




MACKENZIE COUNTY

REGULAR COUNCIL MEETING

SEPTEMBER 13, 2022
10:00 AM

FORT VERMILION COUNCIL
CHAMBERS

 780.927.3718

 www.mackenziecounty.com

 4511-46 Avenue, Fort Vermilion

 office@mackenziecounty.com



Mackenzie County

**MACKENZIE COUNTY
REGULAR COUNCIL MEETING**

**Tuesday, September 13, 2022
10:00 a.m.**

Fort Vermilion Council Chambers

Fort Vermilion, Alberta

AGENDA

			Page
CALL TO ORDER:	1.	a) Call to Order	
AGENDA:	2.	a) Adoption of Agenda	
ADOPTION OF PREVIOUS MINUTES:	3.	a) Minutes of the August 17, 2022 Regular Council Meeting	7
		b) Minutes of the August 30, 2022 Special Council Meeting	23
		c) Business Arising out of the Minutes	
		d)	
CLOSED MEETING:		<i>Freedom of Information and Protection of Privacy Act Division 2, Part 1 Exceptions to Disclosure</i>	
	4.	a) Insurance Summary to July 31 st , 2022	
		b) Organizational Chart (<i>FOIP s. 23, 24 and 27</i>)	
		c)	
TENDERS:		Tender openings are scheduled for 11:00 a.m.	
	5.	a) None	
		b)	
PUBLIC HEARINGS:		Public Hearings are scheduled for 1:00 p.m.	
	6.	a) None	
		b)	

DELEGATIONS	7.	a)	None	
		b)		
GENERAL REPORTS:	8.	a)	CAO & Director Reports for August 2022	31
		b)		
		c)		
AGRICULTURE SERVICES:	9.	a)	None	
		b)		
COMMUNITY SERVICES:	10.	a)	ADM042 General Safety Policy Amendment	47
		b)	Budget Amendment Request – Jubilee Park Walkway	77
		c)		
FINANCE:	11.	a)	Financial Reports – January – August 31, 2022	79
		b)	Expense Claims – Councillors	111
		c)	Expense Claims August – Members at Large	113
		d)	Proposed Surplus Auction	115
		e)		
		f)		
PROJECTS & INFRASTRUCTURE:	12.	a)	Budget Amendment North Storm Pond A	123
		b)		
OPERATIONS:	13.	a)	Alberta Transportation/CN Rail Drainage	125
		b)	Budget Amendment Range Road 15-5	127
		c)		
UTILITIES:	14.	a)	None	
		b)		

- | | | | | |
|--------------------------------------|-----|----|--|-----|
| PLANNING & DEVELOPMENT: | 15. | a) | None | |
| | | b) | | |
| ADMINISTRATION | 16. | a) | La Crete Agricultural Society – Request for Letter of Support | 129 |
| | | b) | | |
| | | c) | | |
| COMMITTEE OF THE WHOLE ITEMS: | 17. | a) | None | |
| | | b) | | |
| COUNCIL COMMITTEE REPORTS: | 18. | a) | Council Committee Reports (verbal) | |
| | | b) | Agricultural Services Board Meeting Minutes | 133 |
| | | c) | | |
| | | d) | | |
| INFORMATION / CORRESPONDENCE: | 19. | a) | Information/Correspondence | 139 |
| NOTICE OF MOTION: | 20. | a) | | |
| NEXT MEETING DATES: | 21. | a) | Regular Council Meeting
September 26, 2022
10:00 a.m.
Fort Vermilion Council Chambers | |
| | | b) | | |
| ADJOURNMENT: | 22. | a) | Adjournment | |



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	Minutes of the August 17, 2022 Regular Council Meeting

BACKGROUND / PROPOSAL:

Minutes of the August 17, 2022 Regular Council Meeting are attached.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION / PUBLIC PARTICIPATION:

Approved Council Meeting minutes are posted on the County website.

POLICY REFERENCES:

Author: J. Schmidt Reviewed by: _____ CAO: _____

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the minutes of the August 17, 2022 Regular Council Meeting be adopted as presented.

Author: J. Schmidt **Reviewed by:** _____ **CAO:** _____

**MACKENZIE COUNTY
REGULAR COUNCIL MEETING**

**Wednesday, August 17, 2022
10:00 a.m.**

**Fort Vermilion Council Chambers
Fort Vermilion, AB**

PRESENT:

Josh Knelsen	Reeve
Walter Sarapuk	Deputy Reeve
Jacque Bateman	Councillor
Peter F. Braun	Councillor
Cameron Cardinal	Councillor
Darrell Derksen	Councillor
David Driedger	Councillor
Ernest Peters	Councillor
Garrell Smith	Councillor
Lisa Wardley	Councillor

REGRETS:

ADMINISTRATION:

Byron Peters	Interim Chief Administrative Officer/ Director of Projects & Infrastructure
Louise Flooren	Manager of Legislative & Support Services/ Recording Secretary
Jennifer Batt	Director of Finance
John Zacharias	Director of Utilities
Caitlin Smith	Director of Planning and Agriculture
Landon Driedger	Agricultural Fieldman

ALSO PRESENT: Member of the Public

Minutes of the Regular Council Meeting for Mackenzie County held on August 17, 2022 in the Council Chambers at the Fort Vermilion County Office.

CALL TO ORDER: 1. a) Call to Order

Reeve Knelsen called the meeting to order at 10:00 a.m.

AGENDA: 2. a) Adoption of Agenda

MOTION 22-08-531 MOVED by Councillor Wardley

That the agenda be adopted with the following additions:

- 4. b) Leaders International
- 9. a) Agricultural Leases
- 10. c) High Level Fireman's Ball
- 15. g) Recycling Council of Alberta Conference
- 15. h) Free Asset Management for Elected Officials Workshops

CARRIED

**ADOPTION OF
PREVIOUS MINUTES:**

3. a) Minutes of the July 13, 2022 Regular Council Meeting

MOTION 22-08-532

MOVED by Councillor Wardley

That the minutes of the July 13, 2022 Regular Council Meeting be adopted as amended.

CARRIED

CLOSED MEETING:

4. CLOSED MEETING

MOTION 22-08-533

MOVED by Councillor Bateman

That Council move into a closed meeting at 10:02 a.m. to discuss the following:

- 4.a) Little Red River Cree Nation – Additions to Reserve (ATR) (*FOIP s. 21, 22, 23 and 24*)

CARRIED

The following individual were present during the closed meeting discussion. (*MGA Section 602.08(1) (6)*)

- All Councillors Present
- Byron Peters, Interim Chief Administrative Officer/ Director of Projects & Infrastructure
- Louise Flooren, Manager of Legislative & Support Services/ Recording Secretary
- Jennifer Batt, Director of Finance
- John Zacharias, Director of Utilities
- Caitlin Smith, Director of Planning & Agriculture
- Landon Driedger, Agricultural Fieldman

MOTION 22-08-534

MOVED by Councillor Wardley

That Council move out of the closed meeting at 10:27 a.m.

CARRIED

MOTION 22-08-535

MOVED by Councillor Peters

That a letter of response be sent to Little Red River Cree Nation.

CARRIED

TENDERS:

5. a) None

PUBLIC HEARINGS:

6. a) None

GENERAL REPORTS:

8. a) **CAO & Director Reports for July 2022**

MOTION 22-08-536

MOVED by Councillor Wardley

That administration work with Mighty Peace Fish and Game Association to keep the public fish pond lease active.

CARRIED

Reeve Knelsen recessed the meeting at 10:54 a.m. and reconvened at 11:02 a.m.

AGRICULTURE SERVICES:

9. a) **Agricultural Leases (ADDITION)**

MOTION 22-08-537
Requires Unanimous

MOVED by Councillor Cardinal

That the Agricultural Leases discussion be received for information.

CARRIED UNANIMOUSLY

COMMUNITY SERVICES:

10. a) **Budget Amendment Request – Breathing Apparatus Compressor**

MOTION 22-08-538
Requires 2/3

MOVED by Councillor Wardley

That the LC - Air Compressor - Bottle Filling Station (2022) TCA Project Budget be amended from \$87,000 to \$92,581.00 with funding coming from the General Operating Reserve.

CARRIED

**COMMUNITY
SERVICES:**

MOTION 22-08-539
Requires 2/3

10. b) Budget Amendment Request – Firewood Pile

MOVED by Councillor Braun

That the 2022 Operating Budget be amended by \$10,000 to hire two non-profit groups to split and stack fire wood at the La Crete Lagoon with funding coming from the General Operating Reserve.

CARRIED

**COMMUNITY
SERVICES:**

MOTION 22-08-540
Requires Unanimous

10. c) High Level Fireman’s Ball (ADDITION)

MOVED by Councillor Wardley

That Council be authorized to attend the High Level Fireman’s Ball on October 1, 2022.

CARRIED UNANIMOUSLY

FINANCE:

MOTION 22-08-541

11. a) Financial Reports – January 1 – July 31, 2022

MOVED by Councillor Braun

That the financial reports for January to July 31, 2022 be received for information.

CARRIED

FINANCE:

MOTION 22-08-542

11. b) Expense Claims – Councillors

MOVED by Councillor Wardley

That the Councillor expense claims for July 2022 be received for information.

CARRIED

FINANCE:

MOTION 22-08-543

11. c) Expense Claims June & July – Members at Large

MOVED by Councillor Cardinal

That the Member at Large Expense Claims for June and July 2022 be received for information.

CARRIED

FINANCE: 11. d) **Disaster Recovery Program – 2020 Update August Report**

MOTION 22-08-544 **MOVED** by Councillor Braun

That the outstanding 2020 Disaster Recovery Program update report be received for information.

CARRIED

FINANCE: 11. e) **Disaster Recovery Program – 2021 Overland Flood Final**

MOTION 22-08-545 **MOVED** by Councillor Cardinal

That the outstanding 2021 Overland Flooding Final Disaster Recovery Program update report be received for information.

CARRIED

DELEGATIONS: 7. a) **George Fehr, La Crete Municipal Nursing Association (LCMNA) – Pursue Housing Authority Status**

MOTION 22-08-546 **MOVED** by Councillor Derksen

That administration bring back a map for reference for the proposed housing authority boundaries.

CARRIED

Reeve Knelsen recessed the meeting at 11:58 a.m. and reconvened at 12:49 p.m.

FINANCE: 11. f) **Fort Vermilion Mitigation Construction Update – 2020 Overland Flood**

MOTION 22-08-547 **MOVED** by Councillor Cardinal

That administration proceed with creating a “Name that Neighborhood” campaign for Phase 1 - 4 Mitigation neighborhoods.

CARRIED

FINANCE:

11. g) Conditional Grant Agreement – Interest Revenue Jan-June 2022

MOTION 22-08-548
 Requires 2/3

MOVED by Councillor Cardinal

That the 2022 Capital Budget be amended by \$455,611 for the FV – Flood Mitigation project with funding of \$51,301 from interest earned on advanced funds from January – June 2022, \$1,512 from land rent, \$402,798 from land development.

CARRIED

FINANCE:

11. h) La Crete Polar Cats Snowmobile Association – Richardson Foundation Inc. Grant

MOTION 22-08-549
 Requires 2/3

MOVED by Councillor Peters

That the 2022 operating budget be amended to include \$15,000 for the La Crete Polar Cats Snowmobile Association towards their groomer project, with funding coming from Richardson Foundation Inc. and to release the funds immediately and issue a receipt to Richardson Foundation Inc. after proof of purchase.

CARRIED

FINANCE:

11. i) Mackenzie Applied Research Association –2022 Agricultural Fair Budget Amendment

MOTION 22-08-550
 Requires 2/3

MOVED by Councillor Wardley

That the 2022 Budget for the One Time - 2022 Agricultural Fair project be amended by \$25,250 with all funding coming from public donations.

CARRIED

FINANCE:

11. j) La Crete Recreation Society – Indoor Ice Arena Capital Projects

MOTION 22-08-551
Requires 2/3

MOVED by Councillor Braun

That the 2022 Capital Budget be amended by \$105,000 for the La Crete Recreation Society Indoor Ice Rink project with all funding coming from public donations.

CARRIED

FINANCE:

11. k) La Crete Library Society – Funding Request

MOTION 22-08-552
Requires 2/3

MOVED by Councillor Bateman

That the 2022 One Time Project Budget be amended by \$20,000 for the La Crete Library Boards – Building Extension Engineering project with funding coming from the General Capital Reserve.

CARRIED

Reeve Knelsen recessed the meeting at 1:21 p.m. and reconvened at 2:42 p.m.

Councillor Derksen declared himself in conflict of interest and left the meeting at 2:42 p.m.

OPERATIONS:

12. a) 101 Ave Asphalt Project – Budget Amendment

MOTION 22-08-553
Requires 2/3

MOVED by Councillor Bateman

That the 2022 Capital Budget be amended to include the 101 Ave Asphalt project in the amount of \$80,907, with \$24,273 coming from Local Improvement Fee, and \$56,634 from the Road Reserve.

CARRIED

OPERATIONS:

12. b) Bylaw 1261-22 – Local Improvement Tax, 101 Ave Asphalt

MOTION 22-08-554

MOVED by Councillor Braun

That first reading be given to Bylaw 1261-22, being a bylaw authorizing imposition of a local improvement tax to the benefiting properties for construction of an Asphalt Overlay on 101st Avenue, 98th Street to 97th Street for; Plan 062 6286,

Block 23, Lot 10, Plan 062 6286, Block 23, Lot 9, Plan 212 1586, Block 22, Lot 2 in the Hamlet of La Crete.

CARRIED

Councillor Derksen returned to the meeting at 2:48 p.m.

OPERATIONS:

12. c) Strategic Transportation Infrastructure Program (STIP) Grant BF 81124 and Budget Amendment

MOTION 22-08-555

Requires 2/3

MOVED by Councillor Bateman

That the 2022 Capital Budget be amended by \$500,000 for the Bridge File 81124 Project with \$375,000 coming from Strategic Transportation Infrastructure Program (STIP) and \$125,000 coming from the Roads Reserve.

CARRIED

OPERATIONS:

12. d) Intersection Upgrade 101 Street & 109 Avenue

MOTION 22-08-556

MOVED by Councillor Bateman

That administration proceed with cost sharing discussions for the 101 Street/109 Avenue intersection improvement with La Crete Co-op, and begin planning for the relocation and changes to utilities to accommodate an intersection upgrade and bring project forward to the 2023 Budget deliberations.

CARRIED

OPERATIONS:

12. e) Special Council Meeting Request for Tender Opening

MOTION 22-08-557

MOVED by Councillor Driedger

That a Special Council Meeting be held on August 30, 2022 at 11:00 a.m. for the purpose of opening tenders.

CARRIED

UTILITIES:

13. a) None

**PLANNING &
DEVELOPMENT:**

14. a) None

ADMINISTRATION:

15. a) Bylaw 1229-21 School Zones and Other Speed Zones

MOTION 22-08-558
Requires 2/3

MOVED by Councillor Wardley

That first reading be given to Bylaw 1229-21, being the School Zones and Other Speed Zones.

CARRIED

MOTION 22-08-559
Requires 2/3

MOVED by Councillor Peters

That second reading be given to Bylaw 1229-21, being the School Zones and Other Speed Zones.

CARRIED

MOTION 22-08-560
Requires Unanimous

MOVED by Councillor Braun

That consideration be given to go to third reading of Bylaw 1229-21, being the School Zones and Other Speed Zones.

CARRIED UNANIMOUSLY

MOTION 22-08-561
Requires 2/3

MOVED by Deputy Reeve Sarapuk

That third and final reading be given to Bylaw 1229-21, being the School Zones and Other Speed Zones.

CARRIED

ADMINISTRATION:

15. b) Bylaw 1262-22 Water Services Franchise

MOTION 22-08-562

MOVED by Councillor Bateman

That the first reading be given to Bylaw 1262-22, being a bylaw to approve the water franchise agreement between the Town of High Level and Mackenzie County for the provision of potable water services.

CARRIED

ADMINISTRATION:

15. c) Town of High Level Notice of Proposed Annexation

MOTION 22-08-563

MOVED by Councillor Wardley

That the Town of High Level Notice of Proposed Annexation Report be received for information.

CARRIED

ADMINISTRATION: 15. d) 2022 Alberta Forest Products Association Annual General Meeting and Conference

MOTION 22-08-564 MOVED by Councillor Wardley

That Councillor Derksen be authorized to attend the Alberta Forest Products Association Conference from September 28 – 30, 2022 in Jasper, Alberta:

CARRIED

ADMINISTRATION: 15. e) Rural Health Professions Action Plan (RhPAP) 2022 Community Attraction and Retention Conference

MOTION 22-08-565 MOVED by Councillor Wardley

That the following Councillors be authorized to attend the RhPAP 2022 Community Attraction and Retention Conference from October 4-6, 2022 in Drayton Valley, Alberta:

Councillor Cardinal
Councillor Smith

CARRIED

ADMINISTRATION: 15. f) Rural Municipalities of Alberta (RMA) Fall Convention – November 7 - 10, 2022

MOTION 22-08-566 MOVED by Councillor Peters

That all Members of Council be authorized to attend the 2022 Rural Municipalities of Alberta (RMA) Fall Convention November 7 - 10, 2022.

CARRIED

ADMINISTRATION: 15. g) Recycling Council of Alberta Conference (ADDITION)

MOTION 22-08-567 MOVED by Councillor Driedger

Requires Unanimous

That the following Councillors be authorized to attend the Recycling Council of Alberta Conference on October 6, 2022 in Sherwood Park:

- Councillor Wardley
- Councillor Derksen
- Councillor Peters
- Councillor Bateman
- Councillor Driedger

CARRIED UNANIMOUSLY

ADMINISTRATION:

15. h) Free Asset Management for Elected Officials Workshops (ADDITION)

MOTION 22-08-568
Requires Unanimous

MOVED by Councillor Wardley

That the Free Asset Management for Elected Officials Workshops be received for information.

CARRIED UNANIMOUSLY

COMMITTEE OF THE WHOLE ITEMS:

16. a) 2026 Alberta Winter & Summer Games

MOTION 22-08-569

MOVED by Councillor Driedger

That administration work with the local Board of Trade and Chambers of Commerce for expression of interest for the 2026 Alberta Winter & Summer Games.

CARRIED

COMMITTEE OF THE WHOLE ITEMS:

16. b) Fish Stocking Ponds in Mackenzie County

MOTION 22-08-570

MOVED by Councillor Braun

That administration invite Alberta Conservation Association to a Committee of the Whole meeting to improve fish stocking ponds in the area.

CARRIED

COUNCIL

17. a) Council Committee Reports (Verbal)

**COMMITTEE
REPORTS:**

MOTION 22-08-571

MOVED by Councillor Braun

That the Council Committee verbal reports be received for information.

CARRIED

**COUNCIL
COMMITTEE
REPORTS:**

17. b) Municipal Planning Commission Meeting Minutes

MOTION 22-08-572

MOVED by Deputy Reeve Sarapuk

That the unapproved Municipal Planning Commission meeting minutes of July 14, 2022 and August 11, 2022 be received for information.

CARRIED

**COUNCIL
COMMITTEE
REPORTS:**

17. c) Inter-municipal Planning Commission Meeting Minutes

MOTION 22-08-573

MOVED by Councillor Wardley

That the unapproved Inter-municipal Planning Commission meeting minutes of July 13, 2022 be received for information.

CARRIED

**COUNCIL
COMMITTEE
REPORTS:**

17. d) Fort Vermilion Mitigation Meeting Minutes

MOTION 22-08-574

MOVED by Councillor Cardinal

That the unapproved Fort Vermilion Mitigation Meeting Minutes of July 14, 2022 be received for information.

CARRIED

**COUNCIL
COMMITTEE**

17. e) Development Ad Hoc Committee Minutes

REPORTS:**MOTION 22-08-575****MOVED** by Councillor Wardley

That the unapproved Development Ad Hoc Committee meeting minutes of August 9, 2022 be received for information.

CARRIED**INFORMATION/
CORRESPONDENCE:****18. a) Information/Correspondence****MOTION 22-08-576****MOVED** by Deputy Reeve Sarapuk

That the information/correspondence items be accepted for information purposes.

CARRIED**CLOSED MEETING:****4. CLOSED MEETING****MOTION 22-08-577****MOVED** by Councillor Bateman

That Council move into a closed meeting at 4:20 p.m. to discuss the following:

- 4.b) Leaders International (*FOIP s. 17*)

CARRIED

The following individual were present during the closed meeting discussion. (*MGA Section 602.08(1) (6)*)

- All Councillors Present

MOTION 22-08-578**MOVED** by Councillor Wardley

That Council move out of the closed meeting at 4:42 p.m.

CARRIED**MOTION 22-08-579**
Requires Unanimous**4. MOVED** by Councillor Bateman

That Council proceed as discussed.

CARRIED UNANIMOUSLY

NOTICE OF MOTION: 19. a) None

NEXT MEETING DATES: 20. a) Meeting Dates

Special Council Meeting
August 30, 2022
11:00 a.m.
Fort Vermilion Council Chambers

Regular Council Meeting
September 13, 2022
10:00 a.m.
Fort Vermilion Council Chambers

Regular Council Meeting
September 26, 2022
10:00 a.m.
Fort Vermilion Council Chambers

ADJOURNMENT: 21. a) Adjournment

MOTION 22-08-580 **MOVED** by Councillor Bateman

That the Council meeting be adjourned at 4:43 p.m.

CARRIED

These minutes will be presented for approval at the September 13, 2022, Regular Council Meeting.

Joshua Knelsen
Reeve

Byron Peters
Interim Chief Administrative Officer



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	Minutes of the August 30, 2022 Special Council Meeting

BACKGROUND / PROPOSAL:

Minutes of the August 30, 2022 Special Council Meeting are attached.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION / PUBLIC PARTICIPATION:

Approved Council Meeting minutes are posted on the County website.

POLICY REFERENCES:

Author: J. Schmidt Reviewed by: _____ CAO: _____

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That the minutes of the August 30, 2022 Special Council Meeting be adopted as presented.

Author: J. Schmidt **Reviewed by:** _____ **CAO:** _____

**MACKENZIE COUNTY
SPECIAL COUNCIL MEETING**

**Tuesday, August 30, 2022
11:00 a.m.**

**Fort Vermilion Council Chambers
Fort Vermilion, AB**

PRESENT:

Josh Knelsen	Reeve (virtual)
Walter Sarapuk	Deputy Reeve
Jacque Bateman	Councillor (virtual)
Peter F. Braun	Councillor (virtual)
Cameron Cardinal	Councillor
Darrell Derksen	Councillor (virtual)
David Driedger	Councillor (virtual – joined at 12:19 p.m.)
Garrell Smith	Councillor
Lisa Wardley	Councillor (virtual)
Ernest Peters	Councillor (virtual – joined at 11:10 a.m.)

REGRETS:

ADMINISTRATION:

Byron Peters	Interim Chief Administrative Officer/ Director of Projects & Infrastructure
Louise Flooren	Manager of Legislative & Support Services/ Recording Secretary
Jennifer Batt	Director of Finance
Don Roberts	Director of Community Services

ALSO PRESENT: Member of the Public

Minutes of the Special Council Meeting for Mackenzie County held on August 30, 2022 in the Council Chambers at the Fort Vermilion County Office.

CALL TO ORDER: 1. a) Call to Order

Reeve Knelsen called the meeting to order at 11:00 a.m.

AGENDA: 2. a) Adoption of Agenda

MOTION 22-08-581 MOVED by Councillor Cardinal

That the agenda be approved as presented.

CARRIED

**ADOPTION OF
PREVIOUS MINUTES:**

3. a) None

**ADOPTION OF
PREVIOUS MINUTES:**

3. b) Business Arising out of the Minutes

CLOSED MEETING:

4. a) Land (ADDITION)

TENDERS:

5. a) Tender Opening – 27th Baseline (TWP RD 1050)

MOTION 22-08-582

MOVED by Councillor Braun

That the 27th Baseline (TWP RD 1050) Tender - Envelope #1 be opened.

Bidder	Qualifying Documents
Boss Bridgeworks Inc.	All required documents included.
Northern Road Builders	All required documents included.

CARRIED

Councillor Peters joined virtually at 11:10 a.m.

MOTION 22-08-583

MOVED by Deputy Reeve Sarapuk

That the 27th Baseline (TWP RD 1050) Tender – Envelope #2 be opened for the qualified bidders.

Bidder	Option A	Option B
Boss Bridgeworks Inc.	N/A	\$970,000.00
Northern Road Builders	\$766,217.50	\$766,217.50

CARRIED

MOTION 22-08-584

MOVED by Councillor Smith

That the 27th Baseline (TWP RD 1050) Tender Request For Proposal be TABLED to later in the meeting for administration review.

CARRIED

TENDERS:

5. b) Heliport Road from Range Road 18-4 to Range Road 19-0 – RFP Opening

Evaluation Criteria	Mark (%)	Points Available	Subtotal
Equipment		20	
Availability		20	
Contractor Experience		20	
Onsite Foreman/Supervisor		20	
Survey Capability		20	
Total Points Available	100%	100	

MOTION 22-08-585

MOVED by Councillor Derksen

That the Heliport Road from Range Road 18-4 to Range Road 19-0 Tender - Envelope #1 be opened.

CARRIED

Bidder	Qualifying Documents
Boss Bridgework Inc.	All required documents included.
Northern Road Builders	All required documents included.

MOTION 22-08-586

MOVED by Deputy Reeve Sarapuk

That the Heliport Road from Range Road 18-4 to Range Road 19-0 Tender – Envelope #2 be opened for qualified bidders.

CARRIED

MOTION 22-08-587

MOVED by Councillor Braun

That the Heliport Road from Range Road 18-4 to Range Road 19-0 Tender be TABLED to the next Regular Council Meeting.

CARRIED

TENDERS:

5. c) Range Road 154 within TWP RD 108-15 - RFP Opening

Evaluation Criteria	Mark (%)	Points Available	Subtotal
Equipment		20	

Availability		20	
Contractor Experience		20	
Onsite Foreman/Supervisor		20	
Survey Capability		20	
Total Points Available	100%	100	

MOTION 22-08-588 **MOVED** by Deputy Reeve Sarapuk

That the Range Road 154 within TWP 108-15 – Tender - Envelope #1 be opened.

CARRIED

Bidder	Qualifying Documents
Boss Bridgework Inc.	All required documents included.
Northern Road Builders	All required documents included.

MOTION 22-08-589 **MOVED** by Councillor Smith

That the Range Road 154 within TWP 108-15 Tender – Envelope #2 be opened for the qualified bidders.

CARRIED

MOTION 22-08-590 **MOVED** by Councillor Cardinal

That the Range Road 154 within TWP 108-15 Tender be retendered in 2023.

CARRIED

MOTION 22-08-591 Moved by Deputy Reeve Sarapuk

That the Heliport Road from Range Road 18-4 to Range Road 19-0 Tender be retendered in 2023.

