in Indigenous Communities

- Regional Hubs

Reporting to:

- Detachment Commander (primary accountability)

- Regional Lead. Community Policing and Field Operations (functional accountability)

Community Safety Officer
Roles & Responsibilities
The Community Safety Officer is responsible for working in collaboration with police services in Indigenous Communities to enhance public safety by:

a.   implementing crime prevention strategies and initiatives;

b.   connecting people in need with social service providers;

c.   maintaining a visible presence within a First Nations community or group of First Nations communities; and

d.   providing information to the local policing authority on ongoing or emerging public safety issue

Community Safety officers may also assist with crime and disorder prevention, enforcement of band bylaws and community engagement. They may assist with responding to incidents, intervening where appropriate and acting as a contact for citizens and other agencies, such as the APPS, Bylaw and Conservation officers. CSOs are also responsible for supporting investigations, providing services to citizens experiencing crisis and enforcement.

Each Indigenous Community should develop a Community Safety Officer program that is tailored to meet the specific needs of their community and build a role that enhances trust and credibility while supporting community safety.

Services Provided in Deployment Model:

- Support day to day activities

- Support Investigations, and work collaboratively with other teams and officers

- Act as a liaison and focus on relationship building within the community

Located in:

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Community Leaders (secondary accountability)

Youth Engagement Coordinator
Roles & Responsibilities
A youth engagement officer will be present in detachments that serve Indigenous Communities. The intent of this role is to develop and implement strategies to increase youth engagement and decrease the number of incidents involving police and youth. This can include providing support for mental health, volunteer opportunities, outreach, addictions support, counseling, career guidance and development and more. The youth engagement coordinator will also act as an advocate for youth in Indigenous Communities, should a Hub Table be requested. They will also work closely with community members to develop outreach opportunities and act as a liaison between multiple youth groups and external community coordinators. This will allow youth to develop and enhance skills that can prove to be beneficial for their future, while also instilling community values, specifically preserving Indigenous traditions, and recognizing the importance and impact that community support can have.

Services Provided in Deployment Model:

- Interacting with multiple youth groups, of varying ages
- Developing strategies to engage and attract youth to encourage community involvement
- Advocating, as needed
- Maintaining relationships with community partners for volunteer opportunities
- Seeking opportunities to integrate youth into community initiatives

Located in:

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Lead. Community Policing and Field Operations (functional accountability)

Organizational Wellbeing & Health Roles

Organizational Wellbeing Lead
Roles & Responsibilities
The health and wellbeing of officers and members of the Provincial Police Service directly impacts the quality of services provided to the citizens of Alberta. Officers and members of the service are not exempt from the impact of the work that they do in ensuring the safety of Albetans. Currently, the average life expectancy of a police officer is 66 years, more than 10 years less than the life expectancy of the general population. The goal of the Organizational Wellbeing Lead is to ensure that the service provides holistic support and programming for their employees. The wellness portfolio should address the physical, mental, family, emotional, and day-to-day impact that providing services to the public has on members of the police service. By doing so, they can ensure that their employees are taken care of and will be better able to deliver positive outcomes for the public. Organizational wellness is a strategic priority for modern police services and must embed wellness throughout the organization and in day to day operations.

The lead will work with the detachment's well being managers to ensure that all members of the service are aware of the benefits, support and guidance available to them through the Provincial Police Service, third parties and community partners. The lead will communicate with the detachment wellbeing manager the expectations and active initiatives to maintain a positive work environment across detachments. The lead and the manager, together, will be internal advocates for the Provincial Police Service, to remind its members that it is essential to be mindful of their personal well-being, in order to contribute positively to organizational well being and excel in their roles.

Services Provided in Deployment Model:

- Developing strategies to provide mental health, physical and family support that address the specific needs and realities of providing policing services
- Developing strategies and protocols to embed organizational wellness throughout the organization and day to day operations of the APPS
- Ensuring the work environment is healthy and members of the detachment are supported

Located in:

- Regional Service Hubs

Reporting to:

- Deputy of Community Wellbeing & Health (primary accountability)

Detachment Wellbeing Manager
Roles & Responsibilities
The Detachment Wellbeing Manager will be responsible for ensuring that the guidelines created by the Lead are implemented at the detachment level and for providing leading employee wellness support and educational initiatives locally. This will include ensuring that employees of the provincial police service are taking the appropriate steps to care for their mind, body and overall well being and filling in the gaps where support is needed. Some of the responsibilities will include maintaining formal and informal channels of communication with members of the service to understand whether their needs and expectations are being met and they are being provided with the appropriate level of support. These needs and expectations will then be communicated to the Lead to allow for integration within existing strategies, or to develop new strategies.

Services Provided in Deployment Model:

- Providing local support programming and education on wellness to all detachment members
- Embedding organizational wellness practices in day-to-day operations
- Communicating with other detachments, the lead and community partners to develop more inclusive and well-rounded strategies
- Actively identifying gaps in existing strategies, and looking for partnerships to improve current services

Located in:

- Community Detachments
- Service Hubs
- Detachments in Indigenous Communities
- Regional Service Hub

Reporting to:

- Detachment Commander (primary accountability)
- Organizational Wellbeing lead (functional accountability)

Specialist Services Roles

Regional Lead, Specialist Services
Roles & Responsibilities
The Regional Lead for Specialist Services will be responsible for supporting and managing specialist services that provide support to community policing and field operations in complex and high risk situations. The Regional Lead, Specialist Services will work with the Provincial Lead, Specialist Services and the other Regional Specialist Services Lead to identify and establish the required integrations and partnerships with other services that are needed to deliver specialist services throughout the province.

Due to the broad nature of capabilities that are included within Specialist Services (tactical team, air support, canine units etc) this role will need to work with functional experts and team leads for each unit to understand the staffing requirements to assist in managing deployment. The Regional Lead for Specialist Services, will be responsible for monitoring and responding to demands for service, types of calls for service and the effectiveness of response to provide input into resourcing decisions, partnerships, service level agreements and management, and deployment planning. The Regional Lead will be responsible for balancing provincial priorities and strategy against being responsive to local and regional needs in the context of the broad range of specialist services provided by the APPS and in collaboration with other services.

Services Provided in Deployment Model:
- Planning and prioritizing resources needed for specialist services responses in each region
- Setting regional strategy and planning deployment for various specialist responses in coordination with other public safety partners
- Cascading provincial strategy and priorities into responsive regional operations that meet local needs
- Working with Regional Coordinators and Commissioning Leads to foster and maintain partnerships with relevant government agencies and community partners

Located in:
- Regional Hubs

Reporting to:
- Regional Deputy (primary accountability)
- Provincial Specialist Services Lead (functional accountability)

Specialist Services Member
Roles & Responsibilities
Specialist Services Members will be responsible for the provision of a variety of services that are highly complex, require additional technical or operational training and expertise or additional equipment or assets beyond the standard equipment for Community Policing Constables. These officers will provide day to day community policing services as a part of the community in many cases. They will be deployed and dispersed across the province and stationed in every profile of the detachment regardless of community size. For example, a smaller community detachment may include an officer who is trained to be a part of the tactical response team for the region. This will give access to highly trained and experienced resources in communities that in a traditional policing model would not be deployed in such a decentralized manner.

Specialist Services Members will follow Standard Operating Procedures and professional standards that are developed by the Professional Standards unit with input from the Provincial Specialist Services Lead and municipal police services.

Some specialist services will be provided jointly by APPS members and other service providers from Municipal police services. This collaborative response will require jointly developed training standards, programs and integrated communications. This interoperability and collaborative approach will allow the APPS to focus more resources on providing proactive community policing services while maintaining the needed capacity for these complex services.

Services Provided in Deployment Model:

- Tactical terms and emergency response teams
- Canine units
- Explosive device units
- Asset and civil forfeiture
- Air support services
- Crisis negotiation
- Chemical, biological or radiological response
- Terrorism, extremism and hate crime response
- Search and rescue
- Real time operations command
- Federal policing support
- Remotely piloted vehicles and drone services

Located in:

- Community Detachments
- Service Hubs

Reporting to:

- Regional Deputy (primary accountability)
- Regional Lead, Specialist Services (functional accountability)

Investigations Roles

Regional Lead, Investigations
Roles & Responsibilities
The Regional Lead for Investigations will oversee the delivery of all investigations in the Region according to regulatory, legal and technical requirements in partnership with ALERT. Their responsibilities will include implementing protocols, standard operating procedures and resourcing to effectively deliver investigations and case management capabilities across the Region. They will be responsible for working with the Regional Deputies to ensure that deployment of investigators and access to specialist investigation services or resources from ALERT are deployed to best meet the demands for services in the Region to provide timely and effective investigations.

The Regional Lead will play an essential role in managing the delivery of investigations and resources to improve outcomes delivered. They will be responsible for overseeing the appropriate collaborations, data sharing, and partnerships with municipal services within the Region, ALERT or law enforcement services as required. The Regional Lead of Investigations will

Services Provided in Deployment Model:

- Develop strategies, standards and protocols needed to ensure consistency in quality-of-service delivery

- Resource Management

- Working with ALERT and community partners to ensure that services meet local needs

Located in:

- Regional Hubs

Reporting to:

- Lead, Investigations (primary accountability)

- Regional Deputy (functional accountability)

Community Investigators

Roles & Responsibilities

Community investigators will be responsible for the completion of investigations including conducting interviews, initial investigations, evidence collection and management, crime scene management, case management, and for working with ALERT and forensic identification services to complete investigations locally. Community Investigators are an essential part of the APPS and will be dispersed throughout the province to enable investigative services to be provided by people who are familiar with the community and in a timely manner. They will work closely with Community Policing Constables to support community safety priorities.

Community Investigators will be responsible for escalating investigations to specialists or to ALERT as required, depending on the needs of the investigation and as required. They will work with the Regional Deputy as required to ensure that the right investigative capabilities are brought in as required and that the escalation and management of investigations, evidence, and case files is seamless and supports the effective completion of files and legal requirements.

Services Provided in Deployment Model:

- Initial Investigation

- Community

Located in:

- Community Detachments

- Service Hubs

- Detachments in Indigenous Communities

- Regional Hubs

Reporting to:

- Detachment Commander (primary accountability)

- Regional Investigations Lead (functional accountability)

ALERT Investigators

Roles & Responsibilities

ALERT investigators will be managed by ALERT's command and leadership. These investigators will be seconded from APPS (along with resources from other municipal police services) to be a part of the integrated ALERT model. The strength of the ALERT model lies in the integration of members from various police agencies who have expertise in

intelligence, enforcement and support services. This co-operative approach to policing has proven to be an extremely successful model, especially as the criminal landscape evolves and pushes beyond local and regional boundaries.

ALERT Led Investigators will provide support to the APPS by assisting with complex investigations that require highly specialized forensics capabilities, covert operations, surveillance and other complex capabilities. These investigators will work closely with Community Investigators and will be called in to support as required. In addition to providing support in complex investigations, ALERT will continue to take a lead on organized crime, human trafficking, drug trafficking, and child exploitation as they do today. ALERT may be expanded to

Services Provided in Deployment Model:

- Organized Crime Investigations

- Financial Investigations Services

- Child Exploitation

- Covert Operations

- Cyber & Internet Crime Investigations

- Forensic Identification Services

- Evidence Management

- Threat Assessment & Planning

- Drug, Alcohol and Contraband Investigations

- Corruption investigations

- Human Trafficking & Modern Slavery

Located in:
- Regional Service Hub

- Service Hubs

Traffic Operations Roles

Regional Traffic Operations Lead
Roles & Responsibilities
The Traffic Operations lead will be responsible for leading Traffic Operations services for the APPS in each region. This includes management of public safety services and response relating to traffic, road, and transportation safety and enforcement including provincial traffic safety, highway patrol, collision investigations and reporting, education, and breath analysis and drug recognition. The Regional Lead will coordinate with the Detachment Commanders and the Regional Deputy to plan resourcing and deployment that supports provincial Traffic safety priorities and local needs.

The Traffic operations lead will work closely with the Community Policing and Field Operations Lead to align services to provide more effective support for community policing operations and to enhance public safety.

Services Provided in Deployment Model:

- Provincial Traffic Safety

- Highway Patrols

- Collision Reconstruction

- Commercial Vehicles & Dangerous Goods

- Education & Engagement Relating to Traffic Operations

- Breath Analysis & Drug Recognition

- Traffic & Road Safety Analytics

Located in:

- Regional Hubs

Reporting to:

- Regional Deputy (primary accountability)

- Traffic Operations Lead (functional accountability)

Community Traffic and Road Safety Officer

Roles & Responsibilities

The Community Traffic and Road Safety Officer will be responsible for delivering Traffic Operations services in local communities. This includes providing all public safety services and response relating to traffic, road, and transportation safety and enforcement including provincial traffic safety, highway patrol, collision investigations and reporting, education, and breath analysis and drug recognition.

The Community Traffic and Road Safety Officer will work closely with the Community Policing and Field Operations Officers under the guidance of Detachment Commanders to align services to provide more effective support for community policing operations and to enhance public safety.

Services Provided in Deployment Model:

- Provincial Traffic Safety

- Highway Patrols

- Collision Reconstruction

- Commercial Vehicles & Dangerous Goods

- Education & Engagement Relating to Traffic Operations

- Breath Analysis & Drug Recognition

- Traffic & Road Safety Analytics

Located in:

- Community Detachments

- Service Hubs

- Regional Hubs

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (Primary Accountability)

- Regional Traffic Operations Lead (Functional Accountability)

Alternative Justice & Victims Support Roles

Alternative Justice and Victim Services Lead

Roles & Responsibilities

The Alternative Justice and Victim Services lead will oversee the delivery of services to support and protect vulnerable people including victims' assistance and supports, restorative justice initiatives, and family and children support programs. This may include setting the protocols and standards for alternative approaches and collaborative responses, such as the use of 'hub tables'.

Additionally, the Alternative Justice and Victim's services lead will oversee and manage providing support services relating to legal processes across the justice system, including offender management and community supervision in the Region. This includes management and monitoring offenders' transition back into the community and providing support as required to reduce the likelihood of recidivism.

This role will be critical in developing the capabilities and processes to support victims of crime, protect vulnerable populations, and improve outcomes for offenders who are transitioning back to the community.

Services Provided in Deployment Model:

- Develop strategies to implement Alternative Justice approaches
- Provide holistic support services for Victims after victimization and through the legal process
- Overseeing the delivery of offender management and reintegration services
- Cascading the provincial strategy for victims' services and alternative justice within the Regions

Located in:

- Regional Hubs

Reporting to:

- Detachment Commander (primary accountability)
- Alternative Justice and VIctim Services Lead (functional accountability)

Alternative Justice and Victim Services Coordinator (Hub tables)

Roles & Responsibilities

The Alternative Justice and Victim Services Coordinator will deliver services to support and protect vulnerable people including victims' assistance and supports, restorative justice initiatives, and family and children support programs at the local level. This may include coordinating the delivery of alternative approaches and collaborative responses, such as the use of 'hub tables' and ensuring the right local resources are engaged in those processes.

Additionally, the Alternative Justice and Victim's Services Coordinator will manage providing support services relating to legal processes across the justice system, including offender management and community supervision as needed for their local community. This includes management and monitoring offenders' transition back into the community and providing support as required to reduce the likelihood of recidivism within their specific communities and working with local detachment resources. This role will be the primary point of contact for the public, victims of crime, and offenders who are seeking support through the various legal processes or after victimization or release from custody.

Services Provided in Deployment Model:

- Victim Assistance & Support Services
- Child Advocacy Services
- Family & Child Support Services
- Restorative Justice Services
- Witness Management & Services

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Alternative Justice and Victim Services Lead (functional accountability)

Alternative Justice Lead
Roles & Responsibilities
The Alternative Justice Lead in Indigenous Communities will be responsible for supporting culturally appropriate approaches to alternative justice in their communities. This may include assisting with coordination of mediation practices, peacemaking, meeting with elders or other approaches that may result in restoration to harmed members of the community, diversion away from the justice system and application of appropriate alternative justice sentencing, such as community service or mandatory counseling.

Services Provided in Deployment Model:

- Victim Assistance & Support Services
- Restorative Justice Services

Located in:

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Victim Services & Alternative Justice Lead (functional accountability)

Volunteer Coordinator

Roles & Responsibilities
The volunteer coordinator will be responsible for recruiting, training and supervising new volunteers, promoting volunteer opportunities within the community, coordinating communications and logistics for each volunteer. They may be required to work collaboratively with community partners or third parties to provide sufficient volunteers and maintain community engagement.

Located in:

- Regional Service Hub
- Service Hub Detachment
- Community Detachment
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)

Summary of Detailed Services by Detachment Profile

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Community Policing & Field Operations				
Call Center	✓			
Dispatch	✓			
Deployment Analytics	✓	✓	✓	✓
Deployment Planning	✓	✓	✓	✓
Operational Communications	✓	✓	✓	✓
Directed Patrols	✓	✓	✓	✓
Urgent Response	✓	✓	✓	✓
Minor Incident Response	✓	✓	✓	✓
Resolve without Deployment	✓			✓
Initial Investigation	✓	✓	✓	✓
Community Focused (Tier 1) Investigations	✓	✓	✓	✓
Rural Policing Analytics Support	✓	✓		
Rural Crime Response	✓	✓	✓	✓
Rural Crime Reduction & Partnerships	✓	✓	✓	✓

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Remotely Piloted Aircraft	✓	✓	✓	✓
Crime Reduction & Prevention	✓	✓	✓	✓
Community Harm Communications & Education	✓	✓	✓	✓
Community Harm Analytics Support	✓	✓		
Community Engagement & Outreach	✓	✓	✓	✓
Youth Engagement & Outreach	✓	✓	✓	✓
Mental Health Response	✓	✓	✓	✓
Restorative Justice Services	✓	✓		
Addictions Response	✓	✓	✓	✓
Family & Child Intervention	✓	✓	✓	✓
Collaboration with Community Partners & Hub Tables	✓	✓		
Alternative Justice and Victim Services				
Victim Assistance & Support Services	✓	✓		✓
Victim Call Back & Update	✓	✓		✓
Protecting Vulnerable People	✓	✓	✓	✓
Child Advocacy Services	✓	✓		✓

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Family & Children Support Services	✓	✓		✓
Restorative Justice Services	✓	✓		✓
Victims Financial Benefits Program	✓			
Offender Transportation	✓	✓	✓	
Managing & Monitoring High Risk Offenders	✓			
Witness Management & Services	✓	✓		
Offender Management & Detention	✓	✓		
Court Services	✓	✓		
Community Supervision	✓	✓	✓	✓
Investigations & Intelligence				
Lab Services	✓			
Anti-Counterfeiting	✓	✓		
Financial Investigations Services	✓			
Investigations Data Analytics Support	✓			
Cyber & Internet Crime Investigations	✓			
Serious Crime Investigations	✓	✓		

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Intimate Partner Violent Crime Investigations	✓	✓	✓	✓
Digital Evidence Forensics	✓			
Polygraph	✓	✓		
Major Case Management	✓	✓		
Missing Persons	✓	✓		
Forensic Identification Services	✓			
Evidence Management	✓	✓	✓	✓
Covert Operations	✓	✓		
Anti-Terrorism	✓			
Threat Assessment & Planning	✓			
Interagency Data, Communication & Collaboration Services	✓			
Drug, Alcohol, and Contraband Enforcement	✓	✓	✓	✓
Corruption	✓	✓		
Child Exploitation	✓	✓		
Human Trafficking & Modern Slavery	✓	✓		