CARRIED

MOTION 22-08-592 **Councillor Braun**

That the 27th Baseline (TWP RD 1050) Tender be retendered in 2023.

CARRIED

CLOSED MEETING

MOTION 22-08-593
Requires Unanimous

4. a) CLOSED MEETING

MOVED by Deputy Reeve Sarapuk

That Council move into a closed meeting at 12:03 p.m. to discuss the following:

4.a) Land (*FOIP Div 2 Part 1, s. 23, 24, 25 and 27*)

CARRIED UNANIMOUSLY

The following individuals were present during the closed meeting discussion. (*MGA Section 602.08(1)(6)*)

- All Members of Council
- Byron Peters, Interim Chief Administrative Officer

Councillor Driedger joined the meeting virtually at 12:19 a.m.

MOTION 22-08-594
Requires Unanimous

MOVED by Councillor Bateman

That Council move out of a closed meeting at 12:36 p.m.

CARRIED UNANIMOUSLY

PUBLIC HEARINGS:

6. a) None

DELEGATIONS:

7. a) None

GENERAL REPORTS:

8. a) None

AGRICULTURE SERVICES:

9. a) None

COMMUNITY SERVICES:

10. a) None

FINANCE:

11. a) None

OPERATIONS:

12. a) None

UTILITIES:

13. a) None

PLANNING & DEVELOPMENT:

14. a) None

ADMINISTRATION: 15. a) None

COMMITTEE OF THE WHOLE ITEMS: 16. a) None

COUNCIL COMMITTEE REPORTS: 17. a) None

INFORMATION/ CORRESPONDENCE: 18. a) None

NOTICE OF MOTION: 19. a) None

NEXT MEETING DATES: 20. a) **Next Meeting Dates**

Regular Council Meeting
September 13, 2022
10:00 a.m.
Fort Vermilion Council Chambers

ADJOURNMENT: 21. a) **Adjournment**

MOTION 22-08-595 **MOVED** by Deputy Reeve Sarapuk

That the Council meeting at adjourned at 12:36 p.m.

These minutes will be approved at the September 13, 2022 Regular Council Meeting.

Josh Knelsen
Reeve

Byron Peters
Interim Chief Administrative Officer



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	CAO & Director Reports for August 2022

BACKGROUND / PROPOSAL:

The CAO and Director reports for August 2022 are attached for information.

OPTIONS & BENEFITS:

N/A

COSTS & SOURCE OF FUNDING:

N/A

SUSTAINABILITY PLAN:

N/A

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES:

N/A

Author: J. Schmidt **Reviewed by:** _____ **CAO:** _____

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the CAO & Director reports for August 2022 be received for information.

Author: J. Schmidt **Reviewed by:** _____ **CAO:** _____

Monthly Report to Council

For the month of August, 2022

From: Byron Peters,

Interim CAO & Director of Projects & Infrastructure

PLANNING, PROJECTS & INFRASTRUCTURE

Strategic Priorities

Program/Activity/Project	Timeline	Comments
Land Use Framework	TBA	Draft plan has been released. No word on final approval timelines
Community Infrastructure Master Plans & Offsite Levies	IMPs complete Levies to be completed in Q4 2022	Currently tabled. Ad-hoc committee currently exploring options on how to proceed
Municipal Development Plan	Started Q3 2020	See Caitlin's report for project update.
Asset Management	Ongoing	Data acquisition mostly on hold for the year. Working with MuniSight to finalize and report on the data collected this summer. Started data collection for culverts but ran into data collection/software challenges.

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
Economic Development		Primarily relying on REDI at this time for ec dev items.
Gravel Crushing	Q3 2022	The crushing program is complete. Awaiting final report on quantities and quality.
Fort Vermilion (Wop May) Airport Recovery	Anticipate completion Q3 2022	Project started mid-August. Anticipated completion by end of October, if all components arrive on time.
Storm Pond A (LC)	Started Q4 2021 Anticipate completion Q3 2022	Project was shut down after being reported and investigated by AEP. Approvals now in place, construction resumed mid-September.
LC North Sanitary	Engineering Q3 2022	Design effectively complete. Construction postponed to 2023.

Personnel Update:

Staff turnover continues. As soon as it seems to slow down it begins again, but several new employees are starting to settle in. There are still several vacancies, including in key positions such as GIS. It seems that we have been running with a 15% vacancy rate for the last year, and it's becoming apparent in a few areas.

We have added a few additional casual equipment operators to our list, but it is surprisingly difficult to attract experienced operators.

The collective agreement with the unionized staff expires at the end of 2022. We anticipate to begin bargaining sessions in the next few months.

Other Comments:

It was a busy month once again with a lot of local meetings, site visits, development items, staffing, collective agreement/AUPE items, mitigation, overland flooding repairs, capital projects, etc.

We remain behind schedule on several capital projects in Operations. Many contractors are busy and won't commit to doing much more work for us this year. This may result in more carry forward projects than originally anticipated. However, we have completed many repairs and projects that came about as a result of the overland flooding, and have really been quite successful in completing projects.

We are looking at new/different ways of prioritizing projects in Operations, as resources are limited. Some of these ideas will be presented during budget discussions, and may also be reflected in formal policy changes.

I enjoyed a short conference in Grande Prairie towards the end of August, and gained some valuable insights from peers and presenters.

MONTHLY REPORT TO THE CAO

For the Month Ending August 2022

From: Jennifer Batt
Director of Finance

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
2022 Budget	Ongoing	Update Budget as per Council motions. Review and update funding sources for projects. Monthly Budgets provided to Directors.
Provincial Grant Reporting	Ongoing	Submit 2022 projects for various GOA funding
Accounts Payable	Ongoing	Payments for all authorized invoices received by July 31st completed.
Accounts Receivable	Ongoing	Invoices sent for all services up to and including August. Collection calls for outstanding accounts ongoing.
Taxation	Ongoing	Pre-authorized payment agreements Large volume of title changes completed Collection of taxes Complete multiple discharges on paid taxes
Utilities	Ongoing	Continue training Update move in/out Pre-authorized payment agreements, and draws Monthly billing and collections
Disaster Recovery Program	Ongoing	
<i>2018 Peace River Ice Jam</i>		Engineers report previously sent to GOA.- Scope of work requested for repairs on River Road. Repairs completed, awaiting final invoice payment to submit project to DRP.
<i>2020 Peace River Ice Jam / Overland Flood</i>		Work w various GOA agencies on the flood recovery plan and funding streams available. Received payment letters for project approved. Resident meetings for relocation. Team meetings
2021 Sever Storm Overland Flooding		Application denied – Council request to appeal letter sent.

<p>2022 Rapid Snowmelt – Overland flooding</p>		<p>Letter from GOA received, and under further review.</p> <p>Application Part 1 submitted. Map w pictures submitted. Awaiting review by DRP.</p>
<p>Attend Various meeting</p>		<p>Regular Council meeting – August 17 Special Council meeting - August 30</p> <p>Committee of the Whole Meeting – Aug 16</p> <p>Administration Aug 3,5,8,9,11,25,26,29,31</p> <p>Mitigation Meetings – Aug 3x3,4,5x3,8,9x3,10,11x3,15x1,25x2,26</p> <p>Mitigation Team Update – Aug 15</p> <p>GOA Agencies DRP outstanding projects updates – Aug 31</p>
<p>Supply staff to High Level Office most Tuesdays.</p> <p>Filled Finance Officer Casual position.</p> <p>Vacation days Aug 18-24</p>		

REPORT TO THE CAO

For the Month of August 2022

From: Louise Flooren, Manager of Legislative & Support Services

Meetings Attended

- 2022-08-16 – Committee of the Whole Meeting
- 2022-08-17 – Regular Council Meeting
- 2022-08-30 – Special Council Meeting
- 2022-08-31 – Group Benefits Session – Fort Vermilion

Council

- Preparing for various meetings of Council, correspondence, conferences, etc.
- Completed registrations for RhPAP, Recycling Council of Alberta, RMA Fall Convention, AFPA and ABMunis.
- Received response from Minister Prada's office that we were not selected for a meeting during ABMunis Convention.

Appeal Boards

- There are 4 current appeals. 2 have been withdrawn. Worked on Notice of Hearing Letters and scheduling with Council, Members at Large, Assessor and LPRT. ARB Hearing set for November 21-22, 2022.

Bylaws/Policies/Reports/Publications:

- Update of recent Policies, Bylaws as approved by Council.
- Reviewing Bylaws for accuracy and updating DocuShare and internal drives, working with departments to confirm status of Bylaws.

Emergency Management

- Registered for the ICS-100 online training.

Communications:

- Weekly Memo being utilized and updated weekly
- Newspaper articles every two weeks, 30 posts to social media in August
- Maintenance of Website and updates of forms, pictures etc.
- Collecting quotes for County merchandise.
- Assisting the Manager with researching and preparing for annual wearing apparel

Human Resources/Records/IT

- Human Resources (HR) – Responding to employee inquiries, advertising for various positions, interviews and orientation.
- HR completed 1 orientation for new employees, interviews and evaluations. Completed documentation for seasonal staff end of season terminations.
- Uploading over 200 documents to personnel files.

- Records Management completed up to 2021 land titles, which were scanned, renamed and organized in DocuShare and land files. Working on updating of forms for multiple departments. Training the administrative assistant to take over the reservations.
- Records Room added 3 filing cabinets from another area to help with the overwhelming backlog of documents that needed to be put into actual files.
- IT has been very busy with maintenance and connections. They have set up subnets and sites and have been working on troubleshooting for different hardware within the County. Worked with the Agriculture department in capturing GPS data on drone video files and testing the drone stream through Starlink. Various help and support for zoom meetings, DocuShare & Folder Permissions, connection issues and providing IT assistance to employees on a daily basis.

Other:

- Assisting Legislative and Support Services department staff (ie. Human Resources, Records Management, Information Technology, etc.)
- Ongoing form review and updating.
- Ratepayers Meeting cancelled and Administrative Assistant worked on cancelling venues, food orders etc.
- Training and Assisting the Human Resources Coordinator.
- Working with Records department to find space and review the backlog of items.
- Administrative Assistant is in training to complete reservations.

Monthly Report to the CAO

For the month of August, 2022

From: Caitlin Smith,
Director of Planning and Agriculture

Strategic Priorities for Planning & Development

Program/Activity/Project	Timeline	Comments
Land Use Framework	TBA	Joint project report; see Byron's report for project update
Municipal Development Plan, Land Use Bylaw, and Fort Vermilion Area Redevelopment Plan	Q3 2022	Administration meets with the consultant bi-weekly. O2 has been given direction to make changes as discussed with Council. The Fort Vermilion draft ARP is undergoing review by administration. This project has been on hold simply due to the busyness of the summer season.

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
La Crete Area Structure Plan	Q4 2022	Administration is creating a scope of work for the RFP.
100A Street Land Acquirement (Future Main Street Widening in La Crete)	Q2 2022	The subdivision of the South lots has been registered with land titles. Administration has met with all landowners and negotiations have begun. Landowners are concerned regarding the asking price per lot but seem to be interested in pursuing purchase.

Personnel Update:

Grant Smith, Agricultural Projects Coordinator has resigned and his last day is September 16, 2022. Mubarak Bidmus, GIS Technician has resigned and his last day was September 9, 2022. The ad for the GIS position has been posted.

Other Comments:

The development season is now in it's second swing with last minute projects and enquiries before winter. We are at approximately 210 development permits which is slightly down from last year this time and there are 46 subdivisions on file which is on par from last year.

The subdivision for the Storm Pond A is registered and land transfer is complete.

Administration and the municipal engineer completed another round of subdivision inspections for Homestead Holdings surface CCC and Pinnacle Estates Phase 3 FAC. The municipality will be taking over all surface and subsurface infrastructure for the subdivision upon review of deficient items.

Administration hosted the second Development Ad Hoc Committee meeting, administration has been requested to research development incentives/support options from comparable municipalities. The committee has come back with some ideas that administration will have to look into and confirm feasibility prior to bringing recommendations to Council.

Administration is working on several disposition applications, renewals, and ensuring that all our lease agreements are up to date. This includes starting First Nation Consultation for certain sites. We are proceeding as directed. At this time there are 6 TCL applications in motion.

I have been working with the Agriculture department to move forward with the summer projects which include road construction, culverts, and drainage ditch cleanouts. Landon is overseeing all agriculture department operations and taking over from Grant. We are working on an education session as directed by ASB for fall 2022 to present on flood mitigation and best practices for rural residents.

The ag department followed up with a local abattoir regarding animal disposal with their compost site to be made available to the public. The owner is not interested in taking additional animals as their existing pit is large enough for their needs and it would require an increase in the size of pit and there would be additional provincial permits to obtain and additional liability. They have been approached by local farmers and they were not willing to take their animals.

Alberta Emergency Alert is moving to the National Public Alerting System which is expected to take effect in February 2023.

Meetings Attended:

Date	Description
08-03-22	Anthrax update with acting Provincial Vet, Dr. Patel
08-03-22	Meet with Brownlee
08-08-22	Meet with Mighty Peace Watershed Alliance
08-08-22	P&D meeting
08-09-22	Development Ad Hoc Committee meeting
08-10-22	ASB meeting
08-12-22	Subdivision inspections
08-13-22	Ag Fair Breakfast
08-15-22	P&D meeting
08-16-22	COW meeting
08-17-22	Council meeting

08-18 to 26-22	Vacation
08-29-22	Meet with ratepayers
08-29-22	P&D meeting
08-30 to 09-02-22	ARMAA Conference

MONTHLY REPORT TO THE CAO

For the Month of August 2022

From: John Zacharias
Director of Utilities

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
Water Distribution and Wastewater Collection Maintenance	Oct/22	Sewer flushing and valve exercising is mostly done.

Capital Projects

Projects	Timeline	Comments
FV-Frozen Water Service Repairs	Dec/22	Two trickle systems remain to be repaired and contractor has been given the go ahead to do them.
Potable Water Supply North of the Peace River	Dec/22	Awaiting grant funding opportunities.
Waterline Blue Hills	Dec/22	Awaiting grant funding opportunities.
Diversion License Review	Oct/22	Continuing to meet with AE and AEP to get this resolved. Putting in applications for new license for the truckfills.
La Crete Future Water Supply Concept	Dec/22	Report from AE to AEP will have some information in it for this study. Will follow up with getting this study going.
LC – Well #4	Dec/22	The underground construction was completed and are awaiting electrical items.
LC – North Sanitary Trunk Sewer	Dec/22	Have been in meetings with HELIX and Byron on project. Project on hold as per Council motion. Design almost complete.
ZA – Sewage Forcemain	Dec/22	AMWWP project has been cancelled. Funding reallocated to Fort Vermilion mitigation project. Council Motion 21-12-865 on Dec 16 meeting.
ZA- Distribution Pump House Upgrades	Dec/22	Project is nearing the end. Commissioning was done the Aug 15 th week. Waiting in couple parts to complete project.

ZA- Lift Station Upgrades	Nov/22	Will apply for grant funding in a future year as per council motion.
FV – Rural Truckfill Pump Install	May/22	Getting the deficiency list complete and waiting for final approval of project.
Zama Water Quality	Sept/22	ATAP to look into the water quality in Zama. Looking into their recommendations. Getting a pigging proposal done also. Want to wait until the Pumphouse project is complete.

Personal Update:

Was onsite for commissioning for the Zama WTP Upgrade project. Have other projects that are hard to keep up with as delays in procurement of products makes it tough.

Looking to fill the position of Admin Assistant for my department but the rest of the staff is filled for now. Summer staff left at the end of the month.

Other Comments:

Got to experience AHS lack of staffing issues with the birth of my son but am blessed with a healthy boy so it is all good.

Respectfully submitted,

John Zacharias
 Director of Utilities
 Mackenzie County

REPORT TO CAO

August, 2022

From: Landon Driedger, Agricultural Fieldman

Annual Operating Programs, Projects and Activities

Program/Activity/Project	Timeline	Comments
Roadside Spraying	2022	Roadside Spraying has been completed. All roads north of the Peace River have been sprayed. Unsatisfied with the job done as the ditches were not sprayed up to the crop, but sprayer operators have been met with and direction for next year has been given. The ASB still maintains a "Do Not Spray" program.
Weed Inspection	2022	Regular weed inspections are under way. As usual there are fields that require attention. Three Weed Notices have been issued so far. Not as many as previous years because of the unfortunate timing of personal time off of all three fieldmen. Causing weed notice enforcement to be tricky.
Ag Land Development Proposals	2021	A land lease agreement was signed with Tom Braun of High Level on June 8 th . Length of lease is 15 years. Expiry date is 2035.
Emergency Livestock Response Plan	2021	The Draft has been completed, and will be forwarded to AEMA for ratification.
Seed Cleaning Plant Inspections	2022	Frontier Seed Cleaning Plant was inspected on December 6 th . Efficiency was 93%. The High Level Plant was not inspected. Sunrise Mobile plant was also inspected in December, with an efficiency rating of 93%.
Shelterbelt Program	June, 2022	Shelterbelt seedlings have been distributed to area ratepayers. About 90% of the seedling order was filled. Suppliers were Woodmere Nursery in Fairview and La Crete Forestry.
VSI Program & Veterinary Subsidy	2022	Mackenzie County is still participating in the program. Council agreed to continue at the current 50% rate. Council extended the Vet Subsidy for a period of one year.

Water Pumping Program	October 31, 2022	The water pumping program commenced on April 1 st . Fall is the busy rental season. The program ends on October 31 st . The rental rates double on November 1 st . Total rentals were six.
Roadside Mowing	2022	Roadside Mowing has commenced on July 11 th , completion is August 15 th . All roads north of the Peace River will receive a full width cut, roads south of the Peace River will receive a single pass (15 ft.) cut. No complaints to date.
2022 Drainage and Road projects	2022	Most of the projects have been supplied with scope of work and been surveyed. Grant will now get started with getting contractors.
Beaver Control	2022	Dave has been busy coordinating with trappers, blasters and Excavating. 57 dams removed this summer so far.
Anthrax update	2022	No reported cases since July.

Capital Projects

Projects	Timeline	Comments
RR 155	2022	Project has commenced. Deputy CAO is in charge.

Personnel Update:

Landon Driedger – Agriculture Fieldman Grant Smith – Ag projects Coordinator

Other Comments:

Sadly Grant Smith's last day is September 16 th . We wish Grant all the best!
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Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13th, 2022
Presented By:	Don Roberts, Director of Community Services
Title:	ADM042 General Safety Policy Amendment

BACKGROUND / PROPOSAL:

In May, 2022, Mackenzie County conducted an external Certificate of Safety Recognition (COR) audit. The Audit Report is attached.

As a follow up to the report, the Health and Safety Committee was tasked to review the report and produce an action plan to rectify deficiencies in order to improve our Safety Program.

The first question of the audit report asked:

Is there a written Health and Safety Policy signed by the current senior manager? We scored 0/5. The recommendation stated:

“As employers are required to ensure the protection of employees from all harm, not only physical, it is a suggestion that the Health and Safety Policy be reviewed and amended to include the protection of employees’ psychological health and social wellbeing. This will demonstrate due-diligence as well as the promotion of psychological wellbeing and protection in the workplace.”

Industry “Best Practices” suggests that a whole different Policy should be developed to address employees’ psychological health and social wellbeing. See attached template.

OPTIONS & BENEFITS:

Option 1

Amend ADM042 General Safety Policy as presented

Author: D. Roberts **Reviewed by:** _____ **CAO:** BP

Option 2

Receive for information

COSTS & SOURCE OF FUNDING:

N/A

SUSTAINABILITY PLAN:

COMMUNICATION / PUBLIC PARTICIPATION:

POLICY REFERENCES:

ADM042 General Safety Policy

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That Policy ADM042 General Safety Policy be approved as AMENDED.

Author: _____ Reviewed by: _____ CAO: BP

Mackenzie County

Title	GENERAL SAFETY POLICY	Policy No:	ADM042
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Purpose

Mackenzie County is committed to the health and safety and welfare of its employees in compliance with the OH&S Act. Mackenzie County is also committed to providing a physically and psychologically healthy and safe workplace for its employees by incorporating and enforcing safe working conditions and practices.

The purpose of this policy is to ensure that health and safety are given primary importance in planning and operating municipal activities in order to protect employees against hardship and suffering caused by work related injuries.

Policy Statement

1. Every employee is entitled to work under the safest possible conditions, and every reasonable effort shall be made to provide for the safe and healthy working conditions and to eliminate hazards that can cause injury to workers or damage to property or equipment.
2. Management is responsible for the promotion of safety and the education of all employees.
3. Each individual employee is responsible for the success of the health and safety program and will cooperate with supervisors to this end.

Procedure:

A safe and healthy work environment is a goal everyone shares. For that reason, the Occupational Health and Safety Act is an important piece of legislation which was passed to protect employer, management and workers. The Act provides minimum standards within which the County, Management, Supervisors, Employees and Contractors must work together to keep the work site safe and free from health hazards.

All employees shall adhere to the guidelines defined in the Mackenzie County Employee Safety Handbook. If a contradiction between policy and procedures arises, the County Chief Administrative Officer shall resolve the issue by approving amendments to procedures or recommending changes to policy.

**RESPONSIBILITIES OF COUNCIL, MANAGEMENT, DEPARTMENT HEADS,
EMPLOYEES & THE JOINT WORK SITE HEALTH & SAFETY COMMITTEE**

Council:

To encourage a healthy and safe work place by:

- a) providing the necessary funding for safety related programs, equipment and clothing;
- b) approving the appropriate policies.

Chief Administrative Officer and Directors:

- To provide information, instructions, and assistance to all supervisory staff in order to protect the health and safety of all employees.
- To provide all supervisory staff with an understanding of the Mackenzie County Occupational Health & Safety Program as well as relevant occupational health and safety legislation.
- To ensure that supervisors and employees are aware of and adhere to policy and procedures regarding the care and maintenance of buildings, equipment, vehicles, tools and personal protective equipment.
- To approve ongoing training programs and first aid courses.
- To participate in formal worksite inspections.
- To review incident and near miss reports and provide direction and/or comments.
- To act as a liaison between employees, supervisors, the Joint Health & Safety Committee and the County Council.
- To monitor sub-contractors to enforce the use of the safety program including procedures, filling out hazard assessments, and wearing personal protective equipment, therefore creating a safe and healthy workplace.

Supervisors:

- To understand and enforce the Mackenzie County Occupational Health & Safety Program.
- To ensure that employees are trained and demonstrate competency in the operation, care and maintenance of vehicles and equipment.
- To review with employees all Hazard Assessments pertinent to their department and highlight any potential dangers and how to isolate, prevent and remove them.

- To complete all incidents or near miss reports immediately, to assist in the investigation of all incidents and near miss reports and to advise management on how to prevent similar accidents in the future.
- To carry out regular inspections of the work place to ensure a safe and healthy environment.
- Co-operate with OH&S and provide any information requested during an investigation.
- To monitor sub-contractors to enforce the use of the safety program including procedures, filling out hazard assessments, and wearing personal protective equipment, therefore creating a safe and healthy workplace.

Employee:

- To read, understand and comply with the Mackenzie County Safety Employee Handbook, safety policy, directives, safe work practices, and Occupational Health and Safety procedures and rules.
- To use the safety equipment and personal protective devices and clothing required by regulations and the County.
- To notify their supervisor of any unsafe conditions or acts that may be of danger to other workers or themselves.
- To notify Management if a hazard is not rectified.
- To report all accidents and injuries in writing to their supervisor as soon as possible.
- To take precautions to protect the safety of other workers and themselves.
- If asked to do work that he/she believes poses imminent danger to himself/herself or others, refuse to do it and
 - 1) immediately notify Supervisor
 - 2) explain reason
 - 3) if Supervisor does not agree, contact Management.
- Co-operate with OH&S and provide any information requested during an investigation.

Contractors

- Where a contractor is HIRED BY the County and is not designated as a “Prime Contractor” by contract, they shall abide by the County Safety Policies.
- The contractor shall provide and use safety equipment and personal protective devices and clothing required by regulations and the County.

- The contractor shall notify the responsible County employee of any conditions of concern.
- The contractor shall report all incidents, near misses and injuries in writing to the responsible County employee as soon as possible.
- The contractor shall take precautions to protect the safety of other workers and themselves. If asked to do work that the contractor believes is imminent danger to himself/herself or others, refuse to do it and:
 - notify responsible County employee or designate,
 - explain reason,
 - if responsible employee or designate does not agree, contact the Director of that department or the Chief Administrative Officer.
- All contractors, non-prime and commenced equipment operators/contractors must obtain, read and understand the contents of Mackenzie County's "Contractor Safety Handbook" and complete the Field Hazard Assessment/Tailgate Safety Meeting Form.
- Failure to meet the requirements of Mackenzie County's Health & Safety Program may result in the following disciplinary actions:
 - 1) Verbal warning will be given to the contract owner or representative.
 - 2) Written warning will be given to the contract owner or representative.
 - 3) Termination of contract.

Visitors

- All visitors must comply with the Mackenzie County Health & Safety Program.

Joint Work Site Health & Safety Committee

The Committee shall be comprised of a minimum of three members from Management and three employee representatives appointed by the Union (Article 28.01).

The objectives of this Committee are to:

- a) encourage the County and all its employees to work together in the identification and evaluation of health and safety concerns.
- b) recommend solutions to unsafe procedures and health threats.



Audit Report

Alberta Municipal Health and Safety Association

Standard: Partnerships 2018
Tool Version: 1.01.07 DI

Audit Type: COR Maintenance

Organization: Mackenzie County

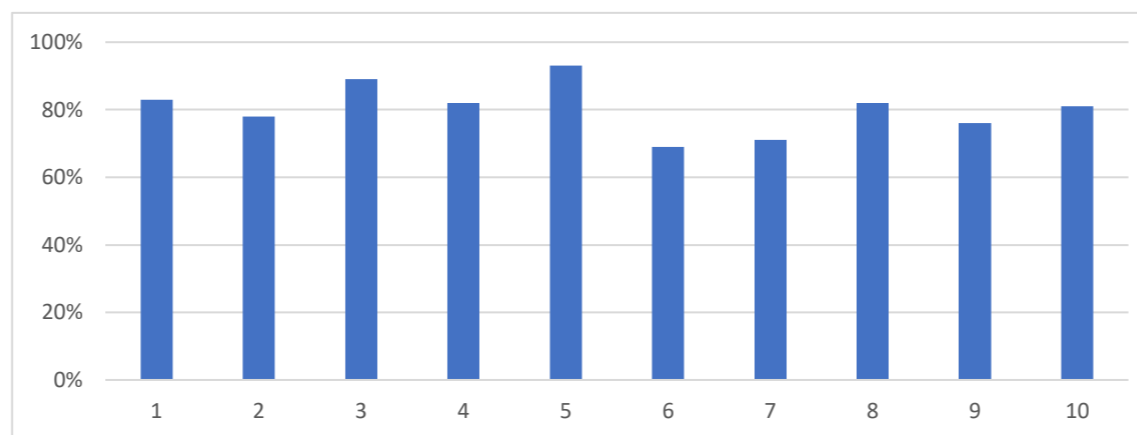
WCB Account: 346305-9
Industry Code: 95102 (MDs and Counties)

Employees: 99
Interviewed: 25
Total Sites: 17
Sites Visited: 0

Lead Auditor: Jennifer Abrantes
Email: jennifer@abellasafety.com

Start Date: April 25, 2022
End Date: May 13, 2022
Submitted: May 18, 2022

Element 1	79/95 (83%)
Element 2	125/160 (78%)
Element 3	89/100 (89%)
Element 4	70/85 (82%)
Element 5	93/100 (93%)
Element 6	48/70 (69%)
Element 7	32/45 (71%)
Element 8	49/60 (82%)
Element 9	68/90 (76%)
Element 10	57/70 (81%)
Overall	710/875 (81%)



Pass - Audit meets scoring requirements.

Contact Information

Organization: Mackenzie County
Address: PO Box 640, 4511-46 Ave
Municipality: Fort Vermilion
Province: Alberta
Postal Code: T0H 1N0

Org. Contact: Donny Roberts
Phone: 780-927-3718
Email: droberts@mackenziecounty.com

Lead Auditor: Jennifer Abrantes
Certification: 2010
Organization: Abella Safety Solutions Inc.
Phone: 780-994-3609
Email: jennifer@abellasafety.com

Lead Auditor Code of Ethics and Participation

*Yes, I have read, understood, and agree to abide by the Code of Ethics and Disclaimer Statement.
Yes, I have participated in all aspects of the audit.*

Audit Team: No team auditors.

CP: Alberta Municipal Health and Safety Association
Contact: Shannon Thomas
Phone: 1.800.267.9764
Email: shannon@amhsa.net
Website: www.amhsa.net

Audit Report

Note:

Due to differences in scoring calculation, percentages noted in text may not be reflected in the final score.

Introduction	<i>A review of 6 months of documentation was conducted as well as 25 interviews were conducted during this re-certification COR audit. Judy and Don assured all required information was made available as well as scheduled interviews. Sampling included representation from all divisions, a total of 6 sites were sampled which encompassed all areas of operation, such as waste transfer stations, water treatment plants, shops, and offices. Interviews were, as well, sampled to ensure adequate representation from all employee levels as well as across all divisions.</i>	
0	0	
Element 1	<i>Management Leadership and Organizational Commitment</i>	79/95 (83%)
0	<i>Management commitment and leadership is the essential foundation for a successful occupational health and safety management system (OHSMS). Management and employees working cooperatively together is required for a health and safety system to succeed.</i>	
0	0	
1.01	Q. Is there a written Health and Safety Policy signed by the current senior manager?	0/5
Notes	<i>Review of the provided Mackenzie County General Safety policy showed the policy included 3/4 of the required criteria. The policy was signed by the current Senior Manger, detailed responsibilities of all levels of employees (and contractors). For example, the policy stated Supervisors being responsible to understand and enforce the HS program. As well as a statement that adherence to OH&S Legislation was required was included. Not detailed in the policy was the commitment towards addressing the protection of employees psychological and social well being.</i>	
	<i>3/4 = 75%</i>	
SFI	<i>As employers are required to ensure the protection of employees from all harm, not only physical, it is a suggestion that the Health and Safety Policy be reviewed and amended to include the protection of employees psychological health and social well being. This will demonstrate due-diligence as well as the promotion of psychological well being and protection in the workplace.</i>	
0	0	
1.03	Q. Is the health and safety policy communicated to employees?	5/5
Notes	<i>6/6 interviewees interviewed confirmed the health and safety policy was communicated to workers. For example, during orientation and through regular safety meetings.</i>	
0	0	
1.04	Q. Are employees aware of the health and safety policy's content?	3/5
Notes	<i>13/25 interviewees confirmed awareness of the HS policy contents, such as the obligation of the employer to provide a safe workplace and responsibilities of employees.</i>	
SFI	<i>12/25 employees interviewed were unable communicate specific details from the HS policy. It is suggested that the HS policy be carefully reviewed with all stakeholders to ensure a clear understanding of the overall commitments and obligations expected from all levels within the organization.</i>	
0	0	
1.05	Q. Have specific health and safety responsibilities been written for all levels?	10/10
Notes	<i>Documentation review (Policy ADM042 Responsibilities of Council, Management, Department Heads, Employees & The Joint Health and Safety Committee) showed detailed health and safety responsibilities had been included for all levels in the HS manual, as confirmed against provided organization chart. Positions listed included: Councilors, Chief Administrative Officer and Directors, Supervisors, Employees, Contractors, Visitors and the Joint worksite health and safety committee. For example, Supervisors are responsible to carry out regular inspections of the workplace to ensure a safe and healthy environment.</i>	
	<i>7/7 = 100%</i>	
Strength	<i>Detailed health and safety responsibilities were found included in the program; demonstrating that each employee level had accountabilities towards health and safety in the workplace.</i>	
0	0	
1.06	Q. Do employees understand their individual OHS rights, company assigned health and safety responsibilities, and legislated health and safety responsibilities?	13/15
Notes	<i>A) 24/25 interviewees confirmed awareness of individual OHS rights. Examples given include: participation – able to join HSC, speaking at HS meetings; know – reviewing hazard assessments bulletins and training; refuse – able to refuse any work that they felt was unsafe or not trained to complete, as example refusing to drive in severe weather</i>	
	<i>B) 24/25 interviewees confirmed awareness of company assigned HS responsibilities. Examples given include: reporting hazards, reporting incidents and following safe work practices.</i>	
	<i>C) 15/25 interviewees were aware of applicable OH&S legislation. Examples given include: working from ladders, reporting hazards and confined space.</i>	
SFI	<i>In order for employees to be complaint with legislation, they must be trained on the requirements pertaining to their role and tasks performed. It is a suggestion that applicable OH&S Legislation be reviewed during on boarding, as well as regularly at safety meetings. This will allow employees to be compliant with their obligations, as well as promote health and safety in the workplace.</i>	
0	0	

1.07	Q. Do managers and supervisors understand their responsibility for the health and safety of the workers under their supervision?	5/5
Notes	<i>5/5 interviewees were aware of their responsibilities toward the protection of these under their direction. Interviewees gave examples such as identifying hazards/implementing controls and observing work activities for compliance with standard work practices.</i>	
Strength	<i>All Managers and Supervisors interviewed were able to clearly articulate their responsibilities towards those under their direction. This demonstrated that training for Supervisors and Managers had taken place as well as employees being aware of the internal and external responsibilities towards the protection of workers.</i>	
0	0	
1.08	Q. Are employees evaluated on their individual health and safety performance?	8/10
Notes	<i>20/25 interviewees confirmed they were evaluated on their health and safety performance. For example through annual reviews and direct feedback from Supervision/Management.</i>	
0	0	
1.09	Q. Does senior management communicate to employees, at least annually, the organization's commitment to health and safety?	10/10
Notes	<i>25/25 interviewees confirmed Sr. Manager communicated health and safety topics through annual HS meetings, monthly HS meetings as well as through bulletins.</i>	
0	0	
1.1	Q. Does senior management demonstrate commitment to occupational health and safety?	10/10
Notes	<i>25/25 interviewees confirmed Management demonstrated their commitment towards health and safety through: following PPE requirements on site, attending safety meetings and addressing concerns in a timely manner, as examples.</i>	
0	0	
1.11	Q. Is current health and safety legislation readily available at all work sites?	0/0
Notes	0	
SFI	0	
0	0	
1.12	Q. Does management participate in meetings where health and safety is discussed?	5/10
Notes	<i>20/37 reviewed safety meeting minutes confirmed participation by Management. For example the Agricultural Fieldman Manager had attended the January 21, 2021; confirmed through signatures and names on the safety meeting sign in form.</i> <i>20/37 = 54%</i>	
SFI	<i>To ensure the commitment towards health and safety from Management is demonstrated, it is a suggestion that that a Manager be in attendance at all monthly HS meetings. This will assist with buy in for the HS program as well as demonstrate that safety is a priority to all employees.</i>	
0	0	
0	0	
Element 2	Hazard Assessment	125/160 (78%)
0	<i>A formal hazard assessment takes a close look at the overall operations of an organization to identify hazards, measure risk (to help prioritize hazards), and develop, implement and monitor related controls. Worker jobs or types of work are broken down into separate tasks. Formal hazard assessments are detailed, can involve many people, and will require time to complete.</i>	
	<i>A site-specific hazard assessment (also called field-level) is performed before work starts at a site and at a site where conditions change or when non-routine work is added. This flags hazards identified at the location (e.g., overhead powerlines, poor lighting, wet surfaces, extreme temperatures, the presence of wildlife), or introduced by a change at the work site (e.g., scaffolding, unfamiliar chemicals, introduction of new equipment). Any hazards identified are to be eliminated or controlled right away, before work begins or continues.</i>	
0	0	
2.01	Q. Have jobs been inventoried for the purpose of formal hazard assessments?	10/10
Notes	<i>Review of the provided organizational chart against provided job hazard and communication assessments confirmed all (73/73) positions had been evaluated through the FHA process (i.e. operators, waste transfer station attendants and administrators). FHAs were, in some instances grouped by general positions, such as admins, agriculture and community services which were inline with the provided organizational chart. For example, multiple administrative positions, such as councillors, CAO and administrative assistants were listed as positions within the departments and there were 8 admin FHAs available, such as computer stations, interacting with colleagues, and general admin duties.</i> <i>73/73 = 100%</i>	
0	0	
2.02	Q. Has the employer compiled a list of tasks associated with each job?	20/20
Notes	<i>Review of the provided organizational chart against provided job descriptions and formal hazard assessments confirmed all (6/6) positions/departments had been inventoried and tasks detailed. For example, employees working in utilities perform tasks such as working with chemicals, filter maintenance/inspection and excavations.</i> <i>6/6 = 100%</i>	
0	0	

2.03	Q. Are health and safety hazards identified for the tasks associated with each job?	16/20
Notes	A. 17/17 sampled FHAs detailed safety hazards, such as Contact with overhead power lines, included on the excavations FHA. B. Review of the 17 sampled FHA showed health hazards had been identified as appropriate on 7. For example, bio hazards included on the lagoon maintenance FHA and verbal/physical abuse (psychological) included on the assisting rate payers/general public FHA. 10/17 = 59%	
SFI	To ensure the protection and promotion of employee's health, hazard identification needs to encompass all hazard classes, not only physical. It is suggested that the FHAs be reviewed and revised to include health hazards such as viruses, insect bites, and stress (for examples) are identified and controls implemented.	
0	0	
2.04	Q. Have the identified health and safety hazards been evaluated according to risk?	8/10
Notes	17/17 sampled FHAs showed a total of 76 hazards and 76 risk ratings. Risk was documented as determined based on an evaluation of severity (1-3), probability (1-3) and exposure (1-3) which added up to a total risk rating from low to high. For example, heavy equipment was listed as a potential hazard on the excavations FHA and was rated 8 (high). 76/76 = 1 x 100 = 100%, 10 Points awarded	
Strength	In order to ensure appropriate controls are put in place the determination of risk is imperative. A risk rating was found in place for all documented hazards on the FHAs, demonstrating the understanding of the importance of this step in the identification of hazards and controls in the workplace.	
0	0	
2.05	Q. Is senior management knowledgeable about the high hazard tasks related to their operations?	10/10
Notes	1/1 interviewees confirmed awareness of high hazard tasks undertaken. Examples given included working along/on road ways, working with chemicals and load securement/hauling equipment. All of which were confirmed as rated as high hazard on the provided FHAs. 5 Employees interviewed marked as not applicable due to not being in a senior management position, therefor not applicable.	
0	0	
2.06	Q. Do the following participate in the formal hazard assessment process: Managers? Supervisors?	10/20
Notes	A) 2/3 interviewees confirmed participation in the formal hazard assessment process through review at safety meetings and offering feedback to the HSC. B) 2/2 interviewees confirmed participation in the formal hazard assessment process. For example, through review and development at the monthly safety meetings.	
SFI	It is suggested that all Managers participate in the development/review of formal hazard assessments in order to ensure they are demonstrating their legislative obligation towards the identification and control of hazard in the workplace for the protection of those under their direction.	
0	0	
2.07	Q. Have workers participated in the development and/or review of the formal hazard assessments?	6/10
Notes	11/19 interviewees confirmed participation in the formal hazard assessment, through review and providing feedback at the monthly safety meetings.	
SFI	Interviews showed 42% of workers were unaware of the formal hazard assessment process. It is suggested that FHAs be regularly reviewed, and training undertaken so employees can distinguish between the SSHA, FHA and practice/procedure controls.	
0	0	
2.08	Q. Are employees designated to lead the formal hazard assessment process trained?	0/5
Notes	Review of the formal hazard assessments could not show what employee had led the process; names of the lead or those who had developed the FHAs were not documented on the FHAs. Unable to evaluate or award points.	
SFI	In order to confirm that hazards and controls are properly evaluated the employee leading the process needs to be provided appropriate training. To confirm this process, the employee leading the formal hazard assessment process should be documented on the FHAs. It is a suggestion that the employee(s) leading the development and review of the FHAs be recorded on the assessments.	
0	0	
2.09	Q. Is there a written policy and/or process to review formal hazard assessments?	0/5
Notes	A review of the Hazard Identification & Control Directive No. 0.02 showed a process in place for the development and review of formal hazard assessments which met 2/6 criteria. Not addressed in the directive were the requirement to review based on inspection, investigation or SSHA findings or when new work processes were introduced. The directive did state that the Joint Health and safety Committee would conduct annual formal hazard assessments at all permanent locations and update when changes had taken place. 2/6 = 33%	
SFI	To ensure formal hazard assessments are current and relevant they need to be reviewed when inspections, investigation or site-specific hazard assessment reveal a previously unrecognized hazard, at a predetermined frequency, when changes are made and when a new work process is introduced. It is a suggestion that the hazard assessment policy be reviewed and amended to include all the requirement to review the FHAs and followed through with. This will demonstrate compliance with legislation as well as show all precautions have been taken to ensure the health and safety of employees.	
0	0	
2.1	Q. Are formal hazard assessments reviewed as per the policy and/or process?	5/5
Notes	4/4 interviewees who led the FHA process confirmed formal hazard assessments were reviewed at monthly safety meetings with a schedule of review maintained to track annual review of each FHA as per the policy requirement. 21 Employees interviewed were determined to be not applicable as they were not responsible for leading the formal hazard assessment process thought their own admission.	
0	0	

2.11	Q. Does the employer have a process for conducting site-specific hazard assessments when a new activity has been temporarily introduced at the work site? When work is conducted at a temporary/mobile work site (whether owned by the employer or not)?	5/10
Notes	A) Review of the Hazard Identification & Control Directive No. 0.02 could not confirm that the SSHA policy included the requirements to conduct a field hazard assessment when a new activity had been introduced at the worksite. Unable to award points. B) Review of the Hazard Identification & Control Directive No. 0.02 confirmed a process in place for conducting site specific hazard assessments at temporary or mobile worksites. For example, the policy stated, in part that FLHAs would be conducted at all temporary or seasonal worksites. Full points awarded	
SFI	In order to demonstrate compliance with legislation as well as ensure the protection of all employees it is a recommendation that the hazard assessment policies and procedures be reviewed and amended to include the all of the requirements to complete and update the site specific hazard assessments, as well as clear verbiage to distinguish the SSHA process from the formal hazard assessments.	
0	0	
2.12	Q. Have site-specific hazard assessments been conducted before work begins on the day of the job? Repeated if changes are introduced?	10/10
Notes	A) A review of the provided 6 Field hazard Assessments confirmed the site-specific hazard assessment was completed before beginning work on non-routine tasks. For example, one SSHA reviewed was completed for clearing snow from ditches. Full points awarded B) A review of the 6 completed Field Hazard Assessments confirmed the SSHA process was updated. For example, a SSHA was completed for the Noralta Inn project (snow clearing) on April 7, 2022 and repeated for the same project on April 8, 2022. Full points awarded	
0	0	
2.13	Q. Have controls been identified for site specific hazard assessments?	5/5
Notes	A review of the 6 available Field Hazard Assessments showed controls had been identified on 6/6. A generic list of controls such as AB one call, personal monitor and gloves were stated on the form, as well as space to list additional controls not included. For example, one SSHA reviewed for clearing snow on Beach Road in Zama on April 19, 2022 listed controls such as high visibility vest, glove and radios for communication. Full points awarded	
0	0	
2.14	Q. Do site-specific hazard assessments involve affected employees at the work site?	10/10
Notes	14/14 interviewees confirmed participation in the Field Hazard Assessment process. For example, Supervisors stated they led the process and workers offered suggestions and reviewed the hazard assessment during the morning tailgate meeting before starting work. 10 Employees deemed not applicable to question worked solely in offices performing administrative tasks, in static, low hazard work environment and not required to complete a SSHA according to the policy.	
0	0	
2.15	Q. Is there a system in place for workers to report newly identified hazards?	10/10
Notes	19/19 interviewees confirmed that hazards were reported either to the employees direct Supervisor or brought up during the monthly HS meetings.	
0	0	
Comment	None entered.	
0	0	
Element 3	Hazard Control	89/100 (89%)
0	If an identified hazard cannot be eliminated, controls are implemented to reduce the risk of the hazard. Implementation of hazard controls will result in the reduction of incidents. Three methods of control are: Engineering (i.e., elimination, substitution, guards, ventilation, sound barriers, etc.); Administrative (i.e., safe work practices, job procedures, job rotation, training, etc.); Personal Protective Equipment (i.e., eye protection, hearing protection, gloves, fire retardant coveralls, etc.).	
0	0	
3.01	Q. Have controls been identified for the hazards listed in the formal hazard assessments?	8/10
Notes	17/17 sampled FHAs included controls for the identified hazards. Controls were categorized as either engineering, administrative, PPE or communication. A total of 248 controls were documented in relation to the 76 stated hazards. For example confined space was stated as hazard on the filter maintenance and inspection FHA and controls included: rescue/safety harness, PPE, policies and procedures, man watch, air quality test, an CS permit. Full points awarded	
Strength	Controls were detailed for all identified hazards on the sampled FHAs. Identification of controls demonstrated an understanding of the appropriate order of implementation; from engineered, administrative and lastly PPE.	
0	0	
3.02	Q. Have the identified engineering controls been implemented?	0/0
Notes	0	
SFI	0	
0	0	

3.03	Q. Have the identified administrative controls been implemented?	20/20
Notes	<i>10 administrative controls listed on the sampled FHAs were reviewed, 10/10 were found included in the program. For example SWP 2.16 vehicle safety was listed as an admin control on the vehicles FHA, for the identified wildlife hazard (rated as 7- high hazard) and was included in the provided employee safety handbook on page 90.</i>	
	<i>Full points awarded</i>	
0	0	
3.04	Q. Have the identified personal protective equipment (PPE) controls been implemented?	0/0
Notes	0	
SFI	0	
0	0	
3.05	Q. Are changes to hazard controls communicated to affected employees?	5/5
Notes	<i>25/25 interviewees confirmed changes to hazard controls were communicated at the monthly HS meetings, through postings on the HS board and through email.</i>	
3.07	Q. Do managers/supervisors enforce the use of hazard controls?	4/5
Notes	<i>21/24 interviewees confirmed the use of hazard controls was enforced through inspections, interventions, and the progressive discipline policy.</i>	
0	0	
3.08	Q. Is there a process in place for preventative maintenance of equipment, vehicles, facilities, and tools?	0/5
Notes	<i>4/7 sampled commercial vehicles had record of being complaint with the established PM schedule. For example unit 9121 had record of being serviced at 1302 hours and again at 1363 hours (61 hr interval, policy requirement detailed as between 250-350 hours).</i>	
	<i>4/7 = 57%</i>	
SFI	<i>In order to ensure employees safety, it is suggested that the preventative maintenance schedule be followed. As well, it was noted that the provided commercial vehicle schedule was listed solely in hours of service and some units were being tracked by kilometers. To ensure maintenance is completed as required it is suggested that the schedule either included both ours and kilometers, or that hour are tracked on the service records in order to evaluate compliance with the policy.</i>	
0	0	
3.1	Q. Is there a system that ensures defective equipment, vehicles, facilities, and tools are taken out of service?	9/10
Notes	<i>17/19 interviewees confirmed defective tools/equipment were taken out of service with tags noting the deficiency after communication with either the Supervisor or mechanic.</i>	
0	0	
3.11	Q. Is there a written Violence Prevention Policy as per legislative requirements?	5/5
Notes	<i>Review of the HR 003 Workplace Violence and Harassment Policy confirmed a violence prevention policy was in place which met all 4 required criteria and all requirements set out in Part 27 Section 390.1 of the AB OH&S Code. For example the policy stated that the policy did not discourage employees from exercising the their rights pursuant to any other process or legislation.</i>	
	<i>Full points awarded</i>	
Strength	<i>Documentation confirmed a detailed policy in place which met all requirements under legislation in regards to violence prevention in the workplace. This demonstrated not only compliance but a commitment toward the protection of employees.</i>	
0	0	
3.12	Q. Are there Violence Prevention Procedures written as per legislative requirements?	5/5
Notes	<i>Review of the HR 003 Workplace Violence and Harassment Policy confirmed a violence prevention procedure was in place which met all 8 required criteria and all requirements set out in Part 27 Section 390.2 of the AB OH&S Code. For example the procedure included the reporting, investigation and documentation of instances involving violence in the workplace..</i>	
	<i>Full points awarded</i>	
0	0	
3.13	Q. Are employees trained in the Violence Prevention Plan?	5/5
Notes	<i>23/25 interviewees confirmed training on the violence prevention plan was done during onboarding as well as regularly brought up during monthly safety meetings.</i>	
0	0	
3.14	Q. Is there a Harassment Prevention Policy as per legislative requirements?	5/5
Notes	<i>Review of the HR 003 Workplace Violence and Harassment Policy confirmed a harassment prevention policy was in place which met all 4 reqrueid criteria as well as all requirements set out in Part 27 Section 390.5 of the AB OH&S Code. For example, the policy included the commitment that management would investigate and take corrective actions to address the incidents involving harassment.</i>	
	<i>Full points awarded</i>	
0	0	
3.15	Q. Are there Harassment Prevention Procedures written as per legislative requirements?	5/5
Notes	<i>Review of the HR 003 Workplace Violence and Harassment Policy confirmed a harassment prevention procedure was in place which met 3/3 reqrueid criteria as well as all requirements set out in Part 27 Section 390.6 of the AB OH&S Code. For example, the following was stated in regard to reporting acts of harassment in the workplace: "The written record of the complaint should be provided to the CAO and, where the alleged offender is the CAO, the report should be provided to the Reeve in conjunction with Human Resources."</i>	
	<i>Full points awarded</i>	
0	0	

3.16	Q. Are employees trained in the Harassment Prevention Plan?	5/5
Notes	23/25 interviewees confirmed training on the harassment prevention plan was done during orientation as well as through monthly safety meetings.	
0	0	
3.17	Q. Have the Violence and Harassment Policies and Procedures been reviewed?	5/5
Notes	Documentation review showed the violence and harassment policies, and procedures were developed on 2020-01-14. Records were not provided to show a review by the HSC had been requested nor that an incident involving violence or harassment in the workplace had taken place to prompt a review. Full points awarded	
0	0	
Comment	None entered.	
0	0	
Element 4	Joint Work Site Health and Safety Committees and Health and Safety Representatives	70/85 (82%)
0	Joint Work Site Health and Safety Committees are a key element of the internal responsibility system. It brings work site parties together to work on topics such as hazard identification and control, investigation of health and safety incidents, and responding to reports of dangerous work. If the employer has 1-4 employees as determined through the audit scope, this element may be marked not applicable.	
0	0	
4.01	Q. Do the terms of reference for the HSC include all legislated requirements?	0/5
Notes	A review of the Joint Worksite health and Safety Committee terms of reference showed 5/8 of the requirements under Part 13 Section 197 of the AB OH&S Code had been included. Not in place were: replacing a member mid-term, dispute resolutions process and addressing when members were not fulfilling their duties. The policy did include the selection of members and co-chairs (as example). 5/8 = 63%	
SFI	In order to ensure process are in place to allow for the effective operation of the HSC, which are legislatively complaint, it is a suggestion that the terms of reference be reviewed against requirements set out in Part 13 of the AB OH&S Code and amended to show compliance.	
0	0	
4.02	Q. Does a policy or procedure include all legislated requirements for a HS representative?	N/A
Notes	N/A; employeer is requied to have a Health and safty committee as employee count exceeds 19.	
0	0	
4.03	Q. Has the HSC been established as required in the terms of reference?	5/5
Notes	Documentation (HSC meeting minutes) confirmed one health and safety committee had been established, as required. Documentation showed the current committee had 11 members, representing both the employer and the employees. Full points awarded	
Strength	A health and safety committee was found in place with representation from all levels and operational areas. Demonstrating the commitment towards allowing employees an opportunity to participate in the health and safety program, as well as showing an understanding in that those who perform in the tasks are able to offer invaluable insight towards improvements.	
0	0	
4.04	Q. Has a HS representative been appointed?	N/A
Notes	N/A; employees is requied to have a Health and Safty committee as employee count exceeds 19.	
0	0	
4.05	Q. Have duties been written for the HSC and/or HS representative(s)?	5/5
Notes	Documentation review (Joint Workplace Health and Safety Committee Terms of Reference and Hazard Identification & Control Directive No. 0.02) confirmed all 4 required duties under Part 2 Section 13 of the AB OH&S Act had been included. For example the Directive stated the HSC is to participate in the annual review of the formal hazard assessments. Full points awarded	
SFI	Although points were award for all duties required of the HSC being addressed it was noted that the TOR has not been amended since the revision to the AB OH&S Legislation in December of 2021. To demonstrate compliance and be assured the committee is fulfilling their obligations it is a suggestion that the TOC be reviewed and amended to reflect current requirements.	
0	0	
4.06	Q. Have the HSC members and/or the HS representative(s) been trained in their duties and responsibilities?	8/10
Notes	Documentation confirmed 9/11 HSC members had received training to support their role on the committee. For example, one member had record of taking the AMHSA HSC/HSR training on March 29, 2022. 9/11 = 82%	
0	0	
4.07	Q. Do the HSC members and/or HS representative(s) understand their duties and responsibilities?	10/10
Notes	3/3 interviewees confirmed awareness of their responsibilities, such as participating in inspections, attending meeting and reviewing policies. Employees determined to be not applicable to question (22) if they were not members of the HSC.	
SFI	All HSC members interviewed were well aware of the their responsibilities as committee members, stating that they were included in all health and safety program decisions as well as fully supported by Management.	
0	0	
4.08	Q. Do HSC members and/or the HS representative(s) participate in health and safety activities?	8/10
Notes	21/25 interviewees confirmed the HSC participated in HS activities. Examples given included the development and review of FHAs, reviewing investigations report and inspecting the workplace.	
0	0	