Policing in Indigenous Communities

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Policing in First Nations Communities	✓			✓
Policing in Metis Communities	✓			✓
Support for Self-Administered Police Services	✓			✓
Coordination & Liaison Services	✓	✓		✓
Community Empowerment & Oversight	✓	✓		✓
Specialized Training Programs	✓	✓		✓
Indigenous Engagement & Outreach	✓	✓	✓	✓
Recruitment Programs for Indigenous Communities	✓	✓		✓
Alternative Justice Programs	✓	✓	✓	✓
Community Safety Officer Program	✓	✓		✓
Traffic Operations				
Provincial Traffic Safety	✓	✓	✓	✓
Highway Patrols	✓	✓	✓	✓
Motorized Snow/Off-road/Water Enforcement	✓	✓	✓	✓
Collision Reporting center	✓			
Collision Investigations	✓	✓	✓	✓

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Collision Reconstruction	✓	✓		
Commercial Vehicles & Dangerous Goods	✓	✓	✓	
Traffic & Transportation Analytics	✓			
Education & Engagement Relating to Traffic Operations	✓	✓	✓	✓
Breath Analysis & Drug Recognition	✓	✓	✓	✓
Specialist Services				
Air Services	✓			
Remotely Piloted Vehicles	✓			
Robotic Devices	✓			
Asset & Civil Forfeiture	✓	✓		
Crisis Negotiation	✓			
Critical Incident Response	✓	✓		
Search & Rescue	✓			
Special Tactical Operations	✓	✓		
Canine Units	✓			
Real Time Operations Command & Control	✓			

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Explosive Device Response	✓			
Witness Protection	✓			
Chemical, Biological, Radiological, Nuclear Response	✓			
Terrorism, Extremism & Hate Crime Response	✓			
National Security & Border Enforcement Support	✓			
Federal Policing Support	✓			
Dignitary Protection Services	✓			

10.4 Section 8 Supplement

Sizing Methodological Considerations

Patrol/Community Policing

There are several ways to estimate the number of officers required or optimal for a particular geography or municipality. The most common of these is the use of the "pop to cop" ratio, or the converse, "cop to pop" ratio. This is a way of estimating the number of police officers that would be reasonable for a given population. While there is no absolute minimum or optimal number for these ratios, they may be helpful to establish a baseline for consideration based on similar areas or communities.

For reference, between 2015 and 2019, the "cop to pop" ratio in Alberta remained relatively stable, moving from 172 officers per 100,000 population in 2015 to 176 officers per 100,000 population in 2019. This is somewhat in contrast to the trend overall in Canada, which showed a larger drop nationwide, although it remained higher than Alberta in general.
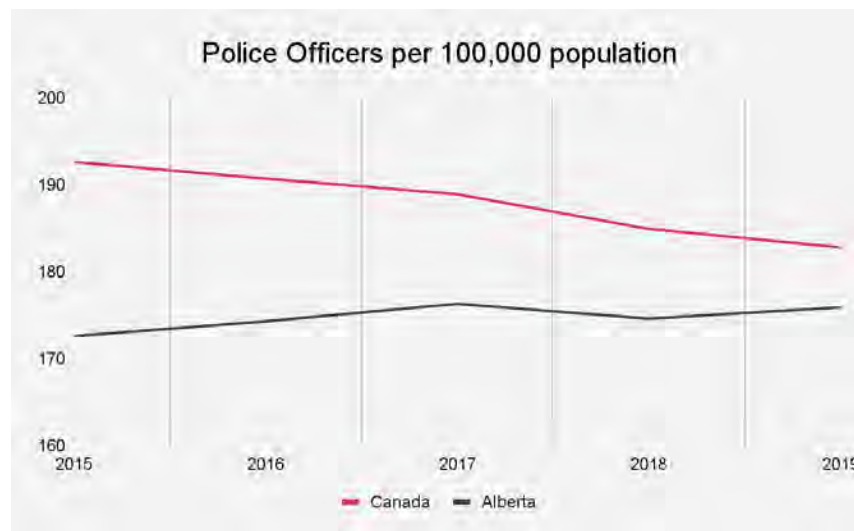
Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics
DOI: https://doi.org/10.25318/3510007601-eng

What is helpful as well when considering the proper use of these metrics, is the actual workload of these officers, most generally exemplified by the Criminal Code caseload (CCC incidents per Police Officer) and the Crime Severity Index. The caseload metric only shows the raw number of Criminal Code incidents per officer as a blunt ratio. This does not include incidents that may require a significant amount of workload per officer, such as provincial statutes or municipal bylaws. In particular, these may not include all traffic infractions, which can be substantial. However, it does provide another option for comparison to establish a general agreement on what a baseline should look like.
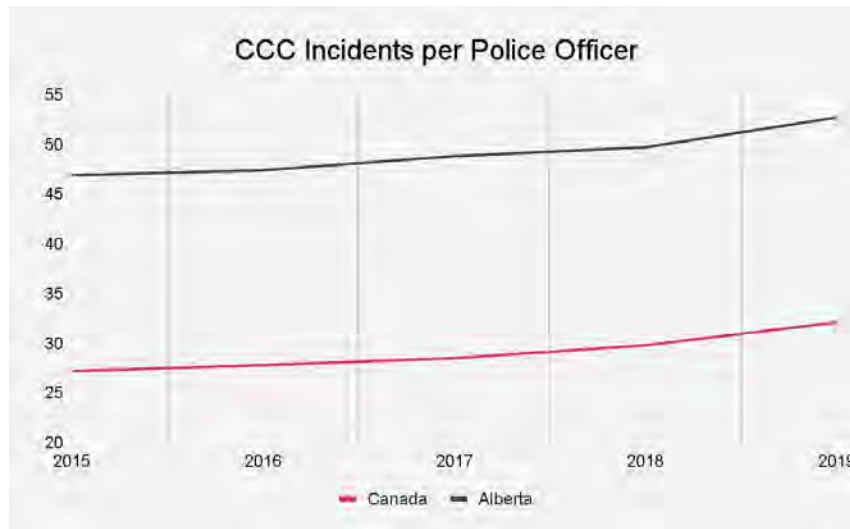
CCC Incidents per Police Officer

Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics
DOI: https://doi.org/10.25318/3510007601-eng

As is shown above, the caseload in general has been increasing in Alberta and Canada overall. What is also notable, is that the general caseload of Criminal Code incidents appears significantly higher in Alberta vs the rest of Canada, which should be considered.

The Crime Severity index can also be helpful when assessing the incoming service demands in comparison to the available workforce. The CSI is weighted based on how serious a particular crime category is, thereby allowing a more reasonable assessment of case complexity vs. simple case counts. For example, a simple assault case requires far fewer resources and time to work through than a homicide. However, each would count equally within the "Criminal Code Incidents per Officer", despite officers carrying 5 homicides being far more stretched than officers carrying 5 assault level 1 offences. Thereby, the CSI index gives a normalizing view on those case counts by incorporating the severity of the offence. The higher the CSI, the more complex the investigations and the more serious the cases.

Looking at the CSI scores in Alberta vs. Canada over time, the statistics show a steady increase over time in both jurisdictions. Again, however, Alberta shows both a higher number of cases and a higher severity of cases as compared to the rest of the country.
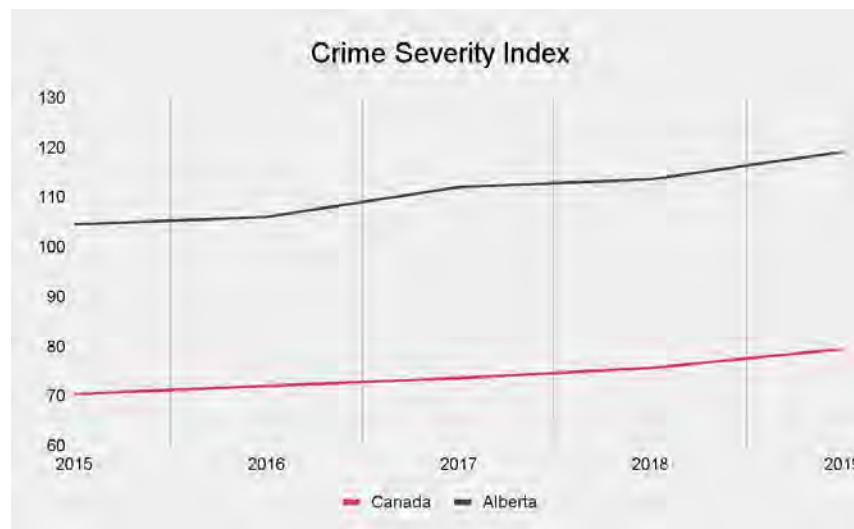
Crime Severity Index

Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics
DOI: https://doi.org/10.25318/3510007601-eng

The takeaway from these metrics seems to suggest that Alberta is experiencing higher caseloads, as well as more complex and serious. Matched with an overall lower proportion of officers per population, this suggests that the current

ratios of officers may not be adequate to properly address the community safety demands placed on officers in Alberta. However, any such blanket determinations are not intended as a one-size-fits all, and rather, should be considered when constructing and finalizing the numbers for specific areas and/or specific detachment profiles.

Patrol Ratios for Coverage

The determination of officer availability will also have significant bearing on the overall detachment size and number of officers assigned. For instance, if 24/365 coverage for first response is necessary, some broad calculations can start to determine the overall size of officer complements. In general, patrol availability in most communities will be scheduled on a 24/365 basis. In addition, most police services operate their patrol units on a 12-hour shift rotation (or closely therein), generally alternating between day shift and night shift. This may vary depending on the size of the community, which may necessitate a three-shift system for larger urban areas, or a two-shift overlapping 20-hour system that maximizes coverage during peak periods while not operating on a 24-hour basis.

These basic assumptions lead to a baseline calculation of the number of officers required to keep a patrol car on the road for the duration of the determined coverage. For instance, the calculation of staffing for a 24/365 shift system, operating two shifts over a 24-hour period, with one patrol vehicle operated by a single officer would be as follows:

How many officers does it take to keep 1 car on the road 24/7/365?	24/7/365	12/7/365
Maximum hours per person per year	2,080	2,080
Less relief factor (vacation, sick, court, etc.)	1,536	1,536
Hours per 'car' per year	8,760	4,380
Number of officers needed to keep 1 car on the road 365 days per year	6	3
Number of cars per shift, assuming single officer deployment	2	2
Total staff needed for each model	**12**	**6**

Relief Factor estimates		
(to be validated with Collective Agreement and HR Data)		
Vacation (4 weeks typical)	160	hours
Sick time (5 days per year estimated)	60	hours
training (1 day per month)	144	hours
court time (1 day per month)	144	hours
personal time (3 days per year estimated)	36	hours
TOTAL estimated non-deployable time per officer per year	**544**	**hours**

As can be seen in the example above, six officers would be needed to ensure constant operation of one vehicle 24 hours per day, 365 days per year. As needs increase, this can therefore be scaled up. As it would generally be ill advised to operate solely on a single officer available without scheduled backup consistently, that may necessitate doubling up this figure to ensure two officers were on shift at any given time.

This figure would also need to be modified given the nature of the policing jurisdiction geographically, as well as the nature of community demands. A more geographically spread-out jurisdiction may warrant numerous vehicles available to cover more area, perhaps operated by a single officer to maximize human capital. However, if the area shows a relatively serious crime mix with consistent calls involving violence, it may be more efficient to deploy two-officer units in at least some cases to ensure backup is built in. These are the nuances of staffing estimates that must be tailored to each community.

Shift Structures and Service Coverage Calculations
Community Detachments

Community Policing Shift Coverage

12-hour coverage, 1 shift model		
	A Side	**B Side**
Minimum	2	2
Shifts	1	1
Officers	2	2
Minimum Deployed	4	
Person Hours	8,320	
Availability per Officer	1,536	
Officers Needed	6	

Service Hubs

Community Policing Shift Coverage

24-hour coverage, 2 shift model		
	A Side	**B Side**
Minimum	3	3
Shifts	2	2
Officers	6	6
Minimum Deployed	12	
Person Hours	24,960	
Availability per Officer	1,536	
Officers Needed	17	

Investigations and Specialist Services Shift Coverage

Investigative Team Shifting, 4/10 schedule		
	Team A	**Team B**
Minimum	4	4
Shifts	1	1
Officers	4	4
Total Minimum Deployment	8	
Person Hours	*16,640*	
Availability	*1,536*	
Persons Needed	*11*	

Specialist Team Shifting, 4/12 shift		
	A Side	**B Side**
Minimum	2	2
Shifts	2	2
Officers	4	4
Total Minimum Deployment	8	
Person Hours	*16,640*	
Availability	*1,536*	
Persons Needed	*11*	

Regional (Urban) Hub

Community Policing Shift Coverage

24 -hour coverage, 3 shift model		
	A Side	**B Side**
Minimum	5	5
Shifts	3	3
Officers	15	15
Minimum Deployed	30	
Person Hours	*62,400*	
Availability per Officer	*1,536*	
Officers Needed	*41*	

Investigations and Specialist Services Shift Coverage

Investigative Team Shifting, 4/10 schedule		
	Shift A	**Shift B**
Officers per Team	11	11
Teams	3	3
Total Officers	33	33
Total Minimum Deployment	66	
Person Hours	137,280	
Availability per Officer	1,536	
Officers Needed	90	
Specialist Team Shifting, 4/12 shift		
	A Side	**B Side**
Officers per Team	10	10
Shifts	2	2
Total Officers	20	20
Total Minimum Deployment	40	
Person Hours	83,200	
Availability per Officer	1,536	
Officers Needed	55	

Disclaimer

Our Services were performed, and this Report was developed, in accordance with our engagement letter dated November 5, 2021 and are subject to the terms and conditions included therein.

Our role is advisory only. The Government of Alberta is responsible for all management functions and decisions relating to this engagement, including establishing and maintaining internal controls, evaluating and accepting the adequacy of the scope of the Services in addressing Government of Alberta needs, and making decisions regarding whether to proceed with recommendations. The Government of Alberta is also responsible for the results achieved from using the Services or deliverables.

Our work was limited to the specific procedures and analysis described herein and was based only on the information made available through March 17, 2022. Accordingly, changes in circumstances after this date could affect the findings outlined in this Report. We are providing no opinion, attestation, or other form of assurance with respect to our work and we did not verify or audit any information provided to us.

This information is strictly confidential and has been prepared solely for the use and benefit of, and pursuant to a client relationship exclusively with, the Government of Alberta ("Client"). This Report should not be copied or disclosed to any third party or otherwise be quoted or referred to, in whole or in part, without the prior written consent of PwC. In the event that this Report is obtained by a third party or used for any purpose other than in accordance with its intended purpose, any such party relying on the Report does so entirely at their own risk and shall have no right of recourse against PwC, and its partners, directors, employees, professional advisors or agents. PwC disclaims any contractual or other responsibility to others based on its use and, accordingly, this information may not be relied upon by any third party. None of PwC, its partners, directors, employees, professional advisors or agents accept any liability or assume any duty of care to any third party (whether it is an assignee or successor of another third party or otherwise) in respect of this Report.

pwc

Dear Kelly,

I hope you are doing well, and had a chance to take some time off this summer.

We wanted to let you know that we posted a new Milk River Flood Study update notice to our website. The notice provides the public with an update about study progress, and is something we update regularly when we have information to share. The study update notice is available at https://www.alberta.ca/draft-flood-maps.aspx. Your notice is in the Milk River Flood Study section under the "Current Studies" heading.

As always, please let me know if you have any questions about the study itself or about next steps and future engagement plans for draft flood hazard mapping. For any questions you may receive from the public, please refer them to our general mailbox: AEP.Flood@gov.ab.ca.

Kind regards,

Jim

_____
James Choles, M.Sc., P.Eng., CFM (he/him)
River Engineering and Technical Services Section
Environmental Knowledge and Prediction Branch
Environment and Parks
11th floor Oxbridge Place
9820 - 106 St. N.W.
Edmonton, AB. Canada
T5K 2J6

(780) 427-8225; fax (780) 422-0262
Email: Jim.Choles@gov.ab.ca

Classification: Protected A

August 30, 2022

Dear Mayor/Reeve,

I am writing to you to invite your municipality's participation in an upcoming engagement opportunity regarding Alberta's ongoing consideration of re-establishing a provincial police service.

At the Spring 2022 conventions of both the Rural Municipalities of Alberta (RMA) and Alberta Municipalities (AM), I committed to having further discussions with municipal leaders on the topic of the provincial government's exploration of a made-in-Alberta provincial police service. Since making that commitment, I have met with well over a hundred municipalities as well as the Board of Directors of both RMA and AM. We have also launched a new website www.futureofabpolicing.ca to provide Albertans with further information on the topic of provincial policing, and on August 16, 2022, we publically released a provincial police deployment model that would see an Alberta police service greatly increase the number of front line police officers serving rural and smaller detachments. See the following link for more details:
https://www.alberta.ca/release.cfm?xID=8441787ED317B-026D-6A3C-A617AA3F3CB5A842

I am committed to continuing this discussion and I am pleased to offer additional engagement opportunities for municipal leaders throughout the month of September. During this time, the Ministry of Justice and Solicitor General will be facilitating a series of in-person engagement meetings for municipal leaders and myself. Each meeting will be an opportunity for focused dialogue between municipal leaders and myself on the topic of provincial policing, as well as, any other justice and public safety topic important to municipal leaders.

Dates/Locations:
- September 13 (Edmonton)
- September 14 (Edmonton)
- September 16 (Grande Prairie)
- September 19 (Cold Lake)
- September 27 (Lethbridge)
- September 28 (Calgary)
- September 29 (Calgary)

Venues:
- Venue locations and addresses will be provided and updated via the registration process.

Meetings Format:
- There will be six (6) meeting timeslots available per day.
  o 9:00am to 9:50am

- o   10:00am to 10:50am
- o   11:00am to 11:50am
- o   1:00pm to 1:50pm
- o   2:00pm to 2:50pm
- o   3:00pm to 3:50pm
- Each meeting will be between 50-60 minutes in length.
- Each meeting will have up to twenty (20) attendees from various municipalities to enable focused discussions on local issues, or other items of interest to municipalities.
- Municipalities are requested to register a maximum of two (2) attendees per municipality. This is to ensure that all municipalities are provided with an opportunity to participate.
- There is no set agenda for the meetings, discussion will be guided by items of interest to municipalities.

Government of Alberta attendees:
- Honourable Tyler Shandro, Minister of Justice and Solicitor General
- Staff members, Ministry of Justice and Solicitor General

Registration Details
- All registration will be through Eventbrite, which is an online registration system. Please choose the location/date/time most convenient for your municipality's attendees, and then use the links below to complete the registration process.

Date	Location	Timeslot	Eventbrite Registration Link
September 13, 2022	Edmonton	9:00am to 9:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409942658527
		10:00am to 10:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409963510897
		11:00am to 11:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409968716467
		1:00pm to 1:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409977613077
		2:00pm to 2:50pm	https://www.eventbrite.ca/e/minister-

			jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409980732407
		3:00pm to 3:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409982176727
September 14, 2022	Edmonton	9:00am to 9:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409983791557
		10:00am to 10:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409989107457
		11:00am to 11:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-409992567807
		1:00pm to 1:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-410000722197
		2:00pm to 2:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-410002286877
		3:00pm to 3:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-edmonton-tickets-410004894677
September 16, 2022	Grande Prairie	9:00am to 9:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-grande-prairie-tickets-410009438267

		10:00am to 10:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-grande-prairie-tickets-410010330937
		11:00am to 11:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-grande-prairie-tickets-410019127247
		1:00pm to 1:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-grande-prairie-tickets-410021363937
		2:00pm to 2:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-grande-prairie-tickets-410023089097
		3:00pm to 3:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-grande-prairie-tickets-410051684627
September 19, 2022	Cold Lake	9:00am to 9:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-cold-lake-tickets-410052567267
		10:00am to 10:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-cold-lake-tickets-410057271337
		11:00am to 11:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-cold-lake-tickets-410058866107
		1:00pm to 1:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-cold-lake-tickets-

			410061072707
		2:00pm to 2:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-cold-lake-tickets-410061955347
		3:00pm to 3:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-cold-lake-tickets-410071674417
September 27, 2022	Lethbridge	9:00am to 9:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-lethbridge-tickets-410073028467
		10:00am to 10:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-lethbridge-tickets-410074001377
		11:00am to 11:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-lethbridge-tickets-410074723537
		1:00pm to 1:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-lethbridge-tickets-410075766657
		2:00pm to 2:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-lethbridge-tickets-410076990317
		3:00pm to 3:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-lethbridge-tickets-410078073557

		9:00am to 9:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410078534937
September 28, 2022	Calgary	10:00am to 10:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410078885987
		11:00am to 11:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410079949167
		1:00pm to 1:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410080771627
		2:00pm to 2:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410081684357
		3:00pm to 3:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410082356367
September 29, 2022	Calgary	9:00am to 9:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410083078527
		10:00am to 10:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410083559967
		11:00am to 11:50am	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410085224947

		1:00pm to 1:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410085716417
		2:00pm to 2:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410086197857
		3:00pm to 3:50pm	https://www.eventbrite.ca/e/minister-jsg-alberta-police-service-municipal-engagement-calgary-tickets-410086599057

Alberta's government is continuing to listen to a wide variety of viewpoints on this topic, and I look forward to speaking with you, or other representatives from your municipality as we work together to ensure that all Albertans feel safe, secure, and protected in their communities, no matter where they live.