4.09	Q. Is there a policy or procedure in place for the HSC and/or HS representative(s) to address employee concerns related to the health and safety system?	5/5
Notes	<i>Documentation review (HSC meeting minutes and HSC recommendation reports, HSC TOR) confirmed a process in place where the committee addressed employee concerns. For example, the TOR stated the HSC would be responsible for the receipt of HS concerns and complaints which would be first considered at the HSC meetings, then recommendations would be presented in writing to the to the CAO who would be responsible for disposition of all concerns brought forward.</i>	
Strength	<i>Full points awarded A concise, and detail process was in place to show concerns form the HSC were forwarded and addressed by Senior Management. The reports showed consideration from the CAO and timely responses. As well, concerns from workers to the HSC were found clearly tracked trough the review of safety meeting minutes and actionable items monitored through to completion on the HSC meeting minutes.</i>	
0	0	
4.1	Q. How do employees bring forward health and safety concerns and complaints?	9/10
Notes	<i>23/25 interviewees confirmed they were able to directly contact HSC members with concerns/complaints (names and contacts posted on HS boards) as well, as the HSC reviewing HS meeting minutes during their meeting and adressing all concerns raised at those meetings.</i>	
0	0	
4.11	Q. Is a process in place for the HSC and/or HS representative(s) to make health and safety recommendations to management?	10/10
Notes	<i>5/5 interviewees confirmed recommendations to Sr. Management were made through the HSC recommendation report process; where recommendations and the reasoning behind were presented to the CAO in a formal documented process.</i>	
0	0	
4.12	Q. Are health and safety concerns/complaints resolved in a timely manner?	5/5
Notes	<i>Documentation review confirmed concerns brought to Sr. Managements attention were resolved in a timely manner. 7 HSC recommendation reports were reviewed form the last twelve months. For example one report was a request/suggestion to have employees certified to deliver first aid training in house by the HSC on 11-19-2021 and was responded to by the CAO on 11-30-2021.</i>	
0	0	
4.13	Q. Does the HSC hold meetings as identified in the terms of reference?	4/5
Notes	<i>Documentation review confirmed the HSC had held 3/4 of their required quarterly meetings in the last 12 months. Meeting records were reviewed dated: July 16 2021, November 19, 2021 March 24, 2022. Records could not confirm a meeting had been held for the third quarter of 2021.</i>	
SFI	<i>3/4 = 75% In order to demonstrate compliance with policy, as well as allowing employees the ability to exercise their right to participate it is suggested that HSC meetings be held as per the frequency established in the program.</i>	
0	0	
4.14	Q. Are formal inspections completed prior to HSC meetings?	1/5
Notes	<i>Documentation review showed participation by an HSC member in 9/10 inspections completed in the 12 months (only 1 being conducted before the HSC meeting, inspection dated July 15 for the Fort Vermillion water treatment plant and HSC meeting held on July 16, 2021).</i>	
SFI	<i>¼ = 0.25 x 100%, 25, 1 Points awarded It is suggested that the HSC either participate in worksite inspections prior to the quarterly meetings as per the current policy, or that the policy be amended to reflect the requirement under AB OH&S as of December 2021 that the committee review completed inspection reports. Either option will demonstrate participation in the program by the HSC as well as managements commitment towards the health and safety committee.</i>	
0	0	
4.15	Q. Have the names and contact information of the HSC members and/or the HS representative(s) been posted?	0/0
Notes	0	
SFI	0	
0	0	
Comment	<i>None entered.</i>	
0	0	
Element 5	Qualifications, Orientation, and Training	93/100 (93%)
0	<i>Qualifications, orientations, and training are essential to ensure employees perform their job tasks in a safe and healthy manner. An employer is responsible to ensure the employee is competent.</i>	
0	0	
5.01	Q. Is there a process to ensure employees are qualified for the position for which they are being considered?	15/15
Notes	<i>A. Documentation (position descriptions which included pre-requisite education, training and experience required) confirmed a process in place to ensure employees were qualified for the roles they were being considered for. For example, education and experience requirements were reviewed for different positions, as well as supporting documentation in employees' files, such as divers licences when stated as a position requirement.</i>	
0	<i>Full points awarded B) 5/5 interviewees confirmed qualifications of applicants were vetted by the HR department though review of resumes, training and reference checks.</i>	
0	0	

5.02	Q. Does the orientation process cover OHS rights and critical health and safety information prior to starting regular duties?	5/5
Notes	<i>A review of the provided orientation form showed 6/6 of the required criteria had been included. For example the for included emergency response information, such as location of fire extinguishers, critical hazards and incident reporting.</i>	
0	<i>Full points awarded</i>	
0	<i>0</i>	
5.03	Q. Do managers/supervisors ensure orientations were conducted prior to employees starting regular duties?	10/10
Notes	<i>23/24 interviewees confirmed new employees were orientated by the HR department as well as provided with basic safety training, such as WHMIS then provided a site level orientation by either their direct Supervisor or Manager.</i>	
0	<i>0</i>	
5.04	Q. Are managers/supervisors provided with training to support them in their role?	11/15
Notes	<i>A) Training records showed 8/15 Supervisors and Managers had received training to support their role. For example, one employee had record of taking AMHSA's LSE course on November 24, 2021. 8/15 = 53%</i>	
	<i>B) 4/5 interviewees confirmed they were provided training to support their role, such as leadership for safety excellence.</i>	
SFI	<i>In order for Managers and Supervisors to be able to effectively carry out their primary task of ensuring the health and safety of those under their direction, training must be provided. It is suggested that all Supervisors and Mangers be provided with leadership training in order to assist them to preform their job responsibilities.</i>	
0	<i>0</i>	
5.05	Q. Do employees receive job-specific training when they are a new employee, assigned new tasks, or when an operational change affects their work?	19/20
Notes	<i>Documentation review confirmed 23/23 sampled employees had been provided with job specific training. For example, safety meeting records showed the review of safe work practices (adverse weather, backing and use of a bench grinder). As well as documentation in employee files detailing training such as skidsteer and wheel loader.</i>	
	<i>Full points awarded</i>	
	<i>B) 23/25 interviewees confirmed they were provided training to support their role during onboarding, such as WHMIS and office safety as well as ongoing training, such as flagger and confined space.</i>	
0	<i>0</i>	
5.06	Q. Does job-specific training include a practical demonstration?	10/10
Notes	<i>13/13 interviewees (6 workers determined as not applicable based on administrative job role) confirmed they had been deemed competency through practical demonstration. Example given include the use of mobile equipment, such as skidsteers, loader and graders where a course was set up in the yard that they had to transverse while being evaluated by their Supervisor.</i>	
0	<i>0</i>	
5.07	Q. Is there a process to assess competency of new and re-assigned workers?	10/10
Notes	<i>5/5 interviewees confirmed employees were deemed competed through on the job training and evaluation of mentors/Supervisors as well as though the documented competency process in regards to vehicles and equipment.</i>	
0	<i>0</i>	
5.09	Q. Is required refresher training provided?	10/10
Notes	<i>Training records reviewed confirmed re-fresher training was provided. 20 examples of first aid re-fresher training were provided (3-year recertification period). For example, one employee had record of taking first aid training on 2018-10-6 and again on 2021-04-30.</i>	
	<i>Full points awarded</i>	
Strength	<i>Employees who are provided training are able better recognize hazards and implement controls associated with the task, ultimately contributing to a safe workplace. Re-fresher training ensures employees are provided with the most current applicable information to work effectively and a safe and healthy manner. Records confirmed the commitment towards ensuring workers are trained was being followed through with.</i>	
0	<i>0</i>	
Comment	<i>None entered.</i>	
0	<i>0</i>	
Element 6	Other Parties at or in the Vicinity of the Work Site	48/70 (69%)
0	<i>Other employers, and/or self-employed persons, visitors, and external worksite parties must be included in the employer's health and safety management system.</i>	
0	<i>0</i>	
6.01	Q. Is a policy and/or process in place to address the protection of others not under the employer's direction?	10/10
Notes	<i>Review of the Employee Safety Handbook confirmed processes in place for the protection of other worksite parties, such as visitors and the public. For example, processes for public tours at the water treatment plant and orientations for visitors.</i>	
	<i>Full points awarded.</i>	
Strength	<i>Policies and process were found throughout the HS program demonstrating the understanding of the requirement to ensure the protection of external worksite parties, such as visitors and the public. This exemplified the organizations commitment towards the protection of all parties which may be impacted by activities.</i>	
0	<i>0</i>	

6.02	Q. Is a process in place that includes criteria for evaluating and selecting other employers and/or self-employed persons?	5/5
Notes	<i>Documentation review (Purchasing Authority Directive and Tendering Process) confirmed processes in place for the selection and evaluation of contractors. For example, the policy required verification of COR or Secor as well as WCB clearance be submitted for review.</i>	
0	<i>Full points awarded</i>	
0	<i>0</i>	
6.03	Q. Is a policy and/or process in place that includes a system for monitoring other employers and/or self-employed persons?	5/10
Notes	<i>A) Documentation review could not show a process in place to monitor contractors. Unable to award points</i>	
SFI	<i>B) 5/5 interviewees confirmed contractors were monitored through the formal and informal inspection process as well as through the review and participation of HS activities such as SSHAs and incidents. It is a suggestion that the process to monitor the safety performance of contractors be included in the program in order to ensure the safety expectations of the County are met and that all worksite parties are working in a safe and healthy manner.</i>	
0	<i>0</i>	
6.04	Q. Are health and safety orientations provided to visitors? Other employers and/or self-employed persons?	0/15
Notes	<i>Documentation was not available to confirm visitors or contractors were provided with an orientation. Unable to award points.</i>	
SFI	<i>Orientations serve to ensure persons on the work sites (internal and external) are at minimum, aware of the hazards that may affect their health and safety, controls in place for their protection as well as procedures to be followed in the event of an emergency. It is suggested that visitors and contractors be provided with an orientation when entering a facility or before beginning work to ensure their health and safety is protected. As well as retaining documentation to confirm adherence to process.</i>	
0	<i>0</i>	
6.05	Q. Does the employer communicate with external work site parties regarding their health and safety responsibilities while on site? Work site hazards and controls? When there are changes to the site?	15/15
Notes	<i>A) 5/5 interviewees confirmed contractors were made aware of their HS responsibilities through the orientation process and during kick off meetings.</i>	
	<i>B) 5/5 interviewees confirmed contractors were made aware of work site hazards and controls through tailgate meetings and the SSHA process prior to starting work.</i>	
	<i>C) 5/5 interviewees confirmed changes to the worksite were communicated at the morning tailgate meetings as well as through direct communication.</i>	
0	<i>0</i>	
6.06	Q. Is the health and safety policy communicated to other employers and/or self-employed persons?	4/5
Notes	<i>5/5 interviewees confirmed contractors were made aware of the county HS policy through orientations, as well as being provided a copy of the contractors safety handbook.</i>	
0	<i>0</i>	
6.07	Q. Is health and safety information readily available to affected external work site parties?	4/5
Notes	<i>4/5 interviewees confirmed external worksite parties were able to access health and safety information at each permanent facility (i.e. shops and offices) as well as being given a contractor safety handbook which contains all policies, practices and procedures after being awarded work.</i>	
0	<i>0</i>	
6.08	Q. Is a process in place to address non-compliance of other employers and/or self-employed persons under the direction of the contracting employer?	5/5
Notes	<i>Review of the Employee Safety Handbook confirmed a process in place for addressing instances of non-compliance with contractors. A progressive discipline process (verbal, written, termination) was included under contractor responsibilities.</i>	
	<i>Full points awarded.</i>	
0	<i>0</i>	
Comment	<i>None entered.</i>	
0	<i>0</i>	
Element 7	<i>Inspections</i>	32/45 (71%)
0	<i>The formal inspection process can proactively identify new potential hazards, as well as confirm the effectiveness of controls already in place.</i>	
0	<i>0</i>	
7.01	Q. Is there an inspection policy and/or process that states the frequency of inspections and includes the following: All areas of the operation? All employee levels?	5/10
Notes	<i>A) Documentation review (Formal Worksite Inspection Directive No. 0.06) showed that that the frequency for inspections was to be detailed on the Mackenzie County facility inspection schedule. Review of the provided 2021 and 2022 inspection schedules confirmed all areas of operation had been included (such as waste transfer stations and offices) however the provided documentation captured only the dates these inspections were conducted and not the frequency required for the inspections. Unable to award points.</i>	
	<i>B) Documentation review (Formal Worksite Inspection Directive No. 0.06) confirmed all employee levels (Sr Manager, Managers, Supervisors, and workers) had detailed responsibilities for the inspection process. For example, Supervisors are to complete the inspection corrective action report.</i>	
	<i>5 Points awarded.</i>	
SFI	<i>Inspections serve to ensure no new hazards have been introduced into the workplace as well as an opportunity to observe work activities for compliance with procedure. It is suggested that the frequency for formal inspections be included in the directive and monitored for compliance, in addition it is suggested that the required frequency be determined based on the risk levels of the work area. For example, the same frequency (annual) of all worksites may not be appropriate as the risk level is higher in areas such as shops that strictly administrative offices.</i>	
0	<i>0</i>	

7.02	Q. Are checklists or forms used for formal inspections?	5/5
Notes	<i>Documentation review confirmed one inspection report form in place which addressed all areas of operation (Formal Worksite Inspection and Hazard Assessment Report). Areas of inspection on the report included: materials, equipment and hazard controls. As well, the facility location and type being inspected was noted at the beginning of the first page of the report; i.e. office, water treatment plant etc.. Full points awarded</i>	
0	0	
7.03	Q. Have individuals leading formal inspections received training?	10/10
Notes	<i>5/5 employees leading the inspection process were confirmed as having been trained. For example, one Manager had record of taking AMHSA's LSE course on April 20, 2022. Full points awarded</i>	
Strength	<i>Training records confirmed all employees leading the formal inspection process had received training. This showed compliance with internal policies regarding training as well as follow through from Management.</i>	
0	0	
7.04	Q. Are formal inspections carried out in accordance with the policy and/or process by managers, supervisors, and workers?	7/15
Notes	<i>A) 10/10 completed inspections were shown to have been either reviewed or conducted by a Manager or the Senior Manager. Documentation could not confirm the inspection included employee observations. Unable to award points. B) 3/10 of the provided inspections showed participation by Supervisors (Directors as per the form and policy). For example, an inspection completed on July 7, 2021 for the La Crete public work office was signed off by the Fleet Maintenance Manager (Director, no Supervisors assigned to location) 3/10 = 30% C) 10/10 inspections were completed with worker participation. For example, an inspection conducted at the Fort Vermillion fire hall on April 4, 2021 was conducted with participation from 2 workers. Full points awarded</i>	
SFI	<i>In order to evaluate that employees are following established procedures and practices this needs to be observed. It is a suggestion that an observation process be incorporated in to the inspection form and, at minimum completed by Management when conducting their scheduled worksite inspections.</i>	
0	0	
7.05	Q. Is there a system to correct deficiencies identified through formal inspections?	5/5
Notes	<i>5/5 interviewees confirmed a process to correct deficiencies identified was in place. For example, interviewees stated the inspection assignment of responsibility, target and completion dates were included on the inspection form.</i>	
0	0	
7.06	Q. Have deficiencies identified through formal inspections been corrected?	0/0
Notes	0	
SFI	0	
0	0	
Comment	<i>None entered.</i>	
0	0	
Element 8	Emergency Response	49/60 (82%)
0	<i>An emergency response plan helps ensure appropriate and efficient actions will take place in the event of an emergency or disaster.</i>	
0	0	
8.01	Q. Have written emergency response plans been developed for potential emergencies?	9/10
Notes	<i>Review of the provided emergency response plans confirmed 8/9 appropriate emergency scenarios had been included. A total of 8 scenarios had been identified, such as fire, medical, severe weather and general threats. Not included were motor vehicle emergencies, which was determined as applicable based on employees driving fleet vehicles to perform tasks, and identified on formal hazard assessments. 8/9 = 89%</i>	
SFI	<i>In order to be assured that employees are aware of their responsibilities in the event of a motor vehicle accident or emergency it is suggested that plans be developed and all employees trained on the procedures to ensure their safety in the event of an emergency.</i>	
0	0	
8.02	Q. Do written emergency response plans include communication systems, emergency phone numbers, a list of emergency response personnel, appropriate response and monitoring the effectiveness of the plan?	10/10
Notes	<i>Review of the 6 sampled emergency response plans as well as the Employee Safety Handbook showed the following: A. Alarms (fire alarm) and telephone contacts, both internal and external were included on all reviewed plans, for example internal emergency coordinators and the poison center. Full points awarded. B. Emergency response numbers, such as the local hospital, and utility contact numbers were found included on all reviewed plans. Full points awarded. C. Contact names and numbers for employees designated to respond in an emergency were found listed, such as such as emergency coordinators and floor monitors. Full points awarded. D. Emergency response procedures were found included for all 8 identified emergencies. For example, for a medical emergency employees were to first call the medical emergency phone number. E. The requirement to conduct an annual ERP drill was found detailed in the Orientation and Training Directive No. 0.07, and included the requirement to hold evacuation, fire and violence and harassment drills. Full points awarded.</i>	
Strength	<i>Emergency response plans reviewed included all required information, which showed compliance with legislation as well as exemplifying the commitment toward employee protection in the event of an emergency.</i>	
0	0	

8.03	Q. Have employees received emergency response training appropriate to their individual responsibility?	10/10
Notes	<i>24/25 interviewees confirmed training on emergency responsibilities had been provided. Examples given included first aid, incident command and reviewing emergency response plans during on boarding.</i>	
0	0	
8.04	Q. Do employees understand their responsibilities under the emergency response plan?	10/10
Notes	<i>24/25 interviewees confirmed understanding of their responsibilities in the event of an emergency. Examples given included notifying others in the area, closing doors, and evacuating to the muster point.</i>	
0	0	
8.05	Q. Are emergency response drills conducted?	5/10
Notes	<i>Documentation was provided to confirm 3/6 of the sampled locations had conducted an ERP drill in the last 12 months. For example, an evacuation drill was conducted at the Fort Vermillion PW shop on August 24, 2021.</i>	
	<i>3/6 = 50%</i>	
SFI	<i>To ensure that the emergency response plans are appropriate, understood, and applicable to keep employees safe in the event of an emergency the plans need to be tested regularly, at all locations. It is suggested that the policy to conduct annual drills, at all locations be adhered to. This can be done wither through tabletop exercises or mock drills.</i>	
0	0	
8.06	Q. Have deficiencies in the emergency response plan identified through a drill been corrected?	0/5
Notes	<i>Review of the 3 completed ERP drill reports from the last 12 months showed two areas for improvement had been noted. For example on the drill conducted on August 24, 2021 at the Fort Vermillion PW shop it was noted that the monitors and coordinators needed to be updated on the plan. No documentation was available to show either deficiency had been corrected.</i>	
	<i>Unable to award points.</i>	
SFI	<i>It is suggested that deficienices ideintified from the ERP drills be corrected in a timely manner to ensure employees safety in the event of an emergency, as well as docuemted in order to show due-dillenece.</i>	
0	0	
8.07	Q. Have deficiencies in the emergency response plan identified through an actual emergency response been corrected?	N/A
Notes	<i>Not applicable, no emergencies had occurred in the last 12 months.</i>	
0	0	
8.08	Q. Do the numbers of employees trained in first aid meet legislated requirements?	5/5
Notes	<i>Documentation review (First aiders list/certificates and employee/location log) confirmed all 6 sampled locations were compliant with first aid trained personnel. For example 32 employees were listed as working out of the Fort Vermillion office, records showed 18 held current first aid training, legislative requirement for a low hazard work area is 1 emergency first aider.</i>	
	<i>Full points awarded.</i>	
0	0	
8.09	Q. Do first aid equipment, supplies, and facilities meet legislated requirements?	0/0
Notes	0	
SFI	0	
0	0	
Comment	<i>None entered.</i>	
0	0	
Element 9	Incident Investigation	68/90 (76%)
SFI	<i>Although full points awarded for the inclusion of external reporting in the event of an incident. It is suggested that these requirements be captured in the investigation policy, including the requirement to report to WCB. In the event of an incident, reporting timelines are strict. In order for all parties to be able to quickly access the requirements and aware of the authority to report having the information in concise policy is suggested.</i>	
0	0	
9.02	Q. Can employees explain the reporting procedures for incidents (including near miss), occupational illness, and work refusals?	10/10
Notes	<i>25/25 interviewees confirmed awareness of the process to report incidents, including near misses, occupational illnesses, and work refusals. Interviews stated they were required to report immediately to their direct Supervisor or Manager and complete an incident report.</i>	
Strength	<i>Employees at all levels were aware of the reporting process, showing education on incidents had taken place and that the process was understood.</i>	
0	0	
9.03	Q. Do employees report incidents, occupational illnesses, and work refusals?	5/5
Notes	<i>Documentation review confirmed employees reported incidents. 31 incident reports were provided for the last twelve months. For example, a vehicle collision on November 26, 2021.</i>	
	<i>Full points awarded</i>	
Strength	<i>Available investigation reports confirmed employees were following through on their responsibility to report incidents in the workplace. This demonstrated the commitment from Management, as well as showed a culture where employees felt secure to report.</i>	
0	0	
9.04	Q. Do employees report near misses?	5/5
Notes	<i>Documentation review confirmed near misses were reported. 3 Near miss reports were provided for the last twelve months. For example one report dated December 30, 2021 where a microwave plate was broken when overheated.</i>	
	<i>Full points awarded</i>	
0	0	

9.05	Q. Is there a procedure for investigating incidents (including near miss), occupational illness, and work refusals?	0/5
Notes	<i>Documentation review (Accident / Incident Investigation Directive No. 0.10) could not confirm the requirement to investigate incidents (near misses, occupational illnesses and work refusals) had been stated. The policy stated that the Supervisor and Safety Officer would conduct investigations (not specific), in order to discover root cause and provide recommendations.</i>	
	<i>2/3 = 67%</i>	
SFI	<i>It is a suggestion that the investigation policy be reviewed and amended to include the requirement to investigate all incidents, including near misses, occupational illnesses and work refusals. In order to demonstrate follow through on employee reporting and implementation of corrective actions to prevent re-occurrence after any incident has taken place.</i>	
0	0	
9.06	Q. Have the individuals leading investigations been trained in investigation techniques?	3/5
Notes	<i>Training records confirmed 2/3 of the employees sampled who were documented as leading investigations had received training. For example, one employee had record of taking AMHSA's LSE course on March 20, 2021.</i>	
	<i>2/3 = 67%</i>	
SFI	<i>It is suggested that a name line be added to the investigation report, currently only a signature line is in place to identify the lead investigator. This will allow for identification of involved persons when signatures are not legible.</i>	
0	0	
9.07	Q. Do managers/supervisors participate in investigations?	10/10
Notes	<i>5/5 interviewees of employees (Supervisors, Managers) interviewed confirmed Management participation in the investigation process, either through direct participation in the investigation, or through review of completed reports.</i>	
0	0	
9.08	Q. Do workers participate in the investigation process?	8/10
Notes	<i>15/19 interviewees confirmed participation in the investigation process. For example through discussion on proposed corrective actions as well as the HSC reviewing investigations and making recommendations.</i>	
SFI	<i>It is recommended that employees at all levels be given the opportunity to participate in the investigation process. This allows the opportunity to participate as well as offering additional involvement and insight to ensure corrective actions are meaningful to prevent re-occurrence.</i>	
0	0	
9.09	Q. Do investigations identify root causes? Recommend corrective actions?	5/10
Notes	<i>A) Review of the 20 sampled investigations reports from the last twelve months showed root cause had been identified on 14/20. For example, one report dated April 4, 2021 stated cause from a personal injury incident was as ice on road.</i>	
	<i>12/20 = 60%</i>	
	<i>B) 7/20 sampled incident investigation reports included the identification of corrective actions. For example one report involving an employee sustaining a burn on April 4, 2021 from steam detailed a corrective action to remark the measurement on the steam hose.</i>	
	<i>7/20 = 35%</i>	
SFI	<i>In order to demonstrate the commitment to ensure due-diligence in regards to the prevention of incidents and taking measures to prevent re-occurrence, corrective actions need to be identified during the investigation and reporting process. Corrective actions should be meaningful as well as able to be verified.</i>	
0	0	
9.1	Q. Are corrective actions identified in investigation reports implemented to prevent reoccurrence?	1/5
Notes	<i>Documentation was in place to verify 1/7 corrective actions had been implemented from the sampled incident investigation reports. The CA was a disciplinary action in regards to a property damage incident which was noted on the report. Documentation was not available to verify the close out of other corrective actions listed, such as policy reviews with employees as well as many statement to communicate with employees without documentation to verify completion, such as safety meeting minutes.</i>	
	<i>1/7 = 14%</i>	
SFI	<i>In order to demonstrate the commitment to prevent re-occurrence, corrective actions should be identified for all incidents and followed through on. In order to show completion, documentation should be retained. For example if a corrective action is to review a procedure with the employee(s) it may be relevant to do so in a safety meetings and file a copy with the investigation to demonstrate follow through.</i>	
0	0	
9.11	Q. Are investigations completed in a timely manner?	5/5
SFI	<i>Prior to signing off an investigation as complete it is suggested that all criteria, such as causation and the identification of corrective action is reviewed to ensure it has been included. Properly completed investigations demonstrate commitment from Management as well as assist in ensuring a safe and healthy work environment.</i>	
0	0	
9.13	Q. Are completed investigation reports/results communicated to employees?	9/10
Notes	<i>23/25 interviewees confirmed the results from investigation findings were communicated during monthly safety meetings. Employees gave examples such as backing incidents and motor vehicle accidents being reviewed.</i>	
0	0	
Comment	<i>None entered.</i>	
0	0	
Element 10	System Administration	57/70 (81%)
0	<i>System administration provides an evaluation of the overall effectiveness of the occupational health and safety management system (OHSMS).</i>	
0	0	

10.01	Q. Is there a system to confirm management communicates health and safety issues to workers? Workers can provide feedback on health and safety issues?	19/20
Notes	A) 19/19 interviewees confirmed they were made aware of health and safety concerns at safety meetings, as well as email and postings on the safety board. B) 18/19 interviewees confirmed they were able to offer feedback on health and safety issues during the safety meetings, to the HSC as well as directly to their Supervisor or Manager.	
Strength	Communicating relevant health and safety issues to employees shows compliance with legislation as far as informing workers as well as providing a safety and healthy workplace. Employees were able to give many examples of how pertinent HS information was communicated, depending on their location access to email and shift.	
0	0	
10.02	Q. Is health and safety information readily available to employees?	5/5
Notes	25/25 interviewees confirmed they had access to health and safety information. For example, being given an employee safety handbook, access to OH&S legislation on the safety boards and at all locations as well as through DocuShare.	
0	0	
10.03	Q. Are health and safety records/statistics analyzed to identify trends on at least an annual basis?	10/10
Notes	Documentation was provided (annual analysis of incidents report) to confirm health and safety statistics were being maintained and trends identified. For example, the report identified a decrease in personal injury from 2020 and an increase in collisions in 2021. Full points awarded	
Strength	The maintenance and review of HS statistical data offers opportunity to identify trends and implement plans and strategies to promote health and safety in the workplace. The detail of statistical information captured and the detail towards analyzation was identified as a strength through documentation review. As a program for capturing HS statistical data and trending is thoroughly established, it may be beneficial to consider tracking leading indicators. This will provide information which may correlation to lagging indicators and offer additional opportunity for improvement.	
0	0	
10.04	Q. Is senior management/management held accountable for the implementation of the OHSMS?	5/5
Notes	4/4 interviewees confirmed accountability towards the OHSMS through budget proposals, as well as reviewing policies.	
0	0	
10.05	Q. Is an OHSMS evaluation or action plan completed at least annually?	5/5
Notes	Documentation was provided to confirm annual health and safety audits were being conducted. COR audits from 2016-2021 were available on DocuShare to review. Full points awarded	
0	0	
10.06	Q. Are results from the OHSMS evaluation or action plan communicated to employees?	7/10
Notes	17/25 interviewees confirmed the results from annual HS system evaluation were communicated during a safety meeting once completed.	
SFI	Sharing results from the OHSMS system evaluations with all employees demonstrates transparency as well as the commitment towards continual improvement. It is a suggestion that the finding from the annual OCR audit be shared with all stakeholders.	
0	0	
10.07	Q. Was a plan developed to address identified OHSMS deficiencies from the previous evaluation?	5/5
Notes	Documentation review (Mackenzie County 2021 COR Audit Action Plan) confirmed an action plan was developed based on the findings from the 2021 internal audit. The plan included the party responsible, due dates and completion dates. For example, the plan detailed a need to ensure annual ERP drills were conducted and targeted for completion by May 31, 2022. Full points awarded	
0	0	
10.08	Q. Has the plan been implemented?	1/10
Notes	Documentation confirmed 1/10 action items on the 2021 internal COR audit action plan had been completed; which was to include the close out date of the action on the plan (target for March 20, 2022 and detailed as completed March 22, 2022). 1/10 = 10%	
SFI	In order to show progress and due-diligence towards the HS program it is suggested that the action plan developed based on the findings from the annual COR audits are acted upon in a timely manner.	
0	0	
Comment	None entered.	
0	0	
Conclusion	Again, I would like to thank Mackenzie County for the opportunity to participate in their annual COR audit. Overall, the positive safety culture in place was evident through interviews, with employees feeling protected and able to participate in the program. In order to ensure continual improvement, it is recommended that an action plan be developed and followed through with based on the audit findings. Congratulations on your continued dedication towards providing a safe and healthy workplace.	