Sincerely,

Honourable Tyler Shandro, QC, ECA
Minister

cc: Honourable Ric McIver, ECA

Ministre de l'Environnement et
du Changement climatique

Minister of Environment
and Climate Change

Ottawa, Canada K1A 0H3

Mr. Kyle Schole
Planning, Development and Project Assistant
Smoky Lake County
P.O. Box 310
Smoky Lake AB T0A 3C0

2022-06-29

Dear Mr. Schole:

I am pleased to inform you that I have reviewed the recommendation from
the Canadian Heritage Rivers Board with respect to the nomination of the
North Saskatchewan River (Alberta) to the Canadian Heritage Rivers System.

As the North Saskatchewan River (Alberta) meets selection and integrity
guidelines, I have approved its nomination to the Canadian Heritage Rivers
System for further consideration in order to conserve and celebrate Canada's
rich river heritage.

As the driving force behind the multi-year project to nominate the North
Saskatchewan River (Alberta) to the Canadian Heritage Rivers System,
Smoky Lake County has every reason to be proud.

I commend you and your partners for your dedication to promoting public
appreciation, conservation, and wise use of this important river, and I offer my
congratulations to the extended team of volunteers and community partners who
have played such a key role in this accomplishment.

I wish to thank you personally for your leadership and passion for sharing the
story of the river and its significance with all Canadians.

I look forward to seeing progress by Smoky Lake County on a designation
document that further builds a shared vision and strategic direction for
management of the river.

Sincerely,

The Honourable Steven Guilbeault, P.C., M.P. (il/lui/he/him)

Canada

News Release
For Immediate Release

Governments of Canada and Alberta officially accept nomination of the Alberta section of the North Saskatchewan River as a Canadian Heritage River
The river can now be considered for full designation in the Canadian Heritage Rivers System

August 3, 2022   Ottawa, Ontario   Parks Canada Agency

Heritage places reflect the rich and varied stories of Canada and provide an opportunity for Canadians to learn more about our diverse history.

Today, the Honourable Steven Guilbeault, Minister of Environment and Climate Change and Minister responsible for Parks Canada, and the Honourable Whitney Issik, Alberta Minister of Environment and Parks, announced the official endorsement of the nomination of the North Saskatchewan River as a Canadian Heritage River.

The nominated section includes the entire 718 km of the North Saskatchewan River in Alberta from the Banff National Park boundary to the Alberta/Saskatchewan provincial border. The 49 km section of the North Saskatchewan River within Banff National Park was previously designated as a Canadian Heritage River in 1989.

The North Saskatchewan River is a traditional gathering place, travel route and home for Indigenous peoples including the Cree, Blackfoot, Ktunaxa, Métis, Nakota Sioux, Iroquois, Dene, Ojibwe, Saulteaux, Anishinaabe, Inuit, and Assiniboine. Further, the river played a pivotal role as the main transportation and communication route from eastern Canada to the Rocky Mountains, from the middle of the 17th century to the middle of the 20th century.

This section of the North Saskatchewan River was nominated by the proponent, Smoky Lake County, for its outstanding cultural value; its role as a primary exploration, transportation, and settlement corridor in Western Canada for thousands of years by Indigenous peoples, as well as during the last four centuries of European and Indigenous exploration, fur trade, and settlement; and also for its outstanding recreational value, affording many diverse opportunities for river travel and adventure.

The nomination complements the potential new national urban park for the Edmonton region, announced in March 2022 under Parks Canada's National Urban Parks Program. Parks Canada, the City of Edmonton, the Confederacy of Treaty Six First Nations, and the Métis Nation of Alberta are collaborating together to lead discussions and engagement around the opportunity for a national urban park in the Edmonton region.

The North Saskatchewan River Valley is one of several sites in the Edmonton region being explored as a potential location for the national urban park. Together, the river valley and park would provide access to nature for communities, protect biodiversity, enhance urban greenspaces for conservation and public enjoyment, and advance reconciliation with Indigenous peoples.

Quotes

"For millennia, rivers have been the meeting places, travel routes and trade corridors that stitched this continent together. Canadian Heritage Rivers offer Canadians and visitors a chance to experience great waterways, learn about our shared history, and share in the stewardship of these incredible places. By approving the nomination

of the North Saskatchewan River to the Canadian Heritage Rivers System, the Government of Canada recognizes its tremendous value, culturally, historically and recreationally."

The Honourable Steven Guilbeault,
Minister of Environment and Climate Change and Minister responsible for Parks Canada

"Indigenous peoples have a long and deep relationship with the North Saskatchewan River that exists to this day. As our province has grown, more and more Albertans have come to rely on and cherish the North Saskatchewan River, both as a source of drinking water for more than one million people and for the river's dynamic aquatic ecosystem and the many exciting recreational opportunities that await throughout the entire North Saskatchewan River valley. I'm pleased to endorse the North Saskatchewan River's nomination as a Canadian Heritage River."

The Honourable Whitney Issik,
Minister of Environment and Parks, Government of Alberta

"For thousands of years, North Saskatchewan River has been an important place of gathering and community for Indigenous peoples. By ensuring its conservation, we can continue to protect the water and honor our collective relationship with nature. Edmontonians are deeply connected to the river and we are committed to making sure it stays clean and accessible for many generations to come."

The Honourable Amarjeet Sohi,
Mayor of the City of Edmonton

"The official nomination of the North Saskatchewan River as a Canadian Heritage River is an important step in the process of creating a national urban park in Treaty 6 Territory. Indigenous peoples in Treaty 6 Territory have a deep and spiritual connection to the North Saskatchewan River and its river valley and I am grateful for this development. The river was a traditional travel route, and its valley was home to, and a gathering place for, many diverse Indigenous peoples. This is a positive step in our shared reconciliation journey and will provide opportunities for healing and cultural celebration for both Indigenous and non-Indigenous people."

Grand Chief George Arcand Jr.,
Confederacy of Treaty Six First Nations

The Metis Nation of Alberta is pleased to support this nomination of the North Saskatchewan River to be recognized as a Canadian Heritage River. This river has played a pivotal role in the development of our Nation in Alberta. It was an original transportation route along which our ancestors travelled and sang their songs. It was, and continues to be, a source of cultural, spiritual and economic abundance for our people. Along the banks of the North Saskatchewan River, the Metis people joined our First Nations ancestors, and welcomed our European friends to build homes and communities. It is our responsibility to ensure the long term health and integrity of this river as a source of life and abundance for all people in Alberta.

President Audrey Poitras,
Métis Nation of Alberta

"The rich cultural landscape of Smoky Lake County has been nurtured by the North Saskatchewan River, most notably around Métis Crossing, located within the Victoria District National Historic Site of Canada. Since late 2019, the County has led a collaborative Initiative of municipalities, Indigenous communities, and other recreation and stewardship groups to advance the Canadian Heritage River System designation for the North Saskatchewan River across Alberta. This designation will ensure greater awareness and collaboration among jurisdictions and river-users to foster sustainable tourism, business, and recreation opportunities through the recognition and celebration of the outstanding cultural values of this iconic river."

Lorne Halisky, Reeve & Division 4 Councillor,
Smoky Lake County

"The North Saskatchewan Watershed Alliance is a collaborative partnership that seeks to enhance our understanding of the watershed so we can best manage our rivers, wetlands, and lakes. We began some of the early work towards heritage recognition for the North Saskatchewan River in the early 2000s, and so we are pleased to be supporting this Initiative being led by Smoky Lake County, which aims to amplify the stories and the culture of the North Saskatchewan River and its watershed."

Scott Millar, Executive Director,
North Saskatchewan Watershed Alliance (NSWA)

Quick Facts

- The North Saskatchewan River's name originates from the Cree, 'kisiskâciwani-sîpiy', (meaning "swift-flowing river") or in Blackfoot, 'omaka-ty' (meaning 'Big River').
- The North Saskatchewan River flows within the North Saskatchewan watershed across central Alberta and into Saskatchewan. The river travels 1,287 km from its origin in the Columbia Icefields in the Rocky Mountains of western Alberta to the 'Forks' within the province of Saskatchewan. This route transects four of Alberta's six natural regions: Rocky Mountains, Foothills, Boreal Forest, and Parkland.
- The Canadian Heritage Rivers System is Canada's national river conservation program. Established in 1984, it is a collaboration among the federal, provincial, and territorial governments. It gives national recognition to Canada's outstanding rivers and encourages their long-term management to conserve their natural, cultural and recreational values for the benefit and enjoyment of Canadians, now and in the future. There are currently 41 Canadian Heritage Rivers, totalling just over 11,000 kilometers, across the country.
- Establishing Canadian Heritage Rivers is a two-step process: nomination and designation. Each candidate river is assessed according to strict guidelines to determine whether or not it meets the selection and integrity criteria that define Canada's leading rivers. To be considered, the river must have outstanding natural, cultural and/or recreational values, a high level of public support, and it must be demonstrated that sufficient measures will be put in place to ensure those values will be maintained.
- Following the nomination, and to receive full designation under the Canadian Heritage Rivers System (CHRS), a management plan that describes how the river will be managed must be prepared. The document is then reviewed by the Technical Planning Committee and tabled with the CHRS Board for its recommendation to the appropriate provincial or territorial Minister and Minister of Environment and Climate Change and Minister responsible for Parks Canada to formally designate the river.
- The CHRS Board is made up of federal representatives from the Parks Canada Agency and Crown-Indigenous Relations and Northern Affairs Canada, and one representative from each of the participating provinces and territories.
- The Village of Vilna has secured an Alberta Community Partnership (ACP) Grant from Alberta Municipal Affairs, which is supporting work towards a Heritage River Management Plan for the North Saskatchewan River in Alberta.
- The North Saskatchewan River is the 'spiritual center' of the Victoria District National Historic Site located in the Smoky Lake area. Thanks to the efforts of groups such as the Victoria Home Guard Historical Society, the Victoria District was designated a national historic site in 2001. Encompassing more than 10,000 acres, the site commemorates the heritage of Ukrainian and Métis settlement in the area and is the largest national historic site in Western Canada.

Related Links

Canadian Heritage Rivers System
Parks Canada website
Parks Canada National Urban Parks Program
Alberta Environment and Parks
Smoky Lake County Heritage River Initiative

Contacts

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Press Secretary
Office of the Minister of Environment and Climate Change
819-230-1557
kaitlin.power@ec.gc.ca

Media Relations
Parks Canada Agency
855-862-1812
pc.media@pc.gc.ca

Paul Hamnett
Press Secretary
Alberta Environment and Parks
780-203-0913
paul.hamnett@gov.ab.ca

Kyle Schole
Planning Technician
Smoky Lake County
780-650-2059
kschole@smokylakecounty.ab.ca

Chief Mountain
Regional Solid Waste Services Commission

P.O. Box 1711, Cardston, Alberta T0K 0K0 Phone: 403-653-2703 Fax: 403-653-2704

August 20, 2022

Ms. Kelly Lloyd, CAO
Town of Milk River
Box 270
Milk River, AB
T0K 1M0

Dear Kelly:

Re: Preapproval for work completed at the Transfer Station Sites

The Commission operates under a budget for work to be completed at the Transfer Stations within the Commission. The Commission has had a few situations where work has been completed by the municipality involved and an invoice is forwarded to the Commission for payment. Because these projects were completed without the Commission's knowledge it has a negative impact on the yearly budget.

Please be advised that all projects that the municipalities plan to submit an invoice to the Commission for, must be preapproved prior to the work being completed. This can range from clean-up of the site to repairs or improvements. All work that will be submitted to the Commission for payment must first be cleared by the Operator, Lee Beazer. The project details need to be in writing and include expenses. They can be submitted via fax (403)653-2704 or email leebeazer@hotmail.com.

The Commission thanks you in advance for making these adjustments. If you have any questions, please contact Marian Carlson, SEO, at (403)625-0201.

Yours truly,

Marian Carlson
SEO

sp

Request for Decision

Alberta Municipalities 2022 Resolutions

September 12, 2022

RECOMMENDATION
That the administrative input into the 2022 resolutions package from Alberta Urban
Municipalities Association be received for information.

LEGISLATIVE AUTHORITY
None

BACKGROUND
At the annual fall convention, the Alberta Municipalities hosts its Annual General Meeting.
Municipalities from across Alberta submit resolutions on a variety of areas of concern to be
vetted and voted upon by the Alberta Municipalities membership and carried forward to the
Provincial Government through Alberta Municipalities advocacy efforts.

RISK/CONSEQUENCES
 1.   Council may provide further direction. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
     1.   Alberta Municipalities 2022 Resolutions Administrative Input

Resolution	Administrative Input
B1: Provincial-Municipal Revenue Sharing City of St. Albert	Support
B2: Transportation Infrastructure Funding City of Airdrie	Support
B3: Operational Transit Funding for Small to Medium Sized Municipalities Town of Olds	Support The federal government is currently conducting public engagement on the permanent public transit funding program.
B4: Grant Alignment with Provincial Regulatory Requirements Town of Okotoks	Support
B5: Incentivizing Comprehensive Flood Management City of Airdrie	Support The province is currently encouraging development outside of flood areas, which could at some point become regulatory.
B6: Exemption of Stormwater Reuse from Licensing Requirements Town of Okotoks	Support
B7: Intermunicipal Collaboration Frameworks Town of Mayerthorpe	Support in principle. Concern for municipal autonomy and for those relationships that have been successful.
B8: Provincial Indigenous Awareness Training & Support Town of Strathmore	Support
B9: Policing Fines and Penalties Revenue Sharing Town of Mundare	Support in principle. What does the proposed provincial policing model say regarding fines and where the money is directed to?
B10: Advancing Action on Alberta's Drug Poisoning Crisis City of Edmonton	Support. The province should be moving towards a systemic approach to the crisis. Not enough resources through the public health care system for recovery; rural communities without the support for RCMP for mental health/addiction calls, as well as a location to place those in need within their communities.

Alberta Municipalities 2022 Resolutions
Administrative Input

B11: Expansion of the Temporary Rental Assistance Benefit City of St. Albert	Support. Once again, major centres are receiving the benefits of funding and programs for assistance, housing, etc.
B12: Municipal Identified Unique Housing Priorities City of Fort Saskatchewan	Support, point is mute. The needs assessment came out in July. Each municipality should be working with their housing body to complete.
C1: Cannabis Plant Limits (Medical Certificate) for Residential Properties Village of Duchess	Support
C2: Equitable Provincial Charitable Gaming Model City of St. Albert	Support
C3: A Proposal to Review the Processes and Policies of the Natural Resources Conservation Board Concerning Confined Feeding Operations Summer Village of Grandview	Support
C4: Disparity in Electricity Distribution and Transmission Rates City of Grande Prairie	Support
C5: Traffic Safety Act Exemption for Angle Parking in Cul-de-Sacs City of Airdrie	Support
C6: Attraction and Retention of Veterinarians to Small/Mid-sized Urban Municipalities Veterinary Practice Town of Didsbury	Support

Request for Decision

National Day for Truth and Reconciliation

September 12, 2022

RECOMMENDATION
That September 30,2022, National Day for Truth and Reconciliation be recognized as a general holiday for Town of Milk River employees.

LEGISLATIVE AUTHORITY
Council's principal role in municipal organization: Section 201(1) (a): A council is responsible for developing and evaluating the policies and programs of the municipality; and
General Duties of Councillors: Section 153(b) Councillors have the duty to participate generally in developing and evaluating the policies and programs of the municipality.

BACKGROUND
On June 3, 2021, Bill C-5 An Act to amend the Bills of Exchange Act, the Interpretation Act, and the Canada Labour Code (National Day for Truth and Reconciliation) was given royal assent in Parliament. Amongst its provisions is the creation of a new federal general holiday, the National Day for Truth and Reconciliation, to be observed on September 30 of every year.

With the implementation of the new statutory holiday by the federal government, some municipalities are asking if they need to give their employees the day or if it only applies to federal employees. However, the federal legislation only amended the *Canada Labour Code* to make September 30 a general holiday. Therefore, it only applies to federally regulated workplaces and the federal government. As of the date of this report, there was no indication that the Government of Alberta intended to adopt it as a provincial holiday.

There is no obligation on municipalities in Alberta to treat September 30, or any other federal holiday, as a holiday. That could change if, or when, Alberta decides to adopt it for the purposes of the provincial *Employment Standards Code*. At the moment, Alberta only has nine general holidays: New Years Day, Family Day, Good Friday, Victoria Day, Canada Day, Labour Day, Thanksgiving Day, Remembrance Day, and Christmas Day.

Alberta also has three optional general holidays. Optional general holidays are decided by the employers: Easter Monday (First Monday following Easter), Heritage Day (First Monday in August), and Boxing Day.

These are the federal statutory holidays for 2022: **New Year's Day**, Good Friday, Easter Monday, Victoria Day, Canada Day, Labour Day, National Day for Truth and Reconciliation, Thanksgiving, Remembrance Day, Christmas Day, Boxing Day, and Provincial or civic holiday in the area where you are employed: Monday, August 1, 2022

RISK/CONSEQUENCES
1. Council may provide further direction. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
None

Request for Decision

Roll 2604000 Penalties Waiver Request

September 12, 2022

RECOMMENDATION
That Council waive the outstanding and any additional penalty on roll 260400 until December 1, 2022.

LEGISLATIVE AUTHORITY
None

BACKGROUND
The property with roll number 2604000 is currently held in probate and has been listed for sale. With this situation, the coexecutors of the estate are not in a position to pay taxes personally, and the estate finances have been depleted, having to wait for the outcome of a legal proceeding that is set to take place in November of this year.

Currently, the mortgage held at a financial institution has paid for the taxes for this year. The only outstanding amount owing to the town are the utilities, which were transferred to the tax account in August, where a 5% penalty was incurred. Every two months, a 3% penalty would be added to the account.

RISK/CONSEQUENCES
 1. Council may provide further direction. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS
The outstanding amount in taxes is currently $240.33.

ATTACHMENTS
None

Request for Decision

October Regular Meeting Date Change Request

September 12, 2022

RECOMMENDATION
That the regular council meeting for Monday, October 10th at 5:30 p.m., be rescheduled to Tuesday, October 11th at 5:30 p.m.

LEGISLATIVE AUTHORITY

BACKGROUND
Regular Council meetings are regularly held on the second Monday of every month at 5:30 p.m. The scheduled meeting for October 2022 falls on Thanksgiving Day.

RISKS/CONSEQUENCES
 1. Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.
 2. Council may direct Administration on any item contained in report.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
None

Request for Decision

Councillors Report

September 12, 2022

RECOMMENDATION
That the Councillors reports for the period ending September 12, 2022, be accepted as information.

LEGISLATIVE AUTHORITY

BACKGROUND
Elected Officials, appointed at the annual organizational meeting, attend regular meetings of various boards, commissions, and committees. Each elected official is required to keep Council informed by providing regular activity of the board, commission, or committee they are appointed to.