Assessment and Control of Psychological Hazards in the Workplace

OHS information for employers and workers

Introduction

This bulletin focuses on the information for the identification and control of work-related psychological hazards. The terms psychological and psychosocial hazards are often used interchangeably. In this bulletin, we will use the term *psychological hazards*.

A psychological hazard is a situation, condition or thing that may affect the mental health of the worker and may result in physical effects by overwhelming individual coping mechanisms and impacting the worker's ability to work in a healthy and safe manner.

This bulletin is intended to outline a workplace strategy for control of psychological hazards that:

- can be shown to be effective;
- can be implemented, maintained and evaluated; and
- is based on current documented information.

This bulletin is intended to be effective in developing and improving OHS programs with respect to psychological hazards in the workplace. It is required that, as part of the work site hazard assessment, employers identify these work-related hazards and work to prevent them.

Are Employers Required to Address Work-Related Psychological Hazards?

All workers have a right to a mentally and physically healthy and safe work environment. Psychological hazards are included when the legislation states that employers must ensure the health and safety of all workers at their work site.

What Legislation Applies?

RESPONSIBILITY

Employers must ensure, as far as reasonably practicable, the health and safety of all workers at their work site workers at their work site. (Section 2(1) OHS Act).

Employers must:

- Assess a work site and identify existing or potential hazards;
- Involve workers in the hazard assessment and control process;
- Prepare a written and dated hazard assessment;
- Take measures to eliminate or control identified hazards;
- Make sure workers and contractors are informed of the hazards and the methods used to eliminate or control the hazards;
- Review hazard assessments periodically and when changes occur to the task, equipment or work environment;
- Where a worker makes a report related to a mental health concern the employer shall review the situation and take corrective action in a timely manner.

Assessment and Control of Psychological Hazards in the Workplace

Workers must:

- Take reasonable care to protect the health and safety of themselves and other workers; and
- Cooperate with their employer to protect the health and safety of themselves and other workers. (Section 2(2) OHS Act).

HAZARDS – What Are Psychological Hazards?

Psychological hazards are elements of the work environment, management practices and/or organizational practices that pose a risk to one's health and well-being. In addition to psychological effects, exposure to these hazards may produce physical symptoms.

Common psychological hazards include acute exposure to, harassment, violence or traumatic events. However, long term exposure to less severe hazards can also cause serious harm to health.

To cope with chronic exposure to these hazards, some workers may develop different coping behaviours or habits. Some negative behaviours such as drug or alcohol abuse can, in turn, be a source of additional stress and further erode psychological health.

The factors that impact the worker may be categorized as follows:

Environmental Factors

Unhealthy physical environments:

- indoor air quality;
- lighting; and
- noise.

Work Organizational Factors

- interpersonal relationships;
- critical incidents;
- organizational change;
- workload and pace;
- job security, content and control;
- technological change; and
- shift work and hours of work.

Personal Factors

- pre-existing substance abuse issues;
- pre-existing depression, anxiety, and other mental illness;
- age-related changes; and
- work-life conflict.

Where to Start?

MANAGEMENT COMMITMENT AND LEADERSHIP

Senior management should clearly indicate that management is committed to identifying and controlling psychological hazards in the workplace. Management should be committed to providing a psychologically safe work environment rather than considering psychological hazards to be simply "part of the job."

POLICY FOR WORKPLACE PSYCHOLOGICAL HAZARDS

Employers should develop one or more policies and procedures respecting workplace psychological hazards. It is important that the policy is clear, supportive and encourages the reporting and investigation of incidents.

The policy should include the following points:

- A definition of workplace psychological hazards;

Assessment and Control of Psychological Hazards in the Workplace

- The employer's commitment to recognize and address workplace psychological hazards;
- A statement that any acts of harassment are unacceptable;
- A requirement for a hazard assessment to be conducted that includes workplace related psychological hazards;
- Training requirements for employees and managers on recognition and reporting of psychological hazards in the workplace;
- The provision of support for workers suffering from exposure to workplace related psychological hazards; and
- The provisions for complainant or victim confidentiality.

HAZARD ASSESSMENT AND CONTROL

The hazard assessment process includes the identification of potential hazards for jobs and tasks at each work site. Each hazard is then assessed for the level of risk that it presents. Frontline workers play a pivotal role in the identification of hazards, evaluating risk and determining appropriate precautions. Individual responses to psychological hazards should be factored into this evaluation.

Successful strategies to control work-related mental health hazards involve three levels of prevention:

- Primary prevention focuses on the reduction or removal of workplace hazards at the organizational level such as:
 - Demands of the job;
 - Work environment and conditions; and
 - Effort-reward imbalance.
- Secondary prevention focuses on providing workers with the tools to deal appropriately with stress such as:

- Education and skills development;
- Management of personal perceptions of stress;
- Lifestyle management;
- Managing the personal work environment; and
- Communication strategies.

- Tertiary prevention focuses on treating the outcomes of those who now experience stress such as:

- Employee assistance program accessibility, counselling;
- Return to work program, modified duties and workplace accommodations as required; and
- Peer support networks.

Volume 5 of the Healthcare Industry series, *Best Practices Guides for the Assessment and Control of Psychological Hazards* is a resource for additional information, including a table of control options for varying workplace related psychological hazards presented in sections 5 & 6. The publication can be found online at:

<https://work.alberta.ca/documents/bp013-bestpractices-volume5.pdf>

HAZARD ASSESSMENT RELATED TO WORKER STRESS

The following is a checklist of workplace conditions that have been associated with increased worker stress.

- Poor communications at any or all levels.
- Inadequate participation or consultation of workers.
- Lack of opportunity for advancement.
- Job insecurity.

Assessment and Control of Psychological Hazards in the Workplace

- Role ambiguity or role conflict.
- Under-utilization of skill or knowledge.
- Lack of control over work content or workload.
- Lack of clarity in defining work.
- Too much or too little work.
- Fast paced work or time pressures.
- Inflexible schedules.
- Shift work.
- Working in social isolation.
- Interpersonal conflict among co-workers.
- Lack of social support.
- Poor relations between management and workers.
- Compassion fatigue.
- Inadequate work-life balance.
- Inadequate resources, including staffing and equipment.
- Technology changes or advancements.

TRAINING

Training provided to workers and management should address the following:

- Hazard assessments for workplace related psychological hazards;
- General knowledge about the types of psychological hazards and health effects associated with exposure to these hazards;
- A review of the employer's policies and procedures developed to address workplace psychological hazards; and
- Incident reporting expectations and procedures.

INCIDENT INVESTIGATING AND REPORTING PROCEDURES

All incidents or near misses that result or could result in psychological injury should be reported and investigated.

Due to the personal nature of these types of incidents, they may go unreported for fear of reprisal or blame. Unless incidents are investigated, they could be repeated.

Reporting processes (e.g. to human resources personnel) should be established in a way that respects the individual's right to privacy and does not put the person reporting the incident in jeopardy.

HOW TO REPORT TO OHS

You can make a health and safety complaint by either:

- submitting a complaint online at <https://work.alberta.ca/occupational-health-safety/file-a-complaint.html>
- calling the OHS Contact Centre;
 - 1-866-415-8690 (toll-free in Alberta)
 - 780-415-8690 (in Edmonton).
- You may remain anonymous if you choose

If you wish your complaint to remain confidential, OHS officers will maintain confidentiality to the best of their abilities but cannot guarantee it.

After you make the complaint:

- calls to the OHS Contact Centre are answered immediately;
- OHS acknowledges receipt of online complaints within 3 business days; and
- follow-up actions by OHS depend on the nature of the complaint and the number of complaints being processed.

Assessment and Control of Psychological Hazards in the Workplace

Contact Us

OHS Contact Centre

Edmonton & Surrounding area

- 780-415-8690

Throughout Alberta

- 1-866-415-8690

Deaf or hearing impaired:

- 780-427-9999 (Edmonton)
- 1-800-232-7215 (Alberta)

Website

[work.alberta.ca/ohs-contact us](http://work.alberta.ca/ohs-contact-us)

Get Copies of OHS Act, Regulation and Code

Alberta Queen's Printer

www.qp.gov.ab.ca

Occupational Health and Safety

work.alberta.ca/ohs-legislation

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Psychological Hazards in the Workplace

Sample policy statement for employers

_____ is committed to providing a physically and **psychologically healthy and safe workplace**. The management of _____ recognizes that workers and the company have a shared responsibility to promote the principles of mutual respect, confidentiality and cooperation, as outlined in this policy. Any act that can cause harm to worker psychological health is unacceptable and will not be tolerated.

PURPOSE

This policy outlines our commitment to protecting the **psychological health and safety** of our workers. The purpose of this policy is to ensure that individuals are aware that any harm to psychological health and safety is considered a serious offence and therefore will be addressed accordingly. Those subjected to psychological harm will be assisted in the pursuit of their complaint and provided with appropriate support.

DEFINITIONS

Psychological health

A state of well-being in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community. Source: Assembling the Pieces, Guidebook, Canadian Standards Association.

Psychological health and safety management system

An organizational management system consisting of policies, procedures, and practices put in place to assist organizations in creating a psychologically healthy and safe workplace.

Psychologically healthy and safe workplace

A workplace that promotes workers' psychological well-being and actively works to prevent harm to worker psychological health due to due to negligent, reckless, or intentional acts.

Workplace harassment

Means any objectionable or unwelcome conduct, comment, or action that a person knows or ought reasonably to know will or would cause offence or humiliation to a worker, but excludes any reasonable conduct of an employer or supervisor in respect of the management of workers or the workplace.

Sample Policy Statement

Manager or supervisor actions

No action shall be taken against an individual for making a complaint unless the complaint is made maliciously or without reasonable and probable grounds.

Reasonable actions by managers or supervisors to help manage, guide or direct workers or the workplace are not harassment. Appropriate worker performance reviews, counselling or discipline by a supervisor is not harassment.

CONFIDENTIALITY

_____ and its managers will not identify any involved parties or circumstances about a reported incident, except:

- when it is necessary in investigating the complaint
- if it is part of disciplinary action
- where it is required by law.

PROGRAM EVALUATION

The success of this policy and the procedures involves not only the implementation of the program but also ongoing evaluation.

_____ will evaluate this policy and procedures and will make adjustments whenever necessary to ensure the success of this program.

Signature of company owner/president

Date

FOR MORE INFORMATION:

- BP024 Assessment and Control of Psychological Hazards in the Workplace - OHS information for employers and workers
- BP024-1 Psychological Hazards in the Workplace Procedures Worksheet
- The CSA *National Standard for Psychological Health and Safety in the Workplace - Prevention, promotion, and guidance to staged implementation* CAN/CSA-Z1003-13/BNQ 9700-803/2013 <http://shop.csa.ca/page/home>
- Mental Health Commission of Canada <http://www.mentalhealthcommission.ca/>

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Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13th, 2022
Presented By:	Don Roberts, Director of Community Services
Title:	Budget Amendment Request – Jubilee Park Walkway

BACKGROUND / PROPOSAL:

During 2020 budget deliberations (Fall 2019), Administration identified the need to repair and re-pave the walkway in Jubilee Park. It is unsure how the cost was determined at the time.

During the summer of 2020, after a change in Administration, a new quote was received for the project, totaling \$25,000.

At this time, administration was directed to look into alternative repairs. The idea of replacing the path with gravel was discussed. With new walking trails within the park that was donated, the idea of the County fixing the old walkways with a gravel top was unfavorably received. The most recent quote was received with significant increases.

In August of 2022, Administration presented the Community Services Committee with the issue. The following motion was made.

CS Motion:

That a recommendation be made to Council that the Jubilee Park Walkway TCA project budget be amended from \$10,000 to \$37,000 with funding coming from the General Operating Reserve.

OPTIONS & BENEFITS:

Option 1

Amend the Jubilee walkway TCA project with an additional \$26,750

Author: D. Roberts **Reviewed by:** _____ **CAO:** B Peters

Option 2

Direct Administration to utilize existing funds to repair walkway.

COSTS & SOURCE OF FUNDING:

Original funds - \$10,000.00

Final Cost - \$36,750.00

Difference - \$26,750

SUSTAINABILITY PLAN:

COMMUNICATION / PUBLIC PARTICIPATION:

POLICY REFERENCES:

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Jubilee Park Walkway TCA project budget be amended from \$10,000 to \$37,000 with funding in the amount of \$27,000 coming from the General Operating Reserve.

Author: _____ Reviewed by: _____ CAO: B Peters



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Jennifer Batt, Director of Finance
Title:	Financial Reports – January – August 31, 2022

BACKGROUND / PROPOSAL:

The Finance Department also provides monthly financial reports to Council as per policy. January – August 31, 2022 reports are attached for review.

During Budget deliberations, Council approved projects with funding from various reserves, and requested that administration review available grants to fund approved projects. The attached Capital project sheet identifies project-funding recommendations.

OPTIONS & BENEFITS:

Financial Reports to Council

Council shall receive the following reports monthly:

- Statement comparing actual operating revenues and expenditures to budget for the year-to-date (January – August 31, 2022)
- A report of funds invested in term deposits and other securities
 - (January – July 31, 2022)
- Project progress reports including expenditures to budget until August 31, 2022.

COSTS & SOURCE OF FUNDING:

N/A

SUSTAINABILITY PLAN:

N/A

Author: J. Batt Reviewed by: _____ CAO: _____

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES:

Policy FIN010 – Financial Reports

RECOMMENDED ACTION:

Motion #1

Simple Majority Requires 2/3 Requires Unanimous

That the August 31, 2022 Capital Projects funding be amended as presented.

Motion #2

Simple Majority Requires 2/3 Requires Unanimous

That the financial reports for January to August 31, 2022 be received for information.

Author: J. Batt Reviewed by: _____ CAO: _____

Mackenzie County
Summary of All Units January - August 2022

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
100-Municipal Taxes	\$24,358,080	\$24,310,502	\$47,578
101-Lodge Requisition	\$815,695	\$814,060	\$1,635
102-School Requisition	\$6,612,576	\$6,600,731	\$11,845
103-Designated Ind. Property	\$72,796	\$72,558	\$238
124-Frontage	\$99,450	\$53,204	\$46,246
261-Ice Bridge	\$140,000	\$135,000	\$5,000
420-Sales of goods and services	\$1,005,720	\$549,748	\$455,972
421-Sale of water - metered	\$3,529,675	\$2,298,312	\$1,231,363
422-Sale of water - bulk	\$937,608	\$794,227	\$143,381
424-Sale of land	\$10,000		\$10,000
510-Penalties on taxes	\$700,000	\$131,213	\$568,787
511-Penalties of AR and utilities	\$21,000	\$21,023	(\$23)
520-Licenses and permits	\$55,000	\$44,679	\$10,321
521-Offsite levy	\$20,000	\$175,910	(\$155,910)
522-Municipal reserve revenue	\$150,000	\$33,320	\$116,680
526-Safety code permits	\$300,000	\$149,517	\$150,483
525-Subdivision fees	\$75,000	\$55,155	\$19,845
530-Fines	\$9,000	\$5,049	\$3,951
531-Safety code fees	\$8,000	\$6,106	\$1,894
550-Interest revenue	\$325,000	\$292,385	\$32,615
551-Market value changes		\$4,896	(\$4,896)
560-Rental and lease revenue	\$174,127	\$105,728	\$68,399
597-Other revenue	\$28,662	\$18,557	\$10,105
598-Community aggregate levy	\$85,000		\$85,000
630-Sale of non-TCA equipment		\$150	(\$150)
840-Provincial grants	\$602,353	\$498,201	\$104,152
909-Other Sources -Grants	\$105,250	\$36,066	\$69,184
930-Contribution from Operating Reserves	\$2,989,811		\$2,989,811
940-Contribution from Capital Reserves	\$20,000		\$20,000
TOTAL REVENUE	\$43,249,803	\$37,206,297	\$6,043,506
Excluding Requisitions	\$35,748,736	\$29,718,948	\$6,029,788

Mackenzie County
Summary of All Units January - August 2022

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING EXPENSES			
110-Wages and salaries	\$6,770,291	\$4,302,553	\$2,467,738
132-Benefits	\$1,319,040	\$846,680	\$472,360
136-WCB contributions	\$127,393	\$26,084	\$101,309
142-Recruiting	\$15,000		\$15,000
150-Isolation cost	\$43,200	\$33,533	\$9,667
151-Honoraria	\$587,360	\$333,828	\$253,532
211-Travel and subsistence	\$336,614	\$144,176	\$192,438
212-Promotional expense	\$36,000	\$7,375	\$28,625
214-Memberships & conference fees	\$129,977	\$70,912	\$59,065
215-Freight	\$98,450	\$52,381	\$46,069
216-Postage	\$62,050	\$36,059	\$25,991
217-Telephone	\$118,420	\$68,899	\$49,521
221-Advertising	\$77,400	\$66,648	\$10,752
223-Subscriptions and publications	\$12,600	\$9,768	\$2,832
231-Audit fee	\$115,000	\$108,500	\$6,500
232-Legal fee	\$100,000	\$41,368	\$58,632
233-Engineering consulting	\$192,000	\$68,398	\$123,602
235-Professional fee	\$215,700	\$131,308	\$84,392
236-Enhanced policing fee	\$531,924	\$97,186	\$434,738
239-Training and education	\$101,340	\$32,502	\$68,838
242-Computer programming	\$214,675	\$27,288	\$187,387
243-Waste Management	\$531,800	\$273,280	\$258,520
251-Repair & maintenance - bridges	\$159,500	\$103,003	\$56,497
252-Repair & maintenance - buildings	\$155,640	\$71,546	\$84,094
253-Repair & maintenance - equipment	\$409,950	\$242,280	\$167,670
255-Repair & maintenance - vehicles	\$102,400	\$60,054	\$42,346
258-Contract graders	\$776,302	\$400,857	\$375,445
259-Repair & maintenance - structural	\$1,545,700	\$522,448	\$1,023,252
260-Roadside Mowing & Spraying	\$415,133	\$200,756	\$214,377
261-Ice bridge construction	\$125,000	\$117,521	\$7,479
262-Rental - building and land	\$64,650	\$52,735	\$11,915
263-Rental - vehicle and equipment	\$104,530	\$50,264	\$54,266
266-Communications	\$155,992	\$83,489	\$72,503
271-Licenses and permits	\$23,000	\$863	\$22,137
272-Damage claims		\$5,788	(\$5,788)
274-Insurance	\$590,534	\$531,578	\$58,956
342-Assessor fees	\$282,502	\$100,478	\$182,024
290-Election cost	\$3,000		\$3,000
511-Goods and supplies	\$963,313	\$748,607	\$214,706
515-Lab Testing	\$50,500	\$31,634	\$18,866
521-Fuel and oil	\$645,700	\$788,197	(\$142,497)
531-Chemicals and salt	\$456,800	\$161,021	\$295,779
532-Dust control	\$890,000	\$758,544	\$131,456
533-Grader blades	\$143,000	\$59,994	\$83,006
534-Gravel (apply; supply and apply)	\$3,578,583	\$2,463,303	\$1,115,280
994-Change in Inventory	\$300,000		\$300,000
543-Natural gas	\$128,013	\$121,811	\$6,202
544-Electrical power	\$717,093	\$499,730	\$217,363
550-Carbon Tax	\$104,000	\$97,433	\$6,567
710-Grants to local governments	\$2,250,000	\$2,250,000	\$0
735-Grants to other organizations	\$2,329,147	\$2,072,682	\$256,465
747-School requisition	\$6,612,576	\$2,327,442	\$4,285,134
750-Lodge requisition	\$815,695	\$798,705	\$16,990
760-Designated Ind. Property	\$72,796	\$70,195	\$2,601
763/764-Contributed to Reserve	\$2,407,959		\$2,407,959
810-Interest and service charges	\$22,360	\$13,986	\$8,374
831-Interest - long term debt	\$366,662	\$156,644	\$210,018
832-Principle - Long term debt	\$1,356,458	\$736,227	\$620,231
921-Bad Debt	\$1,500,000		\$1,500,000
Non-TCA projects	\$889,077	\$812,333	\$76,744
DRP EXPENSES		\$750,831	
TOTAL EXPENSES	\$43,249,799	\$24,290,875	\$18,958,924
Excluding Requisitions	\$35,748,732	\$21,094,533	\$14,654,199
995-Amortization of TCA	\$10,250,393		\$10,250,393

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
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OPERATING EXPENSES			
132-Benefits	\$45,836	\$31,382	\$14,454
136-WCB contributions	\$8,119	\$1,581	\$6,538
151-Honoraria	\$475,560	\$299,125	\$176,435
211-Travel and subsistence	\$210,373	\$89,205	\$121,168
214-Memberships & conference fees	\$64,150	\$47,382	\$16,768
216-Postage		\$789	(\$789)
217-Telephone	\$7,700	\$4,267	\$3,434
221-Advertising	\$1,000		\$1,000
223-Subscriptions and publications	\$750		\$750
235-Professional fee	\$8,000		\$8,000
239-Training and education	\$1,700	\$1,543	\$158
262-Rental - building and land		\$135	(\$135)
266-Communications	\$15,600	\$7,864	\$7,736
274-Insurance	\$2,194	\$1,828	\$366
290-Election cost	\$3,000	\$0	\$3,000
511-Goods and supplies	\$9,700	\$1,650	\$8,050
TOTAL EXPENSES	\$853,682	\$486,750	\$366,932
Excluding Requisitions	\$853,682	\$486,750	\$366,932
<hr/>			
TOTAL EXPENSES	\$853,682	\$486,750	\$366,932
EXCESS (DEFICIENCY)	(\$853,682)	(\$486,750)	(\$366,932)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
420-Sales of goods and services	\$31,050	\$54,448	(\$23,398)
510-Penalties on taxes	\$700,000	\$131,213	\$568,787
511-Penalties of AR and utilities	\$9,000	\$8,655	\$345
550-Interest revenue	\$325,000	\$292,385	\$32,615
551-Market value changes		\$4,896	(\$4,896)
560-Rental and lease revenue	\$54,300	\$45,286	\$9,014
597-Other revenue	\$15,000	\$17,695	(\$2,695)
598-Community aggregate levy	\$85,000		\$85,000
840-Provincial grants	\$48,502	\$19,020	\$29,482
890-Gain (Loss) Penny Rounding		\$1	(\$1)
909-Other Sources -Grants	\$50,000		\$50,000
930-Contribution from Operating Reserves	\$75,000		\$75,000
TOTAL REVENUE	\$1,392,852	\$573,599	\$819,253
Excluding Requisitions	\$1,392,852	\$573,599	\$819,253
OPERATING EXPENSES			
110-Wages and salaries	\$1,791,159	\$1,068,408	\$722,751
132-Benefits	\$353,752	\$212,119	\$141,633
136-WCB contributions	\$28,995	\$6,570	\$22,425
142-Recruiting	\$15,000		\$15,000
150-Isolation cost	\$14,400	\$9,600	\$4,800
211-Travel and subsistence	\$29,851	\$9,101	\$20,750
212-Promotional expense	\$21,000	\$4,969	\$16,031
214-Memberships & conference fees	\$21,832	\$4,275	\$17,557
215-Freight	\$9,000	\$4,268	\$4,732
216-Postage	\$24,550	\$26,921	(\$2,371)
217-Telephone	\$43,600	\$28,385	\$15,215
221-Advertising	\$64,000	\$61,089	\$2,911
223-Subscriptions and publications	\$8,250	\$4,041	\$4,209
231-Audit fee	\$115,000	\$108,500	\$6,500
232-Legal fee	\$100,000	\$37,890	\$62,110
235-Professional fee	\$75,000	\$19,585	\$55,415
239-Training and education	\$19,620	\$10,785	\$8,835
242-Computer programming	\$124,300	\$12,176	\$112,124
243-Waste Management	\$4,800	\$4,753	\$47
252-Repair & maintenance - buildings	\$59,150	\$29,671	\$29,479
253-Repair & maintenance - equipment	\$9,100	\$2,174	\$6,926
255-Repair & maintenance - vehicles	\$5,600	\$1,403	\$4,197
259-Repair & maintenance - structural	\$500		\$500
262-Rental - building and land		\$30	(\$30)
263-Rental - vehicle and equipment	\$29,494	\$11,780	\$17,714
266-Communications	\$51,660	\$24,715	\$26,945
271-Licenses and permits		\$112	(\$112)
274-Insurance	\$106,711	\$101,289	\$5,422
342-Assessor fees	\$282,502	\$100,478	\$182,024
511-Goods and supplies	\$90,500	\$35,751	\$54,749
521-Fuel and oil	\$20,600	\$11,891	\$8,709
543-Natural gas	\$18,516	\$17,506	\$1,010
544-Electrical power	\$81,058	\$61,283	\$19,775
710-Grants to local governments	\$2,250,000	\$2,250,000	\$0
763/764-Contributed to Reserve	\$169,450		\$169,450
810-Interest and service charges	\$21,000	\$13,301	\$7,699
921-Bad Debt	\$1,500,000		\$1,500,000
Non-TCA projects	\$125,000	\$102,829	\$22,171
TOTAL EXPENSES	\$7,684,950	\$4,397,650	\$3,287,300
Excluding Requisitions	\$7,684,950	\$4,397,650	\$3,287,300
995- Amortization of TCA	\$347,368		\$347,368
TOTAL EXPENSES	\$8,032,318	\$4,415,254	\$3,617,064
EXCESS (DEFICIENCY)	(\$6,639,466)	(\$3,841,655)	(\$2,797,811)

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
420-Sales of goods and services	\$173,900	\$16,894	\$157,006
909-Other Sources -Grants	\$15,000		\$15,000
930-Contribution from Operating Reserves	\$15,000		\$15,000
TOTAL REVENUE	\$203,900	\$16,894	\$187,006
Excluding Requisitions	\$203,900	\$16,894	\$187,006
OPERATING EXPENSES			
110-Wages and salaries	\$44,925	\$28,873	\$16,052
132-Benefits	\$7,618	\$5,490	\$2,128
136-WCB contributions	\$782	\$165	\$617
151-Honoraria	\$111,800	\$34,704	\$77,096
211-Travel and subsistence	\$5,950	\$7,284	(\$1,334)
214-Memberships & conference fees	\$3,630	\$375	\$3,255
215-Freight	\$1,000	\$1,512	(\$512)
217-Telephone	\$27,440	\$15,726	\$11,714
239-Training and education	\$44,420	\$3,065	\$41,355
252-Repair & maintenance - buildings	\$10,500	\$7,136	\$3,364
253-Repair & maintenance - equipment	\$29,600	\$9,907	\$19,693
255-Repair & maintenance - vehicles	\$8,700	\$6,077	\$2,623
258-Contract graders	\$17,000		\$17,000
259-Repair & maintenance - structural	\$1,500		\$1,500
263-Rental - vehicle and equipment	\$27,000	\$11,996	\$15,004
266-Communications	\$69,012	\$39,688	\$29,324
271-Licenses and permits	\$4,000		\$4,000
272-Damage claims		\$385	(\$385)
274-Insurance	\$48,867	\$41,691	\$7,176
511-Goods and supplies	\$113,274	\$26,899	\$86,375
521-Fuel and oil	\$17,000	\$10,020	\$6,980
543-Natural gas	\$14,166	\$13,266	\$900
544-Electrical power	\$16,707	\$12,180	\$4,527
Non-TCA projects	\$30,000		\$30,000
TOTAL EXPENSES	\$654,891	\$276,436	\$378,455
Excluding Requisitions	\$654,891	\$276,436	\$378,455
995-Amortization of TCA	\$202,247		\$202,247
TOTAL EXPENSES	\$857,138	\$276,436	\$580,702
EXCESS (DEFICIENCY)	(\$653,238)	(\$259,542)	(\$393,696)

Mackenzie County
25-Ambulance/Municipal Emergency

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
560-Rental and lease revenue	\$40,500	\$23,625	\$16,875
TOTAL REVENUE	\$40,500	\$23,625	\$16,875
Excluding Requisitions	\$40,500	\$23,625	\$16,875
OPERATING EXPENSES			
252-Repair & maintenance - buildings	\$7,000	\$1,976	\$5,024
274-Insurance	\$3,434	\$1,715	\$1,719
TOTAL EXPENSES	\$10,434	\$3,691	\$6,743
Excluding Requisitions	\$10,434	\$3,691	\$6,743
995-Amortization of TCA	\$12,328		\$12,328
TOTAL EXPENSES	\$22,762	\$3,691	\$19,072
EXCESS (DEFICIENCY)	\$17,738	\$19,934	(\$2,197)

Mackenzie County
26-Enforcement Services

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
520-Licenses and permits	\$1,000		\$1,000
530-Fines	\$9,000	\$5,049	\$3,951
560-Rental and lease revenue	\$13,827	\$9,218	\$4,609
TOTAL REVENUE	\$23,827	\$14,267	\$9,560
Excluding Requisitions	\$23,827	\$14,267	\$9,560
OPERATING EXPENSES			
110-Wages and salaries	\$14,975	\$9,624	\$5,351
132-Benefits	\$2,539	\$1,830	\$709
136-WCB contributions	\$261	\$55	\$206
211-Travel and subsistence	\$7,000	\$417	\$6,583
217-Telephone	\$1,200		\$1,200
223-Subscriptions and publications	\$1,300	\$2,439	(\$1,139)
235-Professional fee	\$2,000	\$180	\$1,820
236-Enhanced policing fee	\$531,924	\$97,186	\$434,738
239-Training and education	\$8,000	\$3,870	\$4,130
252-Repair & maintenance - buildings	\$12,050		\$12,050
258-Contract graders	\$8,000	\$3,600	\$4,400
266-Communications	\$500	\$435	\$65
274-Insurance	\$6,240	\$5,200	\$1,040
511-Goods and supplies	\$500	\$574	(\$74)
521-Fuel and oil	\$500	\$719	(\$219)
TOTAL EXPENSES	\$596,989	\$126,130	\$470,859
Excluding Requisitions	\$596,989	\$126,130	\$470,859
995-Amortization of TCA	\$565		\$565
TOTAL EXPENSES	\$597,554	\$126,130	\$471,424
EXCESS (DEFICIENCY)	(\$573,727)	(\$111,863)	(\$461,864)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
124-Frontage	\$81,100	\$34,910	\$46,190
261-Ice Bridge	\$140,000	\$135,000	\$5,000
420-Sales of goods and services	\$291,570	\$188,738	\$102,832
520-Licenses and permits	\$4,000	\$3,659	\$341
630-Sale of non-TCA equipment		\$150	(\$150)
840-Provincial grants	\$121,262	\$121,262	\$0
930-Contribution from Operating Reserves	\$2,155,183		\$2,155,183
TOTAL REVENUE	\$2,793,115	\$483,719	\$2,309,396
Excluding Requisitions	\$2,793,115	\$483,719	\$2,309,396
OPERATING EXPENSES			
110-Wages and salaries	\$2,633,342	\$1,772,604	\$860,738
132-Benefits	\$486,010	\$309,182	\$176,828
136-WCB contributions	\$44,488	\$9,329	\$35,159
150-Isolation cost	\$14,400	\$9,256	\$5,144
211-Travel and subsistence	\$15,000	\$22,053	(\$7,053)
214-Memberships & conference fees	\$12,450	\$715	\$11,735
215-Freight	\$20,000	\$18,326	\$1,674
216-Postage		\$2	(\$2)
217-Telephone	\$15,180	\$8,263	\$6,917
221-Advertising	\$900	\$115	\$785
223-Subscriptions and publications	\$2,000	\$3,288	(\$1,288)
233-Engineering consulting	\$90,000	\$48,826	\$41,174
235-Professional fee	\$10,000	\$5,187	\$4,813
239-Training and education	\$6,000	\$11,479	(\$5,479)
251-Repair & maintenance - bridges	\$159,500	\$103,003	\$56,497
252-Repair & maintenance - buildings	\$28,390	\$22,722	\$5,668
253-Repair & maintenance - equipment	\$177,000	\$143,940	\$33,060
255-Repair & maintenance - vehicles	\$52,400	\$34,060	\$18,340
258-Contract graders	\$260,000	\$102,304	\$157,696
259-Repair & maintenance - structural	\$905,050	\$283,488	\$621,562
261-Ice bridge construction	\$125,000	\$117,521	\$7,479
262-Rental - building and land	\$3,150	\$5,570	(\$2,420)
263-Rental - vehicle and equipment	\$5,000	\$206	\$4,794
266-Communications	\$11,340	\$8,489	\$2,851
271-Licenses and permits	\$7,225	\$350	\$6,875
272-Damage claims		\$1,739	(\$1,739)
274-Insurance	\$179,782	\$154,040	\$25,742
511-Goods and supplies	\$371,239	\$481,016	(\$109,777)
521-Fuel and oil	\$540,000	\$373,630	\$166,370
531-Chemicals and salt	\$165,000		\$165,000
532-Dust control	\$890,000	\$758,544	\$131,456
533-Grader blades	\$143,000	\$59,994	\$83,006
534-Gravel (apply; supply and apply)	\$3,568,583	\$2,463,303	\$1,105,280
994-Change in Inventory	\$300,000		\$300,000
543-Natural gas	\$14,201	\$13,442	\$759
544-Electrical power	\$274,685	\$178,723	\$95,962
550-Carbon Tax	\$104,000	\$97,433	\$6,567
763/764-Contributed to Reserve	\$633,228		\$633,228
831-Interest - long term debt	\$345,554	\$146,997	\$198,557
832-Principle - Long term debt	\$1,006,843	\$546,049	\$460,794
Non-TCA projects	\$6,600	\$610,549	(\$603,949)
TOTAL EXPENSES	\$13,626,540	\$8,925,737	\$4,700,803
Excluding Requisitions	\$13,626,540	\$8,925,737	\$4,700,803
995-Amortization of TCA	\$6,709,150		\$6,709,150
TOTAL EXPENSES	\$20,335,690	\$8,925,737	\$11,409,953
EXCESS (DEFICIENCY)	(\$17,542,575)	(\$8,442,019)	(\$9,100,556)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
420-Sales of goods and services	\$27,500	\$10,321	\$17,179
560-Rental and lease revenue	\$34,542	\$26,681	\$7,861
930-Contribution from Operating Reserves	\$32,708		\$32,708
TOTAL REVENUE	\$94,750	\$37,002	\$57,748
Excluding Requisitions	\$94,750	\$37,002	\$57,748
OPERATING EXPENSES			
110-Wages and salaries	\$39,008	\$21,436	\$17,572
132-Benefits	\$7,947	\$2,994	\$4,953
136-WCB contributions	\$680	\$143	\$537
211-Travel and subsistence	\$4,000		\$4,000
214-Memberships & conference fees	\$4,500	\$200	\$4,300
215-Freight	\$1,000		\$1,000
223-Subscriptions and publications	\$300		\$300
235-Professional fee	\$10,000		\$10,000
239-Training and education	\$3,200		\$3,200
252-Repair & maintenance - buildings	\$3,500		\$3,500
253-Repair & maintenance - equipment	\$32,000		\$32,000
255-Repair & maintenance - vehicles	\$3,300		\$3,300
259-Repair & maintenance - structural	\$26,200		\$26,200
262-Rental - building and land	\$60,000	\$45,000	\$15,000
266-Communications	\$4,880	\$1,247	\$3,633
271-Licenses and permits	\$1,725		\$1,725
274-Insurance	\$7,027	\$5,969	\$1,058
511-Goods and supplies	\$1,000	\$2,888	(\$1,888)
521-Fuel and oil	\$1,700	\$798	\$902
531-Chemicals and salt	\$17,500	\$6,347	\$11,153
543-Natural gas	\$3,642	\$3,260	\$382
544-Electrical power	\$26,579	\$23,253	\$3,326
Non-TCA projects	\$32,708		\$32,708
TOTAL EXPENSES	\$292,396	\$113,535	\$178,861
Excluding Requisitions	\$292,396	\$113,535	\$178,861
995-Amortization of TCA	\$196,006		\$196,006
TOTAL EXPENSES	\$488,402	\$113,535	\$374,867
EXCESS (DEFICIENCY)	(\$393,652)	(\$76,533)	(\$317,119)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
124-Frontage	\$5,950	\$5,926	\$24
420-Sales of goods and services	\$68,500	\$45,124	\$23,376
421-Sale of water - metered	\$2,392,568	\$1,601,163	\$791,405
422-Sale of water - bulk	\$928,708	\$789,727	\$138,981
511-Penalties of AR and utilities	\$12,000	\$12,368	(\$368)
521-Offsite levy	\$20,000	\$175,910	(\$155,910)
597-Other revenue		\$863	(\$863)
930-Contribution from Operating Reserves	\$220,080		\$220,080
TOTAL REVENUE	\$3,647,806	\$2,631,079	\$1,016,727
Excluding Requisitions	\$3,647,806	\$2,631,079	\$1,016,727
OPERATING EXPENSES			
110-Wages and salaries	\$542,765	\$338,006	\$204,759
132-Benefits	\$94,871	\$61,779	\$33,092
136-WCB contributions	\$12,939	\$1,991	\$10,948
150-Isolation cost	\$8,640	\$8,806	(\$166)
211-Travel and subsistence	\$44,600	\$9,186	\$35,414
214-Memberships & conference fees	\$3,020	\$1,680	\$1,340
215-Freight	\$60,100	\$26,568	\$33,532
216-Postage	\$31,500	\$8,045	\$23,455
217-Telephone	\$18,000	\$9,167	\$8,833
221-Advertising	\$500		\$500
233-Engineering consulting	\$26,000	\$8,769	\$17,231
239-Training and education	\$8,750	\$1,306	\$7,444
242-Computer programming	\$7,500	\$3,293	\$4,207
252-Repair & maintenance - buildings	\$15,900	\$8,357	\$7,543
253-Repair & maintenance - equipment	\$73,950	\$29,595	\$44,355
255-Repair & maintenance - vehicles	\$10,800	\$12,780	(\$1,980)
258-Contract graders	\$77,600	\$31,931	\$45,669
259-Repair & maintenance - structural	\$69,700	\$26,891	\$42,809
262-Rental - building and land	\$1,500	\$2,000	(\$500)
263-Rental - vehicle and equipment	\$1,500	\$3,700	(\$2,200)
266-Communications	\$2,000	\$1,051	\$949
271-Licenses and permits	\$950	\$351	\$599
272-Damage claims		\$3,086	(\$3,086)
274-Insurance	\$136,369	\$124,927	\$11,443
511-Goods and supplies	\$302,300	\$161,683	\$140,617
515-Lab Testing	\$45,000	\$31,444	\$13,556
521-Fuel and oil	\$46,000	\$36,583	\$9,417
531-Chemicals and salt	\$143,300	\$61,396	\$81,904
543-Natural gas	\$71,997	\$70,408	\$1,589
544-Electrical power	\$276,800	\$192,132	\$84,668
763/764-Contributed to Reserve	\$1,066,043		\$1,066,043
831-Interest - long term debt	\$11,719	\$6,160	\$5,559
832-Principle - Long term debt	\$215,113	\$107,256	\$107,857
Non-TCA projects	\$220,080	\$6,270	\$213,810
TOTAL EXPENSES	\$3,647,806	\$1,396,597	\$2,251,209
Excluding Requisitions	\$3,647,806	\$1,396,597	\$2,251,209
995-Amortization of TCA	\$1,405,945		\$1,405,945
TOTAL EXPENSES	\$5,053,751	\$1,396,597	\$3,657,154
EXCESS (DEFICIENCY)	(\$1,405,945)	\$1,234,482	(\$2,640,427)

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
124-Frontage	\$12,400	\$12,369	\$31
421-Sale of water - metered	\$1,137,107	\$697,149	\$439,958
422-Sale of water - bulk	\$8,900	\$4,500	\$4,400
TOTAL REVENUE	\$1,158,407	\$714,018	\$444,389
Excluding Requisitions	\$1,158,407	\$714,018	\$444,389
OPERATING EXPENSES			
110-Wages and salaries	\$358,918	\$195,668	\$163,250
132-Benefits	\$65,614	\$40,309	\$25,305
136-WCB contributions	\$8,724	\$1,152	\$7,572
150-Isolation cost	\$5,760	\$5,871	(\$111)
215-Freight	\$3,250	\$579	\$2,671
232-Legal fee		\$703	(\$703)
233-Engineering consulting	\$6,000		\$6,000
252-Repair & maintenance - buildings	\$1,750	\$83	\$1,667
253-Repair & maintenance - equipment	\$64,100	\$53,811	\$10,289
259-Repair & maintenance - structural	\$140,650	\$13,336	\$127,314
263-Rental - vehicle and equipment	\$2,000		\$2,000
271-Licenses and permits	\$100		\$100
274-Insurance	\$12,461	\$10,604	\$1,857
511-Goods and supplies	\$10,500	\$1,015	\$9,485
515-Lab Testing	\$5,500	\$190	\$5,310
531-Chemicals and salt	\$36,000	\$14,128	\$21,872
543-Natural gas	\$4,715	\$3,484	\$1,231
544-Electrical power	\$26,522	\$20,048	\$6,474
763/764-Contributed to Reserve	\$375,576		\$375,576
831-Interest - long term debt	\$7,789	\$2,897	\$4,892
832-Principle - Long term debt	\$22,478	\$11,119	\$11,359
TOTAL EXPENSES	\$1,158,407	\$374,998	\$783,409
Excluding Requisitions	\$1,158,407	\$374,998	\$783,409
995-Amortization of TCA	\$698,464		\$698,464
TOTAL EXPENSES	\$1,856,871	\$374,998	\$1,481,873
EXCESS (DEFICIENCY)	(\$698,464)	\$339,020	(\$1,037,484)

Mackenzie County
43-Solid Waste Disposal

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
420-Sales of goods and services	\$297,000	\$167,363	\$129,637
TOTAL REVENUE	\$297,000	\$167,363	\$129,637
Excluding Requisitions	\$297,000	\$167,363	\$129,637
OPERATING EXPENSES			
110-Wages and salaries	\$58,938	\$35,766	\$23,172
132-Benefits	\$10,270	\$7,352	\$2,918
136-WCB contributions	\$1,028	\$381	\$647
221-Advertising	\$800	\$220	\$580
243-Waste Management	\$527,000	\$268,527	\$258,473
252-Repair & maintenance - buildings	\$5,400	\$1,092	\$4,308
253-Repair & maintenance - equipment	\$8,750	\$173	\$8,577
258-Contract graders	\$136,702	\$90,560	\$46,142
259-Repair & maintenance - structural	\$31,600	\$2,905	\$28,695
271-Licenses and permits		\$50	(\$50)
274-Insurance	\$5,645	\$1,977	\$3,668
511-Goods and supplies	\$2,100	\$650	\$1,450
521-Fuel and oil	\$7,000	\$5,928	\$1,072
544-Electrical power	\$13,510	\$10,928	\$2,582
810-Interest and service charges	\$1,360	\$685	\$675
TOTAL EXPENSES	\$810,103	\$427,194	\$382,909
Excluding Requisitions	\$810,103	\$427,194	\$382,909
995-Amortization of TCA	\$20,137		\$20,137
TOTAL EXPENSES	\$830,240	\$427,194	\$403,046
EXCESS (DEFICIENCY)	(\$533,240)	(\$259,830)	(\$273,409)

Mackenzie County
51-Family Community Services

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
597-Other revenue	\$13,662		\$13,662
840-Provincial grants	\$298,682	\$224,012	\$74,670
909-Other Sources -Grants	\$15,000		\$15,000
TOTAL REVENUE	\$327,344	\$224,012	\$103,332
Excluding Requisitions	\$327,344	\$224,012	\$103,332
OPERATING EXPENSES			
255-Repair & maintenance - vehicles		\$106	(\$106)
274-Insurance	\$47	\$354	(\$307)
735-Grants to other organizations	\$851,800	\$727,712	\$124,088
763/764-Contributed to Reserve	\$13,662		\$13,662
TOTAL EXPENSES	\$865,509	\$728,172	\$137,337
Excluding Requisitions	\$865,509	\$728,172	\$137,337
TOTAL EXPENSES	\$865,509	\$728,172	\$137,337
EXCESS (DEFICIENCY)	(\$538,165)	(\$504,160)	(\$34,005)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
420-Sales of goods and services	\$19,000	\$26,847	(\$7,847)
520-Licenses and permits	\$50,000	\$41,020	\$8,980
526-Safety code permits	\$300,000	\$149,517	\$150,483
525-Subdivision fees		\$2,015	(\$2,015)
531-Safety code fees	\$8,000	\$6,106	\$1,894
930-Contribution from Operating Reserves	\$362,385		\$362,385
TOTAL REVENUE	\$739,385	\$225,505	\$513,880
Excluding Requisitions	\$739,385	\$225,505	\$513,880
OPERATING EXPENSES			
110-Wages and salaries	\$676,471	\$401,274	\$275,197
132-Benefits	\$136,742	\$86,108	\$50,634
136-WCB contributions	\$11,004	\$2,481	\$8,523
211-Travel and subsistence	\$5,500	\$1,820	\$3,680
212-Promotional expense	\$2,000	\$37	\$1,963
214-Memberships & conference fees	\$1,880	\$2,600	(\$720)
215-Freight	\$3,000	\$1,128	\$1,872
216-Postage	\$4,000	\$302	\$3,698
217-Telephone	\$1,080	\$493	\$587
221-Advertising	\$3,000	\$300	\$2,700
232-Legal fee		\$2,775	(\$2,775)
235-Professional fee	\$20,000	\$38,366	(\$18,366)
239-Training and education	\$4,400	\$0	\$4,400
242-Computer programming	\$73,875	\$11,819	\$62,056
255-Repair & maintenance - vehicles	\$1,800	\$115	\$1,685
258-Contract graders	\$180,000	\$124,769	\$55,231
263-Rental - vehicle and equipment	\$12,000	\$5,529	\$6,471
271-Licenses and permits	\$8,000		\$8,000
274-Insurance	\$5,060	\$4,207	\$853
511-Goods and supplies	\$12,000	\$12,331	(\$331)
521-Fuel and oil	\$2,500	\$1,810	\$690
Non-TCA projects	\$362,384	\$49,974	\$312,410
TOTAL EXPENSES	\$1,526,696	\$748,237	\$778,459
Excluding Requisitions	\$1,526,696	\$748,237	\$778,459
995-Amortization of TCA	\$11,998		\$11,998
TOTAL EXPENSES	\$1,538,694	\$748,237	\$790,458
EXCESS (DEFICIENCY)	(\$799,309)	(\$522,732)	(\$276,578)

	2022 Budget	2022 Actual Total	\$ Variance (Remaining)
OPERATING REVENUES			
420-Sales of goods and services	\$6,200	\$7,258	(\$1,058)
560-Rental and lease revenue	\$30,958	\$919	\$30,039
840-Provincial grants	\$133,907	\$133,907	\$0
909-Other Sources -Grants	\$25,250	\$36,066	(\$10,816)
930-Contribution from Operating Reserves	\$89,055		\$89,055
TOTAL REVENUE	\$285,370	\$178,149	\$107,221
Excluding Requisitions	\$285,370	\$178,149	\$107,221
OPERATING EXPENSES			
110-Wages and salaries	\$252,832	\$188,196	\$64,636
132-Benefits	\$45,398	\$36,670	\$8,728
136-WCB contributions	\$4,425	\$927	\$3,498
211-Travel and subsistence	\$9,940	\$3,499	\$6,441
212-Promotional expense	\$2,000		\$2,000
214-Memberships & conference fees	\$2,870	\$1,060	\$1,810
217-Telephone	\$2,760	\$1,318	\$1,442
221-Advertising	\$500	\$124	\$376
233-Engineering consulting	\$20,000		\$20,000
235-Professional fee	\$65,600	\$60,350	\$5,250
239-Training and education	\$1,050	\$385	\$665
242-Computer programming	\$9,000		\$9,000
252-Repair & maintenance - buildings	\$500		\$500
253-Repair & maintenance - equipment	\$6,500	\$1,118	\$5,382
255-Repair & maintenance - vehicles	\$7,200	\$1,847	\$5,353
259-Repair & maintenance - structural	\$276,500	\$166,622	\$109,878
260-Roadside Mowing & Spraying	\$415,133	\$200,756	\$214,377
263-Rental - vehicle and equipment	\$22,136	\$13,453	\$8,683
274-Insurance	\$17,000	\$14,661	\$2,339
511-Goods and supplies	\$10,900	\$4,110	\$6,790
521-Fuel and oil	\$10,000	\$10,566	(\$566)
531-Chemicals and salt	\$95,000	\$79,150	\$15,850
735-Grants to other organizations	\$148,500	\$105,000	\$43,500
Non-TCA projects	\$67,905	\$27,325	\$40,580
TOTAL EXPENSES	\$1,493,649	\$917,139	\$576,510
Excluding Requisitions	\$1,493,649	\$917,139	\$576,510
995-Amortization of TCA	\$46,113		\$46,113
TOTAL EXPENSES	\$1,539,762	\$917,139	\$622,623
EXCESS (DEFICIENCY)	(\$1,254,392)	(\$738,990)	(\$515,402)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
424-Sale of land	\$10,000		\$10,000
522-Municipal reserve revenue	\$150,000	\$33,320	\$116,680
525-Subdivision fees	\$75,000	\$53,140	\$21,860
TOTAL REVENUE	\$235,000	\$86,460	\$148,540
Excluding Requisitions	\$235,000	\$86,460	\$148,540
OPERATING EXPENSES			
110-Wages and salaries	\$212,675	\$171,649	\$41,026
132-Benefits	\$39,793	\$36,634	\$3,159
136-WCB contributions	\$3,424	\$780	\$2,644
211-Travel and subsistence	\$2,000	\$1,187	\$813
214-Memberships & conference fees	\$1,425	\$125	\$1,300
216-Postage	\$2,000		\$2,000
217-Telephone	\$960	\$343	\$617
233-Engineering consulting	\$30,000	\$10,803	\$19,197
235-Professional fee	\$25,000	\$7,641	\$17,360
239-Training and education	\$2,000	\$70	\$1,930
263-Rental - vehicle and equipment	\$5,400	\$3,600	\$1,800
511-Goods and supplies	\$4,000	\$1,000	\$3,000
763/764-Contributed to Reserve	\$150,000		\$150,000
TOTAL EXPENSES	\$478,677	\$233,832	\$244,845
Excluding Requisitions	\$478,677	\$233,832	\$244,845
TOTAL EXPENSES	\$478,677	\$233,832	\$244,845
EXCESS (DEFICIENCY)	(\$243,677)	(\$147,372)	(\$96,305)