RISKS/CONSEQUENCES
Should committee reports not be relayed, members of Council will not be informed on the various boards, commissions, and committees.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
None

Request for Decision

Mayors Report

September 12, 2022

RECOMMENDATION
That the Mayors Report for the September 12, 2022, be accepted as information.

LEGISLATIVE AUTHORITY

BACKGROUND
Mayor Liebelt will provide a report from the Mayors Desk.

RISKS/CONSEQUENCES
 1.   Council may provide further direction on any item contained in the report. Council shall be specific in the direction it provides.

FINANCIAL CONSIDERATIONS
None

ATTACHMENTS
   1.   Mayors and Reeve meeting items
   2.   Golf Course Minutes

<u>**September, 2022**</u>

<u>**Online Teacher Registry**</u>

Key messages:

- The online database is easily accessible, searchable, and comprehensive. It gives parents the information they need to instill more confidence sending their kids to school.
- Alberta Education communicated with teachers and teacher leaders by email or postal mail to ensure that they were informed about the registry and how to apply for an exemption.
- The process for requesting an exemption from the online registry is the same for all teachers, regardless of their employment status. All teachers can request an exemption through their self-serve account in the Teacher Workforce Information System (TWINS).
- Albertans can contact teacher.certification@gov.ab.ca to request more information about the registry.

<u>**Paying down the debt and saving for the future**</u>

Key messages:

- Following strong economic momentum and solid results in the first quarter of 2022-23, Alberta's government is moving forward with plans to lower the debt burden and increase savings now and for the future.
  - o A surplus of $13.2 billion is allowing the government to pay down its debt by another $13.4 billion this fiscal year, reducing taxpayer-supported debt to $79.8 billion and saving Albertans millions in interest payments. Paying down the debt is one of our key priorities so we don't continue to burden Albertans and future generations because of our spending habits.
  - o We also intend to invest an historic $1.7 billion into the Alberta Heritage Savings Trust Fund, and keep the $1.2 billion earned last year in the fund rather than transfer it to government's General Revenue Fund, for a total of $2.9 billion.
  - o Maintaining and growing this valued fund is vital to our continued economic strength, with investment earnings cushioning the province from future economic ups and downs. Our priorities don't change with a surplus. We will continue to explore measures to make life more affordable for Albertans, pay down the debt and invest in the Alberta Heritage Savings Trust Fund.
  - o This is an opportunity to continue to stabilize the province's finances, strengthen our economic future.
  - o Sound fiscal management helped to get us here. This principle will continue to direct our decision making for investing and spending wisely to put Alberta on stable economic ground.

<u>**Increasing funding for palliative and end-of-life care**</u>

Key messages:

- Accessible and compassionate palliative care requires a holistic approach from diagnosis to end of life. We're thankful for the health care providers, researchers, educators, community organizations and volunteers that make compassionate care a truly 'whole of society' effort.
- These projects support four priority areas of focus that include earlier access, health care provider and caregiver education and training, community supports and services, and research and innovation.
- We provided $11 million in one-time grant funding for these projects through the palliative and end-of-life care grant fund, which I launched in November 2021. This funding is part of government's $20 million commitment we made over a four-year period for palliative care initiatives.
- This announcement fulfills our campaign commitment to Albertans we would invest in projects to ensure those with life-limiting illnesses have access to high quality palliative and end-of-life care, to reduce suffering and improve quality of life.

Stronger construction rules will bolster industry

Key messages:

- Alberta's Government heard from hardworking contractors, tradespeople and labourers about issues with payment in the construction sector and who advocated for better protections written in law.
  - We recognized the challenges that delayed payment of 45 to over 75 calendar days for construction services delivered on a project presented for workers needing to pay bills and make payroll.
  - Our government wants to do everything it can to keep investment flowing, and to keep skilled workers employed here in Alberta.
- We took action, working with all levels of industry over the past three years, including with different trades associations and businesses to create prompt payment legislation and regulations that make sense.
  - From start to finish, we had a great deal of collaboration from members of the construction industry. The legislation and regulations have been created with their direct help and input.
  - With this legislation now in place, unpredictable payment schedules are a thing of the past.
- As this multi-billion dollar sector of our economy is booming, we want to ensure workers get paid on reliable timelines and should payment disputes arise, they now have accelerated options to be resolved.

Helping more Albertans in their pursuit of recovery

Key Messages:
- Alberta's government is supporting 27 community organizations across Alberta with new grant funding to support recovery from addiction and mental health challenges.
- Of this $5 million, $3 million will help Albertans recovering from a range of addiction and mental health challenges, from social isolation and grief to trauma and eating disorders.
- An additional $1.5 million will support organizations offering mental health and wellness supports for children and youth.

- Finally, more than $500,000 will help First Nations and Metis communities to support culturally appropriate programs and services.

More dollars going into classrooms to support today's students

Key messages:

- School authorities are projecting up to 800 more teachers and principals will be hired in the upcoming school year as well as 800 additional support staff. These are increases of 2.2 per cent and 3.1 per cent, respectively, from the 2021/22 school year.
- Alberta's government is also providing up to an additional $50 million in 2022/23 to cover recently ratified bargaining agreements with teachers.
- We are continuing to support school authorities through a new supplemental enrolment growth grant, with more than $7 million in additional student funding available to school authorities who experience enrolment growth above a set threshold.
- Francophone school authorities will be given an additional $5 million in funding for the 2022/23 school year to support francophone education in Alberta through an updated francophone equivalency grant.

Supporting the mental health of kids in child care

Key messages:

- Quality child care starts with quality educators, which is why we're helping early childhood educators access free childhood mental health training to further understand kid's social and emotional needs.
- $1.5 million in funding will give educators the opportunity to enhance their understanding of childhood behaviours and cultural self awareness. Youth mental health first aid training will also be offered to help kids in crisis.
- This mental health training will help early childhood educators expand their knowledge of child development to help kids thrive and grow.

Alberta's conservation commitment in the oil sands

Key messages:

- Alberta's oil sands provide energy, jobs and prosperity for Canadian families.
- Albertans and Canadians need to know that the Lower Athabasca Oil Sands area is one of the most monitored and studied regions on the planet.
- Despite claims to the contrary, no water from oil sands tailing ponds is released into the Athabasca River.
- Scientific work is underway to determine if and how treated mine waters could safely be released in the future.
- Within Alberta, 25 per cent of all of Canada's UNESCO designations exist. Our commitment to UNESCO is unparalleled around the globe.
- We welcome UNESCO delegates to Alberta and await the release of their report in the coming months.

Alberta is Calling

Key messages:

- Alberta's economy continues to grow and diversify, creating jobs in every industry and all across our province.
- As more jobs are created, businesses require more skilled workers and right now Alberta is estimated to have more than 100,000 job vacancies.
- The Alberta is Calling campaign is focused on helping to fill those vacancies by appealing to professionals in Toronto and Vancouver working in in-demand sectors like skilled trades, health care, accounting, engineering, and technology.
- Alberta is Calling will highlight the many cost-of-living, career, and lifestyle advantages of life in Alberta, including:
  - A thriving job market for professionals and skilled workers
  - Affordable family homes and shorter commute times
  - The highest wages and lowest taxes in Canada
  - Easy access to outdoor adventure

Attracting investment to Alberta's Industrial Heartland

Key messages:

- The Designated Industrial Zone, or DIZ, is a pilot project that makes good on a platform commitment and supports the Alberta government's work to reduce red tape and improve the regulatory process.
- Investing in an area with environmental infrastructure already in place continues to unlock Alberta's potential to be a world leader in responsible energy.
- Thanks to the collaboration between Alberta's government, industry and regulators, we are finding responsibly produced clean energy solutions.

Alberta Innovates cuts 60 per cent of red tape

Key messages:

- Alberta's government knows the barriers red tape creates, which is why we're so focused on removing unnecessary regulations and processes. This work will save Albertans time and money, support businesses and economic growth, attract new investment and create jobs.
- As we continue to work toward reducing red tape by one-third by next year, it is great to see the progress of Alberta Innovates in reducing their red tape by nearly 60 per cent.
- The unnecessary red tape cut by Alberta Innovates will make it easier for innovative and entrepreneurial Albertans to access more than $150 million in annual funding, which is critical to ensuring our ongoing economic diversification and growth.
- We will continue to bring forward policies to help Albertans and Alberta businesses innovate, save time and money, grow, and succeed, including cutting more red tape as we identify it.

Rent assistance expanding to more than 80 communities

Key messages:

We have expanded access to temporary rent assistance to the communities surrounding Alberta's seven major centres. For example, this includes Airdrie, Fort MacLeod, Rocky Mountain House, and Conklin.

- Alberta's government is making rent more affordable for Albertans who don't usually qualify for traditional affordable housing programs.
- Working households with low income, or those between jobs in these communities, may be eligible for the Temporary Rent Assistance Benefit.

Unrestricted access to cystic fibrosis medicines

Key messages:

- Alberta's government provides coverage for several medications used in the treatment of cystic fibrosis.
    - Coverage is provided for these drugs following an evidence-based review process that includes an assessment by Health Canada, a review of clinical and cost effectiveness by the Canadian Agency for Drugs and Technologies in Health and pricing negotiations through the pan-Canadian Pharmaceutical Alliance.
        - This process is required to ensure coverage consistency, equity and the sustainability of our health system.
- We acknowledge the challenges patients have faced and understand the importance of access to innovative therapies.
    - Alberta Health, in collaboration with its provincial, territorial and federal counterparts, is working to address the unique challenges and opportunities of accessing rare disease drugs, including those to treat cystic fibrosis.

Alberta Student Grant

Key messages:

- We are expanding the number of low-income students that receive this grant to ensure that all Albertans have the opportunity to attend post-secondary.
- The budget for the Alberta Student Grant has not been cut and Budget 2022 maintained it's funding of $54.4 million.
- These changes ensure that the Alberta Student Grant is available to those that are most in need and that significant funding can be awarded to the greatest amount of students possible.
- The income level required to be eligible has been reduced to ensure the grant is only available to low-income students and the monthly amount has been reduced so that the greatest number of students are able to receive this grant funding.
- Cost should not be a barrier to higher education and our government will ensure post-secondary education remains accessible to all Albertans.
    - Recently we announced an investment of $15M to create the New Beginnings Bursary, a new low-income bursary for Alberta's students.