Mackenzie County
71-Recreation Department

	<u>2022</u>	<u>2022 Actual</u>	<u>\$ Variance</u>
	<u>Budget</u>	<u>Total</u>	<u>(Remaining)</u>
OPERATING REVENUES			
930-Contribution from Operating Reserves	\$6,000		\$6,000
TOTAL REVENUE	\$6,000	\$0	\$6,000
Excluding Requisitions	\$6,000	\$0	\$6,000
OPERATING EXPENSES			
274-Insurance	\$54,383	\$57,259	(\$2,876)
735-Grants to other organizations	\$1,066,788	\$985,582	\$81,206
831-Interest - long term debt	\$1,600	\$591	\$1,009
832-Principle - Long term debt	\$112,024	\$71,802	\$40,222
TOTAL EXPENSES	\$1,234,795	\$1,115,234	\$119,561
Excluding Requisitions	\$1,234,795	\$1,115,234	\$119,561
995-Amortization of TCA	\$486,433		\$486,433
TOTAL EXPENSES	\$1,721,228	\$1,115,234	\$605,995
EXCESS (DEFICIENCY)	(\$1,715,228)	(\$1,115,234)	(\$599,995)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
420-Sales of goods and services	\$91,000	\$32,754	\$58,246
930-Contribution from Operating Reserves	\$34,400		\$34,400
TOTAL REVENUE	\$125,400	\$32,754	\$92,646
Excluding Requisitions	\$125,400	\$32,754	\$92,646
OPERATING EXPENSES			
110-Wages and salaries	\$144,283	\$71,050	\$73,233
132-Benefits	\$22,650	\$14,830	\$7,820
136-WCB contributions	\$2,524	\$529	\$1,995
211-Travel and subsistence	\$2,400	\$424	\$1,976
214-Memberships & conference fees	\$1,720		\$1,720
215-Freight	\$1,100		\$1,100
217-Telephone	\$500	\$939	(\$439)
221-Advertising	\$1,700		\$1,700
233-Engineering consulting	\$20,000		\$20,000
235-Professional fee	\$100		\$100
239-Training and education	\$2,200		\$2,200
252-Repair & maintenance - buildings	\$9,000	\$509	\$8,491
253-Repair & maintenance - equipment	\$8,950	\$1,562	\$7,388
255-Repair & maintenance - vehicles	\$12,600	\$3,665	\$8,935
258-Contract graders	\$97,000	\$47,692	\$49,308
259-Repair & maintenance - structural	\$94,000	\$29,206	\$64,794
266-Communications	\$1,000		\$1,000
271-Licenses and permits	\$1,000		\$1,000
272-Damage claims		\$577	(\$577)
274-Insurance	\$3,122	\$2,811	\$311
511-Goods and supplies	\$35,300	\$19,041	\$16,259
521-Fuel and oil	\$400		\$400
534-Gravel (apply; supply and apply)	\$10,000		\$10,000
543-Natural gas	\$776	\$444	\$332
544-Electrical power	\$1,232	\$1,183	\$49
Non-TCA projects	\$24,400	\$15,386	\$9,014
TOTAL EXPENSES	\$497,957	\$209,848	\$288,109
Excluding Requisitions	\$497,957	\$209,848	\$288,109
995-Amortization of TCA	\$113,638		\$113,638
TOTAL EXPENSES	\$611,595	\$209,848	\$401,747
EXCESS (DEFICIENCY)	(\$486,195)	(\$177,094)	(\$309,102)

	2022	2022 Actual	\$ Variance
	Budget	Total	(Remaining)
OPERATING REVENUES			
940-Contribution from Capital Reserves	\$20,000		\$20,000
TOTAL REVENUE	\$20,000	\$0	\$20,000
Excluding Requisitions	\$20,000	\$0	\$20,000
OPERATING EXPENSES			
252-Repair & maintenance - buildings	\$2,500		\$2,500
274-Insurance	\$2,192	\$3,045	(\$853)
735-Grants to other organizations	\$262,059	\$254,388	\$7,671
Non-TCA projects	\$20,000		\$20,000
TOTAL EXPENSES	\$286,751	\$257,433	\$29,318
Excluding Requisitions	\$286,751	\$257,433	\$29,318
TOTAL EXPENSES	\$286,751	\$257,433	\$29,318
EXCESS (DEFICIENCY)	(\$266,751)	(\$257,433)	(\$9,318)

Investment Report for Period Ending July 31, 2022

Reconciled Bank Balance on July 31, 2022

Reconciled Bank Balance	31-Jul-22	\$ 16,111,127
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Investment Values on July 31, 2022

Short term T-Bill (1044265-26)	\$	253,171.61	
Long term investments (EM0-0374-A)	\$	8,902,345.85	
Short term notice on amount 31 days	\$	6,201,298.27	
Short term notice on amount 31 days (Mitigation)	\$	9,061,984.69	
Short term notice on amount 60 days	\$	4,032,193.13	
Short term notice on amount 90 days	\$	2,053,911.69	
60 Day Non Redeemable GIC	\$	4,000,000.00	
90 Day Non-Redeemable GIC	\$	4,000,000.00	
Vision Credit Union - 2 year	\$	2,180,252.05	

Total Investments **\$ 40,685,157.29**

Total Bank Balance and Investments **\$ 56,796,284.56**

These balances include 'market value changes'.

Revenues

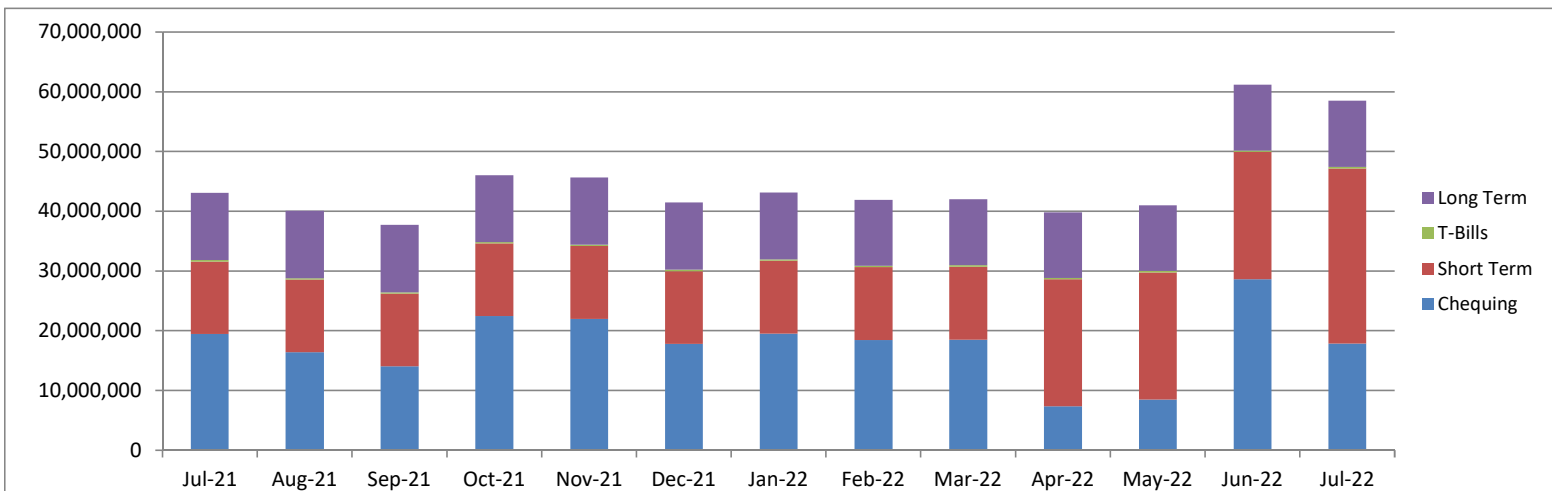
Interest received from investments
Interest accrued from investments but not received.

Total YTD	Short Term YTD	Long Term YTD
\$ 231,848.07	\$ 93,490.95	\$ 138,357.12
\$ 98,872.51	\$ -	\$ 98,872.51
\$ 330,720.58	\$ 93,490.95	\$ 237,229.63

Interest received, chequing account
Total interest revenues before investment manager fees
Deduct: investment manager fees for investments
Total interest revenues after investment manager fees

\$ 151,008.75	\$ 151,008.75	
\$ 481,729.33	\$ 244,499.70	\$ 237,229.63
\$ (17,597.69)		\$ (17,597.69)
\$ 464,131.64	\$ 244,499.70	\$ 219,631.94

Balances in the Various Accounts - Last 13 Months



MACKENZIE COUNTY

ONE TIME Projects 2022 INCLUDING CARRY FORWARDS

Project Description	TOTAL PROJECT BUDGET	2022 BUDGET	TOTAL COSTS	2022 COSTS	2022 REMAINING BUDGET	External Funding				Internal Funding			Notes
						CCBF Grant	MSI Grant	Other Grant	Other Sources (non-grant)	Municipal levy	Restricted Surplus (previous years)	RS-type	
(12) - Administration Department													
FV - Asset Management (2021)	125,000	125,000	2,351	2,351	122,649			50,000			75,000	GOR	CM 21-09-660
Total department 12	125,000	125,000	2,351	2,351	122,649	-	-	50,000	-	-	75,000	-	125,000
(23) - Fire Department													
FV - Fire Dept Training Props (2018)	30,000	30,000	-	-	30,000				15,000		15,000	GOR	50/50 FVFD
Total department 23	30,000	30,000	-	-	30,000	-	-	-	15,000	-	15,000	-	30,000
(32) - Public Works													
FV - Repair Shop Operations Fence	6,600	6,600	-	-	6,600						6,600	GOR	
Total department 32	6,600	6,600	-	-	6,600	-	-	-	-	-	6,600	-	6,600
(33) - Airport													
Airport Master Plan (CF 2016)	75,000	32,707	42,293	-	32,707						32,708	GOR	
Total department 33	75,000	32,707	42,293	-	32,707	-	-	-	-	-	32,708	-	32,708
(41) - Water													
LC - La Crete Future Water Supply Concept (2018)	200,000	190,910	9,090	-	190,910						190,910	GOR	
Water Diversion License Review	55,000	29,170	32,100	6,270	22,900						29,170	GOR	CM 21-12-837 ADDED \$10k from GOR
Total department 41	255,000	220,080	41,190	6,270	213,810	-	-	-	-	-	220,080	-	220,080
(61) - Planning & Development Department													
Municipal Development Plan	305,000	36,384	295,280	26,664	9,720						36,385	GOR	20-08-494
LC - Atlas Landing Dispositions (2022)	25,000	25,000	23,310	23,310	1,690						25,000	GOR	
LC - Storm Water Plan (2022)	151,000	151,000	-	-	151,000						151,000	MR	
La Crete Area Structure Plan (2022)	150,000	150,000	-	-	150,000						150,000	MR	
Total department 61	631,000	362,384	318,590	49,974	312,410	-	-	-	-	-	362,385	-	362,385
(63) - Agricultural Services Department													
Irrigation District Feasibility Study	30,000	30,000	-	-	30,000						30,000	GOR	Motion 18-08-589
FV - 2022 Agricultural Fair & Tradeshow (2022)	37,905	37,905	27,325	27,325	10,580				25,250		12,655	GOR	CM 22-04-324, CM 22-08-550
Total department 63	67,905	67,905	27,325	27,325	40,580	-	-	-	25,250	-	42,655	-	67,905
(72) - Parks													
LC Walking Trail	6,000	6,000	-	-	6,000						6,000	GOR	
La Crete Walking Trail LOC	15,400	15,400	15,386	15,386	14						15,400	GOR	CM 22-02-107
Wadlin lake Phase 2 Campground Expansion Development Plan	3,000	3,000	-	-	3,000						3,000	GOR	This may require potential expenditures in 2020+
Total department 72	24,400	24,400	15,386	15,386	9,014	-	-	-	-	-	24,400	-	24,400
(74) - Library													
LC Library - Building Extension Engineering	20,000	20,000	-	-	20,000						20,000	GCR	CM 22-08-552
Total department 63	20,000	20,000	-	-	20,000	-	-	-	-	-	20,000	-	20,000
TOTAL 2022 ONE TIME Projects	1,234,905	889,076	447,135	101,306	787,770	-	-	50,000	40,250	-	798,828	-	889,078
2022 Contingent on Grant Funding													
Bridge Maintenance (7 bridges)	250,000							250,000					
2022 Contingent on Grant Funding- Total	250,000	-	-	-	-	-	-	250,000	-	-	-	-	-

Funding Sources for the 2022 Approved Non TCA projects is as follows:

Other Grants/Sources	\$	90,250
Municipal Reserve	\$	301,000
General Operating Reserve	\$	477,828
General Capital Reserve	\$	20,000
Total	\$	889,078

TCA Projects 2022 INCLUDING CARRY FORWARDS

Project Description	TOTAL PROJECT BUDGET	2022 BUDGET	TOTAL COSTS	2022 COSTS	2022 REMAINING BUDGET	External Funding				Internal Funding				Notes
						CCBF Grant	MSI Grant	Other Grant	Other Sources (non-grant)	Municipal levy	RS-type	Restricted Surplus (previous years)	Debtenture	
(12) - Administration Department														
LC - 100 Street Plan	65,000	65,000	19,590	19,590	45,410						GCR	65,000		CM 20-04-242
FV - Flood Mitigation (2021)	15,814,830	11,518,983	6,751,041	2,455,194	9,063,789			10,281,519	627,540		GCR/GOR	609,924		CM 20-04-378, 20-07-455, 20-12-761, 20-12-762, 21-04-325, 21-11-804, 22-04-266, CM 22-08-548
Council Chambers Windows (2021)	8,700	8,700	6,918	6,918	1,782						GCR	8,700		CM 21-10-691
FV - Photocopier (2022)	72,500	72,500	61,675	61,675	10,825		62,500		10,000					
Zama Building - Air Conditioning & Heating (2022)	107,000	107,000	99,375	99,375	7,625		79,000				GCR	28,000		CM 22-04-304
FV-Interim Housing Project (2022)	500,000	500,000	409,668	409,668	90,332						GCR	500,000		CM 22-05-365
Total department 12	16,568,030	12,272,183	7,348,267	3,052,419	9,219,763	-	141,500	10,281,519	637,540	-	-	1,211,624	-	12,272,183
(23) - Fire Department														
FV - Training Facility (CF 2017)	20,000	1,733	18,267	-	1,733						GCR	1,350		Other Sources - FVFD 50%
LC - Air Compressor - Bottle Filling Station (2022)	92,281	92,281	92,580	92,580	(299)		87,000				GOR	5,281		cm 22-08-538
LC - Training Grounds	33,000	33,000	-	-	33,000				16,500		GCR	16,500		CM 22-07-501 Other Source LCDF
Total department 23	145,281	127,014	110,847	92,580	34,434	-	87,000	-	16,883	-	-	23,131	-	127,014
(32) - Transportation Department														
Gravel Reserve (CF 2014)	150,000	92,357	123,716	66,073	26,284						RDR	92,357		
LC - 9 Street Lights - 94 Ave 106 St to Pioneer Drive (See Note 1)	75,000	75,000	-	-	75,000		75,000							
OR01 New Road Infrastructure Endeavour to Assist	1,165,986	500,000	801,780	135,793	364,206						GCR/RDR	500,000		
30 m Right of way for road widening - various locations (2021)	200,000	194,209	95,130	89,339	104,870						RDR	194,209		
Rebuild TWP Rd 1044 (1 mile) (2021)	300,000	273,663	26,338	-	273,663				273,663					
Washout & Culvert Upgrades (2021)	852,000	461,372	404,583	13,955	447,417				109,372					
LC - 109 Avenue Widening (2021)	45,000	20,584	29,394	4,978	15,606						RDR	352,000		CM 21-06-486, 22-05-356, 22-06-484
AWD 140M Graders X3 (2021)	1,714,101	1,714,101	-	-	1,714,101				1,039,101		GCR	20,584		CM 21-12-896
FV - Office truck (2022)	50,000	50,000	50,024	50,024	(24)				48,000					
LC - Office truck (2022)	50,000	50,000	50,024	50,024	(24)				48,000					
FV - Zero Turn (2022)	21,500	21,500	16,504	16,504	4,996				6,500		GCR	15,000		
Truck - Director of Utilities (2022)	42,000	42,000	-	-	42,000				42,000					
10' pump x 2 (2022)	180,000	180,000	178,463	178,463	1,537						GCR	180,000		
TWP RD 1050 (27 baseline) 2 miles (2022)	700,000	700,000	11,235	11,235	688,765				700,000					
113 Avenue Reshape & Shoulder Pull (2022)	175,000	175,000	47,263	47,263	127,737			175,000						CM 22-06-486
Zama Pavement Repair (2022)	1,000,000	1,000,000	11,850	11,850	988,150				1,000,000					
BF 78209 NW 17 105 14 W5M - Teepee Creek (2022)	550,000	550,000	11,496	11,496	538,504		550,000							
Range Road 154 - In 108-15 (2022)	350,000	350,000	-	-	350,000				350,000					
Rebuild 2 miles Heliport Road (Twp 1102 - Rge Rd 184-190) (2022)	250,000	250,000	12,045	12,045	237,955		250,000		-					
Machesis Lake - Road Rebuild and section Repairs (2022)	100,000	100,000	-	-	100,000		100,000		-					
Blue Hills - Road Rebuild and section Repairs (2022)	125,000	125,000	44,670	44,670	80,330		-		125,000					
Rebuild Fox Lake Road (2 miles) - spot repair (2022)	85,000	85,000	5,188	5,188	79,813		85,000		40,000					
Roller Packer (2022)	40,000	40,000	40,000	40,000	-				-					
LC - RR 181 Culvert Replacement (2022)	198,275	198,275	198,275	198,275	-				-		RDR	198,275		CM 22-04-273
Electrical Vehicle Charging Stations (2022)	179,010	179,010	-	-	179,010				179,010					CM 22-04-315
Rebuild Rge Rd 155	700,000	700,000	-	-	700,000		193,944		400,000		SWMR	106,056		CM 22-04-316
101 Avenue Asphalt	80,907	80,907	-	-	80,907						RR	56,634		CM 22-06-483, 22-07-522
BF 81124	500,000	500,000	-	-	500,000			375,000		24,273	RR	125,000		CM 22-08-553
Total department 32	9,878,779	8,707,977	2,157,981	987,179	7,720,798	1,353,944	4,250,136	554,010	709,773	-	-	1,840,115	-	8,707,978
Airports														
FV - Airport - Lighting Upgrade	260,000	260,000	-	-	260,000						GOR/GCR	260,000		CM 21-05-465, CM 22-03-229, CM 22-04-274
FV - Spray Insulation & Radiant Heat Pole Building (2022)	50,000	50,000	38,330	38,330	11,670		50,000							
Total department 33	310,000	310,000	38,330	38,330	271,670	50,000	-	-	-	-	-	260,000	-	310,000
(41) - Water Treatment & Distribution Department														
LC - Well Number 4 (CF 2016)	1,348,966	977,697	568,148	196,879	780,818			491,835			GCR	485,863		20-12-763
ZA - Water Treatment Plant Upgrading (CF 2017)	1,153,569	879,324	855,924	581,679	297,645			486,837			RWTR/WTRSWR	392,487		CM 21-09-634
FV - Frozen Water Services Repairs (River Road) (CF 2015)	280,700	20,443	260,257	-	20,443						RWTR	20,443		
LC - Waterline Bluehills (CF 2015)	833,250	690,722	142,528	-	690,722			690,722						
FV - Rural Water Supply North of the Peace River (2018)	420,000	166,251	253,749	-	166,251						GOR	166,252		\$20,000 from 2017 Non TCA Project - HL Rural Comprehensive Water Study, \$400,000
FV - Rural Truck Fill Pump Install (2021)	324,500	273,614	266,993	216,107	57,507		263,614				WTRSWR	10,000		CM 21-05-398, CM 21-12-839
LC-North Waterline Oversizing (2021)	200,000	200,000	200,000	200,000	-						WTRSWR	200,000		CM 21-05-453
LC-North Sanitary Trunk Sewer (2021)	280,000	233,654	114,521	68,175	165,479						GOR	233,654		CM 21-05-461 CM 21-07-517
LC - Motor Starters (2022)	90,000	90,000	1,625	1,625	88,376						WTRSWR	90,000		
Water line Relocation (2022)	45,000	45,000	44,275	44,275	725						WTRSWR	45,000		
Water Point Building Replacements (BHP, Tompkins, Rocky Lane) (2022)	64,000	64,000	-	-	64,000						WTRSWR	64,000		CM 22-05-353
LC - East Waterline Oversizing SE 10-106-15-W5M (2022)	75,000	75,000	-	-	75,000						WTRSWR	75,000		CM 22-03-182
Total department 41	5,114,985	3,715,705	2,708,020	1,308,740	2,406,965	-	954,336	978,672	-	-	-	1,782,699	-	3,715,707

TCA Projects 2022 INCLUDING CARRY FORWARDS

Project Description	TOTAL PROJECT BUDGET	2022 BUDGET	TOTAL COSTS	2022 COSTS	2022 REMAINING BUDGET	External Funding				Internal Funding				Notes
						CCBF Grant	MSI Grant	Other Grant	Other Sources (non-grant)	Municipal levy	RS-type	Restricted Surplus (previous years)	Debtenture	
(42) - Sewer Disposal Department														
LC - North Storm-Pond A (2021)	1,190,000	775,790	829,239	415,029	360,761						WTRSWR	90,000	685,790	CM 21-03-240, CM 21-04-312, CM 21-07-533, CM 21-10-677
FV - Sewer Upgrades (2022)	1,226,000	1,226,000	-	-	1,226,000			1,226,000						CM 22-04-281
Total department 42	2,416,000	2,001,790	829,239	415,029	1,586,761	-	-	1,226,000	-	-	-	90,000	685,790	2,001,790
(61) - Planning & Development														
LC Drainage Ditch NE 8-106-15-W5M (2021)	15,000	4,475	10,525	-	4,475						GCR	4,475		CM 21-02-100
GIS Computer (2022)	7,500	7,500	-	-	7,500			7,500						
Plotter (2022)	13,000	13,000	12,363	12,363	637			13,000						
Total department 61	35,500	24,975	22,888	12,363	12,612	-	-	20,500	-	-	-	4,475	-	24,975
(63) - Agriculture														
HL - Rural Drainage - Phase II & Phase III (CF 2014/2015)	1,181,000	38,019	1,142,981	-	38,019						SWMR	38,019		
Rural Drainage 2022	188,000	188,000	18,921	18,921	169,079						SWMR	188,000		CM 22-06-485
Total department 63	1,369,000	226,019	1,161,903	18,921	207,097	-	-	-	-	-	-	226,019	-	226,019
(71) - Recreation														
FV - Overhead Door Replacement/Completion of Hockey Netting	16,000	3,100	12,900	-	3,100						RB-FV	3,100		
FV - Outdoor Rink Repairs	14,000	14,000	-	-	14,000						RB-FV	14,000		
FV - Purchase Outhouses for Rodeo Grounds	10,000	10,000	-	-	10,000						RB-FV/GOR/GCR	10,000		
LC - Tennis Court, Basketball Pickle Ball Court (2021)	304,080	141,215	304,080	141,215	0	68,121		73,095						CM 21-05-400, 22-04-261
LC - Northern Lights Recreation Center New Arena (2021)	5,494,274	1,301,059	4,675,449	482,234	818,825			1,301,059						CM 21-06-485, CM 22-02-111, 22-04-260, 22-08-
FV - Community Hall Air Conditioning (2022)	50,000	50,000	-	-	50,000						GCR	50,000		
FV - Main lobby epoxy floor (2022)	8,400	8,400	-	-	8,400						GCR	8,400		
FV - Roof leak exploration and repair (2022)	15,000	15,000	-	-	15,000						GCR	15,000		
LC - Ball Diamond Water Line (2022)	6,000	6,000	5,478	5,478	522			6,000						
LC - 3 new industrial snowblowers for outdoor rinks (2022)	12,329	12,329	5,671	5,671	6,658						RB-LC	12,329		CM 22-06-432
LC - New beach volleyball court (2022)	10,000	10,000	10,000	10,000	-			10,000						
LC - Replace concrete pad by shop door (2022)	7,500	7,500	6,280	6,280	1,220						GCR	7,500		
ZA - Plexiglass Window in Park Shelter (2022)	17,000	17,000	-	-	17,000			17,000						
ZA - Cabin Utilities Development - \$120,000 - County share \$20,000 (2022)	20,000	20,000	-	-	20,000			20,000						* took from agenda rooming grant - direct to
LC - Electric Zamboni for Outdoor Rinks (2022)	176,500	176,500	-	-	176,500			50,000						CM 22-02-109
LC - Walk Behind Floor Scrubber (2022)	14,000	14,000	-	-	14,000						RB-LC	5,671		CM 22-06-432
Total department 71	6,175,083	1,806,103	5,019,858	650,878	1,155,225	53,000	68,121	50,000	1,508,983	-	-	126,000	-	1,806,104
(72) - Parks & Playgrounds Department														
Hutch Lake Campground Improvements (CF 2017)	112,000	2,228	109,772	-	2,228						MR	2,228		
River Search & Rescue Access Plan - Atlas & Tompkins Landing Boat Launch & FV Bridge Campground	92,000	22,671	72,406	3,077	19,594						GOR	22,671		CM 21-01-051
Vanguard Subdivision Playground Equipment	30,000	3,685	26,315	-	3,685						MR	3,685		
Wadlin Lake Dock Piling Improvements - Firewood Compound	13,000	10,045	2,955	-	10,045						GCR	10,045		
Jubilee Park Walkway	10,000	10,000	-	-	10,000						GOR	10,000		
FV - Streetscape (CF 2017)	125,000	86,641	38,359	-	86,641						GOR/GCR	86,641		CM 19-04-274 Moved to 72 in 2020 Budget (25,000GOR) cm21-07-518
Streetscape - La Crete	50,000	29,291	20,709	-	29,291						GOR/GCR	29,291		
New Hamlet Park (2021)	38,000	8,685	29,315	-	8,685						MR	8,685		
Water Well at Jubilee Park (2021)	17,955	17,955	-	-	17,955	17,955								
FV - Streetscape Second dock project (2021)	25,394	25,394	10,029	10,029	15,365						GCR/GOR	25,394		CM21-07-518
Wadlin Lake Campground - Major Improvements (2022)	50,000	50,000	33,441	33,441	16,559						RP	50,000		
Hutch Lake Campground - Major Improvements (2022)	50,000	50,000	-	-	50,000						RP	50,000		
Bridge Campground - Major Improvements (2022)	100,000	100,000	-	-	100,000						RP	100,000		
Machess Lake Campground (2022)	30,000	30,000	-	-	30,000						RP	30,000		
Zama Campground - Major Improvements (2022)	20,000	20,000	-	-	20,000						RP	20,000		
Hamlet Park Development (2022)	75,000	75,000	-	-	75,000						MR	75,000		
Total department 72	838,349	541,594	343,302	46,547	495,047	17,955	-	-	-	-	-	523,640	-	541,595

TCA Projects 2022 INCLUDING CARRY FORWARDS

Project Description	TOTAL PROJECT BUDGET	2022 BUDGET	TOTAL COSTS	2022 COSTS	2022 REMAINING BUDGET	External Funding				Internal Funding				Notes
						CCBF Grant	MSI Grant	Other Grant	Other Sources (non-grant)	Municipal levy	RS-type	Restricted Surplus (previous years)	Debenture	
TOTAL 2022 Capital Projects	42,851,007	29,733,359	19,740,634	6,622,987	23,110,372	1,474,899	5,521,593	13,090,201	2,873,179	-	-	6,087,703	685,790	29,733,365

Contingent on Grant Funding

ZC - Access Pave (PH V) (CF 2014)	6,000,000	6,000,000	-	-	6,000,000			3,000,000					3,000,000	
ZA - Sewage Force-main (2018)	1,085,000	1,085,000	-	-	1,085,000			1,085,000					-	
288m asphalt upgrade 91 st	130,000	130,000	-	-	130,000						RR	130,000		CM 22-05-395
Carry Forward Contingent on Grant Funding- Total	7,215,000	7,215,000	-	-	7,215,000	-	-	4,085,000	-	-	-	130,000	3,000,000	CONTINGENT

2022 Contingent on Grant Funding

FV - New Hockey Boards and Glass with Protective Netting	199,500								99,750		GCR	99,750		Contingent on Grant Funding 50/50
FV - Fitness Centre Expansion	99,000								49,500		GCR	49,500		Contingent on Grant Funding 50/50
FV - Baseball Netting	75,000								37,500		GCR	37,500		Contingent on Grant Funding 50/50
LC - Wheel Chair Lift	50,000								25,000		GCR	25,000		Contingent on Grant Funding 50/50
2022 Contingent on Grant Funding- Total	423,500	-	-	-	-	-	-	-	211,750	-	-	211,750	-	
Total of Contingent Funding	7,638,500	7,215,000	-	-	7,215,000	-	-	4,085,000	211,750	-	-	341,750	3,000,000	

Funding Sources for the 2022 Approved Capital projects is as follows:

CCBF & MSI	\$	6,996,492
Other Grants/Sources	\$	15,963,380
General Operating Reserve	\$	1,005,709
General Capital Reserve	\$	2,151,897
Municipal Reserve	\$	89,598
Road Reserve	\$	1,234,461
Vehicle & Equipment Reserve	\$	-
Rural Water Reserve	\$	192,930
Waste/Sewer Infrastructure Reserve	\$	794,000
Surface Water Management Reserve	\$	332,075
Recreation Board Fort Vermilion	\$	19,033
Recreation Board La Crete	\$	18,000
Recreation & Parks	\$	250,000
Debenture	\$	685,790
TOTAL		29,733,365



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Louise Flooren, Manager of Legislative and Support Services
Title:	Expense Claims – Councillors

BACKGROUND / PROPOSAL:

Councillor Honorarium and Expense Claims are reviewed by Council on a monthly basis.