Helping early childhood educators support kids

Key messages:

Quality child care starts with quality educators, which is why Alberta's government is allocating $5.2 million of funding to help early childhood educators access free training.

- This funding will give educators the opportunity to enhance their understanding of brain science and development so they can help their students reach their full potential.
- The courses offered through the grants will be free and educators will be reimbursed for their time to offset the expenses that sometimes deter individuals from accessing further professional development and training.
- The $5.2 million funding will help Alberta children and families benefit from highly-skilled early childhood educators enhanced knowledge of childhood brain science and development learning.

Helping continuing care residents with inflation

Key messages:

- The Alberta government is taking extra measures to support residents in publicly funded continuing care homes from the impacts of rising inflation levels.
- Annual increases to the accommodation charges are based on the Alberta Consumer Price Index. These increases are legislated and were built into regulation in 2014.
- While the accommodation rates increased by 5.5 per cent on July 1, residents will have a reprieve from this increase from July 1 to October 31, 2022.
- We will continue to offset accommodation charges for the remainder of the year. As of November 1, residents' accommodation charges will increase by 3.2 per cent, instead of the 5.5 per cent increase for this year.
- Alberta's government will pay the remaining 2.3 per cent of the increase directly to operators on behalf of residents. This financial support amounts to approximately $11 million.
- We are supporting impacted residents by paying the full 5.5 per cent increase for this four-month period. We are providing over $14 million to continuing care home operators on behalf of residents.
- Low-income residents that qualify for the Alberta Seniors Benefit or the Assured Income for the Severely Handicapped program are protected, since these programs increase their benefits to offset increases in annual charges.

Fertilizer emissions targets

Key messages:

- The world is looking to Canada to be a leader of food production and be a solution to growing global food shortages.
- The federal government's fertilizer emissions reduction target was unilaterally imposed without consultation and will hurt farmers.
- Canadian farmers already produce the most sustainable agri-food products in the world, and are continually being asked to do more with less.
- Our producers are prudent in the use of fertilizer based on moisture availability, and don't add more than needed.
- Innovative made-in-Canada partnerships like the 4R Nutrient Stewardship, which promotes environmental stewardship through best practices, is an example of how government, industry and farmers can work together to achieve better environmental outcomes without reducing food production.

- o Western Canada already accounts for almost all of the acres under 4R management in Canada.

Securing the future for diabetes care for Albertans

Key messages:

- No changes will be made to the Insulin Pump Therapy Program. Any decision on diabetic treatments will be informed by the working group. The program will continue as it was initially designed and will add access to the next generation of insulin pumps starting as soon as possible this year.
- Work is being done to establish a diabetes working group to develop a comprehensive diabetes strategy for the province.
- Alberta's government will work with representatives from across Alberta to shape a go-forward care plan to meet the needs of a growing population of Albertans living with this chronic disease.
- A long-term care pathway needs to be determined so Albertans can manage their diabetes and lower the risk of adverse outcomes that increase cost and strain to the health care system.

Supporting innovation in hydrogen production

Key messages:

- Hydrogen is the next great opportunity in Alberta's energy sector.
- Alberta is perfectly positioned to be a leader in providing secure energy to the world.
- This call for proposals in another great example of how the Hydrogen Centre of Excellence is working with industry to make great leaps forward in production and transmission of clean energy.

We're looking forward to seeing the many innovative solutions that Alberta companies and entrepreneurs will present. Alberta ingenuity is leading the way in the clean hydrogen industry

Alberta SouthWest Bulletin September 2022

Regional Economic Development Alliance (REDA) Update

❖ **Alberta SouthWest achieved re-accreditation from the International Economic Development Council (IEDC)**
Achieving recognition as an Accredited Economic Development Organization (AEDO) places AlbertaSW among 69 top organizations internationally.
The review team recommendation reads as follows:
The team feels that Alberta SouthWest is one of the most effective examples of a collaborative approach to economic development they have observed. The organization generates excellent value for funders and extremely high leverage for partners.

❖ **Alberta SouthWest Crown of the Continent nominated for Green Destinations Top 100 Story Award**
Waterton-Glacier International Peace Park was named the world's first transboundary International Dark Sky Park in 2021, and this is already attracting new kinds of business proposals for accommodations, tours and activities that build upon this natural asset. Our "Dark Skies… Bright Future" story is in consideration to be among the Top 100 Stories for 2022. **Results to be announced in Athens, Greece on September 27, 2022.**

❖ **Investment Opportunity Network (ION)**
First meeting was held August 30th. CAOs, EDOs and community partners will meet regularly to identify local investment opportunities and design the best way to match buyers and sellers.
➢ **SuccessionMatching.com** pilot project (2018-21) has laid the foundation for these next steps. Community profiles will be re-designed to provide background for investors and others with interest in the region.
➢ **Clusters and Corridors**
An inventory of all our accommodations and agri-food attractions has been completed by InnoVisions and Associates for AlbertaSW communities. These will be grouped into clusters and itineraries, creating a tidy way to promote the region and also help businesses collect visitor data.

❖ **Successful community events:**
➢ **Alberta Air Tour - Claresholm Airport -Claresholm/Willow Creek**
On August 27, 2022 the Town and MD hosted visiting pilots landing at the airport. Attendees came out to enjoy the atmosphere, food, shopping, games, plane tours, and a demonstration show by Rocky Mountain Drift Club.
➢ **Stavely celebrates 110 years!**
From August 26-28, 2022 "The Smallest Town in Alberta" hosted a full weekend of celebratory events!

❖ **Regional Business License sales on track for 2022**
This program is in its 20th year of successful operations, providing a service to business and also generating revenue for regional projects. Thank you to the municipal staff who provide strong support.

❖ **Southern Alberta Alternative Energy Partnership (SAAEP)**
With support from RINSA and National Research Council, ARRCUS created a new tool on the website that captures, in real time, renewable energy production data for the region. www.saaep.ca/industry

Riverside Community Golf Meeting 2022

- Meeting called to order Aug 1 @ 7:00pm
- Attendance- John, Bob, Larry, Dave, Wayne, Darcy, Russell, Kristin and Rick F
- Minutes read by Kristin, adopted by Wayne ,2nd by Larry -carried
- Treasury Report read by Bob, adopted by Dave, 2nd by Wayne-carried

Old Business

- POS for ProShop on the way. Kristin has to program the back end.
- Charlton and Hill have the hood fan on order.
- Greens are sprayed. Outhouse fence has supports added.
- Coaldale bottle depot picked up our bottles. They will bring our share of the money next time they're down.
- New BBQ before spring.

New Business

- Kitchen Update- Business is going well. Kitchen is extremely hot. Bob bought some fans to help. Outside liquor continues to be a major issue. We will need to re-enforce that it is Alberta Law to bring your own. Ask those offenders to leave may be the solution.
- Greens/course- Overall the course looks great. We'll need more water in some spots. Russell will spray surfactant to help the greens absorb water better. Larry has increased the time and frequency on some zones.
- Greenskeepers- Dennis is probably done as he's getting lots of shifts at his other job. Robert Collins brought in Nelly to fill in the days we need help (she used to work at Gold Springs). Joni said she'd work some extra shifts, too.
- 3 tournaments left – Burner Sept 10-11, Kinettes' moved to Sept 17th, and Swing'n Sweep Sept 24.
- Irrigation – Town's water has been working well. May be worth our while to blow out the wells to get extra for the heat wave. Dave motions to get well blown out by Camfield. Wayne seconds - carried
- Russell will call Minty Green to plan for April 1st next season. We'll continue with WesClean for the last two months.
- New rough mower should probably be our next purchase. We'll look into it further for next season. Bob suggests buying off the City of Lethbridge or Calgary
- Russell has announced that he is stepping down off the board. He hopes to see others come forward with new ideas and helping hands. After 12 years this will be his finally year.
- AED monthly test
- Next meeting Sept 7 @ 7pm in Clubhouse.
- Motion to adjourn by Wayne, 2nd by Larry -carried.

Riverside Community Golf Meeting 2022

- Meeting called to order Sept 7 @ 7:00pm
- Attendance- Bob, Larry, Dave, Wayne, Rick T, Russell, Kristin and Rick F
- Minutes read by Kristin, adopted by Rick T, 2nd by Wayne -carried
- Treasury Report read by Bob, adopted by Kristin, 2nd by Wayne -carried

Old Business

- POS is in- Kristin is working with lightspeed
- Kitchen Fan is in – Charlton and Hill are installing on Monday
- Minty Green will wait till next year to bring new outhouses.

New Business

- Kitchen running well – Extremely hot! Hopefully exhaust fan helps.
- Outside alcohol- need board members to help enforce law.
- Greens Keepers- need a proper job description and someone to oversee staff.
- 3 tournaments left. Men's Burner, Kinette's, and Swing and Sweep.
- Bob will make sure BBQ is ready for tournament this weekend.
- Kitchen staff- Dave motions to give them a bonus of $1000 ea for their hard work. 2nd by Wayne-carried
- Raffle Update – Need to keep selling. Kristin will sell at the Burner this weekend. Draws Oct 1
- Irrigation- Been blown out. Seem to be working alright.
- Equipment Update- Fairway mower needed a new hyd. tank. Bearing on a reel motor was overheating.
- Apartment- Amend contract to guarantee renter till end of Feb. then renegotiate lease agreement. Motion by Bob, 2nd by Dave -carried (Kristin removed herself from the conversation)
- Bob needs the bills covered in Oct. as he is gone all month. He will not be returning to ProShop next season to take advantage of his summer with family and friends.
- New white board – Wayne motions to cover remainder of donation from LA Neon ($200) , 2nd by RickT-carried
- AED monthly test
- Next meeting Oct 3 @ 7pm in Clubhouse.
- Motion to adjourn by Wayne, 2nd by Rick T-carried