A copy of the following Councillor Honorarium and Expense Claims will be presented at the meeting:

- August – All Councillors

OPTIONS & BENEFITS:

N/A

COSTS & SOURCE OF FUNDING:

2022 Operating Budget

SUSTAINABILITY PLAN:

N/A

Author: J. Schmidt **Reviewed by:** _____ **CAO:** _____

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES:

1248-21 Honorariums and Expense Reimbursement Bylaw

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Councillor Expense Claims for August 2022 be received for information.

Author: J. Schmidt Reviewed by: _____ CAO: _____



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Louise Flooren, Manager of Legislative and Support Services
Title:	Expense Claims August – Members at Large

BACKGROUND / PROPOSAL:

Members at Large expense claims are reviewed by Council on a monthly basis.

A copy of the following Members at Large Expense Claims will be presented at the meeting:

Name	Board/Committee	Month
George Fehr	Agricultural Service Board	August
Anthony Peters	Agricultural Service Board	August
Joseph Peters	Agricultural Service Board	August
Tim Driedger	Municipal Planning Commission	August

OPTIONS & BENEFITS:

N/A

COSTS & SOURCE OF FUNDING:

2022 Operating Budget.

SUSTAINABILITY PLAN:

N/A

Author: J. Schmidt **Reviewed by:** _____ **CAO:** _____

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES:

Bylaw 1248-21 - Honorariums and Expense Reimbursement Bylaw

RECOMMENDED ACTION:

Motion 1

Simple Majority Requires 2/3 Requires Unanimous

That the Member at Large Expense Claims for August 2022 be received for information.

Author: J. Schmidt Reviewed by: _____ CAO: _____



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Jennifer Batt, Director of Finance
Title:	Proposed Surplus Auction

BACKGROUND / PROPOSAL:

At previous Council meetings it was discussed that surplus stock, and some Mitigation items, may be listed for sale by County operated Surplus Sale or Public Auction as per Policy FIN029.

Administration has done a cursory review of some items in the Fort Vermilion yard, and have compiled a list of items that no longer are useful to the Municipality, while some items listed may also be part of Mitigation surplus. As ratepayers may be able to make use of some or all of these items, administration is recommending that they be advertised on the County's Social media, and placed up for Public Auction held at the Fort Vermilion office/yard.

Administration to present proposed items during the Council meeting for review.

OPTIONS & BENEFITS:

As per FIN029-ASSET DISPOSAL POLICY

7. DISPOSAL METHODS

The following methods of disposal shall be used:

- *Surplus Sale*

The advantages of sale are as follows:

- *The process is open to public.*
- *It may maximize the number of potential buyers when selling the assets.*
- *All potential buyers have equal opportunities to purchase the assets.*

Author: J. Batt **Reviewed by:** _____ **CAO:** BP

- *Can be sold alongside other non-asset items being disposed of by the County.*
 - *The transaction may be settled at fair market value.*
 - *No marketing fees for Surplus Sale, as advertising can be done in house, and on website, social media.*
 - *No commission fees.*
- *Public Auction*

The advantages of auctions are as follows:

- *The process is open to public.*
- *It may maximize the number of potential buyers when selling the assets.*
- *All potential buyers have equal opportunities to purchase the assets.*
- *The transaction may be settled at fair market value.*

The disadvantages of auctions may include:

- *The commission fees may be higher than the selling fees for private sales.*
- *The marketing fees for public auction may be higher than private sales.*

COSTS & SOURCE OF FUNDING:

Funds received for sold items can be returned to various Reserves as determined by Council, or to the FV Mitigation Project for Mitigation surplus items.

SUSTAINABILITY PLAN:

N/A

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES:

Policy FIN029 – Asset Disposal Policy

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the Surplus items presented during the September 13th meeting be advertised on the County’s Social media for sale by way of *Surplus Sale / Public Auction* at the Fort Vermilion County yard on October ____, 2022 .

Author: J. Batt Reviewed by: _____ CAO: BP

Mackenzie County

Title	Asset Disposal Policy	Policy No:	FIN029
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Legislation Reference	Municipal Government Act, 17 (1) and 70
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Purpose

To provide a framework and guidance for the disposal of county's assets.

1. INTRODUCTION

Mackenzie County replaces its assets that outlive their useful lives and/or are no longer required for operational reasons.

2. OBJECTIVES

The objectives of the asset disposal policy are to:

- Safeguard county's assets against inappropriate disposal or loss.
- Ensure that the disposal is advertised in public media (if applicable).
- Ensure that all people who are interested in the asset have an equal opportunity to purchase the asset.
- Ensure that the assets are sold at no less than fair market value unless otherwise approved by Council.
- Improve and enhance the control over asset disposal.

3. SCOPE

The asset disposal policy is applicable to all County's assets.

4. ASSET DISPOSAL REQUEST

All departments shall plan for disposal of assets on an annual basis in conjunction with their departments' annual budget preparation.

The departments that intend to dispose their assets are responsible for preparing the asset disposal request form (Schedule A).

The planning for disposal should include a detailed assessment of assets identified as surplus, redundant or obsolete by the department. In assessing the assets considered for disposal, the departments should consider the following:

- Assets can still deliver the services at acceptable quality level.
- Assets can still deliver services effectively and efficiently.
- Assets have reached the end of their useful life.
- Assets have become uneconomical to operate and maintain.
- The technology of the assets is outdated.
- Assets have negative effects on the community and environments.

5. APPROVAL OF ASSET DISPOSAL

The disposal request shall be submitted to Chief Administrative Officer or Designate for approval. Chief Administrative Officer or Designate shall be responsible for assessing and approving the disposal request. A copy of the approved form shall be submitted to the County's Finance Controller.

6. ADVERTISEMENT

If applicable, the approved disposal shall be publicly advertised through the appropriate media as specified in the asset disposal request and approved by the Chief Administrative Officer.

7. DISPOSAL METHODS

The following methods of disposal shall be used:

- Surplus Sale

The advantages of sale are as follows:

- The process is open to public.
- It may maximize the number of potential buyers when selling the assets.
- All potential buyers have equal opportunities to purchase the assets.
- Can be sold alongside other non-asset items being disposed of by the County.
- The transaction may be settled at fair market value.
- No marketing fees for Surplus Sale, as advertising can be done in house, and on website, social media.
- No commission fees.

- Public Auction

The advantages of auctions are as follows:

- The process is open to public.
- It may maximize the number of potential buyers when selling the assets.
- All potential buyers have equal opportunities to purchase the assets.
- The transaction may be settled at fair market value.

The disadvantages of auctions may include:

- The commission fees may be higher than the selling fees for private sales.
- The marketing fees for public auction may be higher than private sales.

- Trade-in

The disposed assets may be traded-in on purchasing new assets. This method is applicable to the vehicles and equipment categories of assets. When this method is selected, the department is responsible to have the quote for trade-in value from the vendor. The trade-in value offered by the vendor needs to be assessed by the person who conducts the transaction to ensure this value is fair and reasonable. The trade-in value must be approved by the Chief Administrative Officer or Designate before entering into the trade-in agreement.

- Tender

The value of the disposed assets and the prospect of maximizing the disposal value need to be considered when selecting this method. A reserved bid shall be set for all assets proposed to be disposed by this method. The tenders shall be advertised for two consecutive weeks. After the tender is closed, the tenders shall be open in the presence of the Finance Controller. The results of the tender shall be presented to Chief Administrative Officer with a recommendation of the successful bidder and approving the appropriate action.

If all received tenders are below the predetermined reserved bid, a request for decision shall be prepared and submitted to Council requesting to dispose an asset below the reserved bid to the highest bidder.

- Donation

The surplus assets can be donated to registered charities, not-for-profit organizations, and other governments. The transfers of the disposed assets shall be approved by Chief Administrative Officer or Designate

before transferring the ownership and physical assets. A quarterly report of such activities shall be submitted to Council.

- Other

Other methods of disposal may be utilized as authorized by the Chief Administrative Officer. A quarterly report of such activities shall be submitted to Council.

8. APPROVAL OF THE TRANSACTION

Director of Finance shall be responsible for approving the financial transactions resulting from disposal of assets.

9. TRANSFER THE PHYSICAL ASSETS TO THE PURCHASERS

The departments that dispose their assets are responsible for transferring the ownership and physical assets. When transferring the assets to the purchasers, the purchasers must present the original receipt of the payment.

The department shall be responsible for notifying the County's Insurance Clerk that removal of an asset from the County's insurance is required.

10. ADMINISTRATIVE RESPONSIBILITY

Chief Administrative Officer or designate is responsible for compliance with this policy.

	Date	Resolution Number
Approved	08-Nov-11	11-11-909
Amended	2022-07-13	22-07-519
Amended		

**Schedule A
Asset Disposal Policy**

ASSET DISPOSAL REQUEST FORM	
SECTION A: INFORMATION ABOUT THE DISPOSED ASSET	
UNIT NUMBER:	
TYPE OF THE ASSET:	
DESCRIPTION OF THE ASSET:	
SERIAL NUMBER:	
DATE ACQUIRED:	
ORIGINAL COSTS:	
EXPECTED USEFUL LIFE:	
ESTIMATED FAIR VALUE:	
DISPOSING DEPARTMENT:	
SECTION B: PROPOSED DISPOSAL PLAN	
ESTIMATED DATE OF DISPOSAL:	
REASON FOR DISPOSAL:	
ADVERTISEMENT PLAN:	
DISPOSAL METHOD:	
DISPOSAL VALUE:	
PURCHASER NAME:	
OTHER COMMENTS:	
DEPARTMENT MANAGER/DIRECTOR	DATE
SECTION C: APPROVAL OF DISPOSAL	
CHIEF ADMINISTRATIVE OFFICER	DATE



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	Budget Amendment North Storm Pond A

BACKGROUND / PROPOSAL:

The North Storm Pond A project has been delayed due to Alberta Environment & Parks (AEP) requiring an Environmental Protection and Enhancement Act (EPEA) application. This was registered on July 27th, 2022. This application caused delays from the end of May until this application was registered which has caused the County to incur more costs.

The delay of the approvals was primarily due to technicalities in the submission process and delays at Land Titles. Without registered ownership of the land we could not submit all of the required paperwork, and in the meantime there was a complaint filed to AEP, which then caused a shutdown of the site.

There was also a discrepancy in the wording of the tender in regards to who retained ownership of the common excavation material and the requirements for disposal. This discrepancy caused the cost per unit to increase from \$3.50/m³ to \$5.25/m³. To offset some of the cost, Helix Engineering suggested reducing the amount of matting in the ditches and a reduction in the road structure. These changes were not enough to cover all of the increased costs.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

2022 Capital Budget \$1,190,000.00

SUSTAINABILITY PLAN:

Author: S Gibson **Reviewed by:** _____ **CAO:** B Peters

Goal C1

The capacity of infrastructure in County hamlets keeps pace with their growth and is planned in such a way that ensures their sustainability.

Goal E 26.1

Infrastructure is adequate and there are plans in place to manage additional growth.

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES:

N/A

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the 2022 Capital Budget for the North Storm Pond A be amended by \$80,000 with funding coming from the Water and Sewer Infrastructure Reserve.

Author: S Gibson **Reviewed by:** _____ **CAO:** B Peters



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	Alberta Transportation/CN Rail Drainage

BACKGROUND / PROPOSAL:

Surface water management challenges in the High Level area are significantly governed by the Alberta Transportation (AT) highway and the CN Railroad. These two pieces of infrastructure create dams, which limit our ability to disperse of water effecting residents.

Both AT and CN do not prioritize maintenance of their culverts to ensure that drainage channels remain free of obstructions. We have contacts with AT and can work with them on maintenance items, but CN seems to be a dead end.

If the county proceeds with maintenance (cleaning culverts) on this infrastructure without the permission of the appropriate agency there are risks included, such as the possibility of fines.

Administration is seeking council's support in order to proceed with required culvert maintenance.

OPTIONS & BENEFITS:

Administration will continue to reach out to CN in an attempt to obtain a commitment and/or operating requirements to complete the culvert maintenance.

COSTS & SOURCE OF FUNDING:

Costs to complete the culvert maintenance would be minimal. The current operating budget has sufficient funds to cover the cost.

Author: _____ **Reviewed by:** _____ **CAO:** B Peters

SUSTAINABILITY PLAN:

COMMUNICATION / PUBLIC PARTICIPATION:

POLICY REFERENCES:

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That Mackenzie County proceed with cleaning out culverts and basic drainage maintenance along the CN and Alberta Transportation corridors to ensure that surface water is appropriately managed and will not flood out homes in the future.

Author: _____ Reviewed by: _____ CAO: B Peters



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	Budget Amendment Range Road 15-5

BACKGROUND / PROPOSAL:

The Range Road 15-5 Project was awarded to Northern Road Builders (NRB) at the tender opening during the July 13, 2022 Regular Council Meeting. The original scope of work that was included in the tender, and subsequently awarded, was solely for the construction of RR15-5.

Now that the project has begun, area farmers have identified water management and field access concerns related to the road construction. In order to complete the project properly and ensure that we do not compound existing issues in the area, it is critical to complete some additional upgrades further north along RR 15-5 and adjacent areas.

OPTIONS & BENEFITS:

Expanding the scope of the current project is the most cost effective way to complete the entire project and ensure buy-in from all farmers in the area.

COSTS & SOURCE OF FUNDING:

2022 Capital Budget has \$700,000 for the project.
 Cost of original scope awarded to NRB is \$558,650

Anticipated project cost with additional scope of work is \$800,000

SUSTAINABILITY PLAN:

Author: _____ Reviewed by: _____ CAO: BP

COMMUNICATION / PUBLIC PARTICIPATION:

POLICY REFERENCES:

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That the 2022 Capital Budget for the Rebuild Range Road 15-5 be amended by \$100,000, to a total of \$800,000, with funds coming from the Surface Water Management Reserve.

Author: _____ Reviewed by: _____ CAO: BP



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	La Crete Agricultural Society - Request for Letter of Support

BACKGROUND / PROPOSAL:

See the attached letter from the La Crete Agricultural Society requesting a support letter for their Community Facility Enhancement Program grant application.

OPTIONS & BENEFITS:

COSTS & SOURCE OF FUNDING:

SUSTAINABILITY PLAN:

COMMUNICATION / PUBLIC PARTICIPATION:

POLICY REFERENCES:

Author: _____ Reviewed by: _____ CAO: BP

RECOMMENDED ACTION:

- Simple Majority Requires 2/3 Requires Unanimous

That a letter of support be provided to the La Crete Agricultural Society for their Community Facility Enhancement Program grant application for the improvement of the large hall in the Heritage Centre.

Author: _____ Reviewed by: _____ CAO: BP

La Crete Agricultural Society

Box 791, La Crete AB, T0H 2H0

(780)928-4447

lcheritagecentre@gmail.com

lacreteheritagecentre.weebly.com



Mackenzie County
Box 640
Fort Vermilion, AB
T0H 1N0

September 2, 2022

Dear CEO and council:

We will be applying to Community Facility Enhancement Program for a matching grant to do enclose our air-conditioning pipes in the Heritage Centre large hall. The intent is to improve the sound and appearance.

We would like to request a Support Letter from the Mackenzie County to include in our application. Suggested wording has been supplied.

If you have any questions, please feel free to contact me at (780)928-4447.

Sincerely:

Susan Siemens
Secretary/Program Coordinator
La Crete Agricultural Society



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Caitlin Smith, Director of Planning & Agriculture
Title:	Agricultural Service Board Meeting Minutes

BACKGROUND / PROPOSAL:

The unapproved minutes of the August 10, 2022 Agricultural Service Board meeting are attached.

OPTIONS & BENEFITS:

N/A

COSTS & SOURCE OF FUNDING:

N/A

SUSTAINABILITY PLAN:

N/A

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES

N/A

RECOMMENDED ACTION:

- Simple Majority
 Requires 2/3
 Requires Unanimous

Author: C.Sarapuk **Reviewed by:** _____ **CAO:** _____

That the unapproved Agricultural Service Board meeting minutes August 10, 2022 be received for information.

Author: C.Sarapuk **Reviewed by:** _____ **CAO:** _____

**MACKENZIE COUNTY
AGRICULTURAL SERVICE BOARD MEETING**

**August 10, 2022
11:00 a.m.
La Crete**

PRESENT: Ernie Peters ASB Chair
Josh Knelsen Reeve
David Driedger Councillor
Joe Peters Member at Large – virtual
Anthony Peters Member at Large
George Fehr Member at Large –

REGRETS:

ADMINISTRATION Caitlin Smith Director of Planning & Agriculture
Byron Peters Interim Chief Administrative Officer
Landon Driedger Agricultural Fieldman
Grant Smith Agricultural Projects Coordinator
Colleen Sarapuk Administrative Officer (Recording Secretary)
Dave Schellenberg Assistant Agricultural Fieldman
Ryleigh Raye Wolfe Environmental Planner

Minutes of the Mackenzie County Agricultural Service Board meeting held on August 10, 2022.

CALL TO ORDER: 1. a) Call to Order

Councillor Peters called the meeting to order at 11:00 am

AGENDA: 2. a) Adoption of Agenda

MOTION ASB 22-08-037 MOVED by Reeve Knelsen

That the agenda be adopted as presented.

CARRIED

PREVIOUS MINUTES 3.a) Minutes of the June 20, 2022 ASB Minutes

MOTION ASB 22-08-038 MOVED by Councillor Driedger

That the minutes of the June 20 2022 ASB meeting be approved as presented/amended.

CARRIED

ACTION LIST

4.a) Action List

MOTION ASB 22-08-039

MOVED by Anthony Peters

That the Action List be received for information.

CARRIED

DELEGATION

5. a) None

MOTION ASB 22-08-040

MOVED by Reeve Knelsen

That the Agricultural Fieldman Report be received for information.

CARRIED

6.b) Range Road 155 Project Update - Verbal

MOTION ASB 22-08-041

MOVED by Councillor Driedger

That the Range Road 155 Project Update be received for information.

CARRIED

6.c) Beaver Control

MOTION ASB 22-08-042

MOVED by Reeve Knelsen

That the Beaver Control Update be received for information.

CARRIED

Chair Peters recessed the meeting at 12:23 p.m. and reconvened the meeting at 12:57 p.m.

6.d) Irrigation Feasibility Study Funding

MOTION ASB 22-08-043

MOVED by Joe Peters

That the irrigation Feasibility Study Funding be TABLED for future discussion.

CARRIED

6.e) Portable Livestock Handling System

MOTION ASB 22-08-044

MOVED by George Fehr

That the Portable Livestock Handling System be received for information.

CARRIED

CLOSED MEETING

7.a) None

**SET NEXT MEETING
DATE**

8.a) Next Meeting Date

The next Agricultural Service Board Meeting will be held at the call of the Chair.

ADJOURNMENT

9.a) Adjournment

MOTION ASB 22-08-045

MOVED by Anthony Peters

That the Agricultural Service Board meeting be adjourned at 1:24 p.m.

CARRIED

These minutes will be presented for approval at the next Agricultural Service Board Meeting.

Ernie Peters, Chair

Grant Smith, Agricultural Fieldman



Mackenzie County

REQUEST FOR DECISION

Meeting:	Regular Council Meeting
Meeting Date:	September 13, 2022
Presented By:	Byron Peters, Interim Chief Administrative Officer
Title:	Information/Correspondence

BACKGROUND / PROPOSAL:

The following items are attached for your information, review, and action if required.

- Council Action List
- 2022-08-15 Municipal Affairs Energy Activities Response
- 2022-09-05 Alberta Government 2022 Northern Alberta Spring Flooding Disaster Recovery Program Municipal Payment Summary
- 2022-08-19 Land & Property Rights Tribunal Notice of Intent to Annex Acknowledgement
- 2022 Alberta Provincial Police Deployment Model
- 2022-08-25 Ministry of Justice Commissioner Brenda Lucki RCMP Reforms
- 2022-08-23 Town of Tofield Victim Services Redesign
- 2022-08-26 Alberta Justice and Solicitor General Victim Services Changes
- 2022-08-12 Alberta Lung Walk to Breathe Fundraiser
- 2022-05-18 REDI Northwest Alberta Meeting Minutes
- 2022-06-22 REDI Northwest Alberta Meeting Minutes
- 2022-07-19 Mackenzie County Library Board Meeting Minutes
- 2022 Alberta Provincial Police Deployment Model

OPTIONS & BENEFITS:

N/A

COSTS & SOURCE OF FUNDING:

N/A

Author: J. Schmidt **Reviewed by:** J. Schmidt **CAO:** _____

SUSTAINABILITY PLAN:

N/A

COMMUNICATION / PUBLIC PARTICIPATION:

N/A

POLICY REFERENCES:

N/A

RECOMMENDED ACTION:

Simple Majority Requires 2/3 Requires Unanimous

That the information/correspondence items be accepted for information purposes.

Author: J. Schmidt Reviewed by: _____ CAO: _____

Mackenzie County Action List as of August 30, 2022

Council and Committee of the Whole Meeting Motions Requiring Action

Motion	Action Required	Action By	Status
February 22, 2016 Council Meeting			
16-02-135	That the County covers the additional cost of the survey on Plan 5999CL, Lot E to date and have administration release a copy of the report to the landowner informing them that the initial investigation survey has been completed.	Byron	Refer to Motion 18-06-411 In progress. Meeting with landowners. Impacted by 2020 flood.
October 9, 2018 Regular Council Meeting			
18-10-763	That administration proceeds with the water diversion license's as discussed.	John	AE to redo proposal to apply for licenses Application ready to send in
June 5, 2020 Special Council Meeting			
20-06-334	That administration continues to support a community recovery plan that includes a community engagement component.	DRT	Ongoing
July 15, 2020 Regular Council Meeting			
20-11-744	That the concepts and guidance provided within the La Crete Industrial Growth Strategy be incorporated into County planning documents.	Byron	Incorporated into the MDP Drafting ASP RFP
November 25, 2020 Regular Council Meeting			
20-11-748	That Administration proceed in developing an offsite levy bylaw for the benefitting area of the La Crete South Sanitary Trunk Sewer for the purpose in recovering all costs associated with the sanitary sewer trunk improvements.	Byron	Working on draft offsite levy bylaw. Ad Hoc Development Committee
June 8, 2021 Regular Council Meeting			
21-06-498	That Mackenzie County attempt to gain representation in the next policy framework replacing Canadian Agriculture Partnership.	Caitlin/Landon	Presented at 2022-03-19 ASB Meeting – TABLED until next ASB meeting. Follow up on program timeframe.
September 14, 2021 Regular Council Meeting			
21-09-623	That second reading be given to Bylaw 1231-21 being the La Crete Offsite Levy Bylaw be tabled until further date.	Byron	TABLED
21-09-637	That administration obtain required approvals and agreements with affected landowners for the West La Crete Road ditch cleanout.	Caitlin/Landon	In Progress

Motion	Action Required	Action By	Status
21-09-644	That a commemorative sign be placed at the Heritage Centre in La Crete and the Fort Vermilion lean-to museum highlighting the contribution that Bill Neufeld had in the paving of the Hwy 88 Connector.	Don/Byron	Ongoing. May Draft Presented to Council – 2022-07-13 and sent for final draft.
21-09-658	That administration work with the Fort Vermilion School Division to complete a trade and land transfer for properties adjacent to the La Crete Distribution Pumphouse and Fort Vermilion Public School.	Byron	Ongoing
October 12, 2021 Budget Council Meeting			
21-10-696	That Administration proceed with the sale of the closed portions of 100A Street to adjacent landowners at assessed value with all associated costs being borne by the buyer with the exception of those costs associated with registration of a waterline URW where required.	Caitlin	Lots are registered Meeting scheduled for 2022-09-07
21-10-697	That the north portions of 100A Street (adjacent landowners) be sold back for the same price it was originally purchased to the adjacent landowners with all associated costs being borne by the applicant.	Caitlin	In Progress
November 30, 2021 Regular Council Meeting			
21-11-813	That a letter be sent to the Minister of Justice and Solicitor General outlining the successes with RCMP and the oversight of the real problem which is justice.	Louise/Byron	Assistance from Councillor Wardley
December 14, 2021 Regular Council Meeting			
21-12-854	That Policy DEV001 & DEV007 be brought back to Council for review.	Caitlin	Administration to research options for ROW urban standard development 2022-05-12 (update – no change) Bring to Developers AD-HOC for discussion.
February 2, 2022 Regular Council Meeting			
22-02-085	That administration move forward with the application process to purchase the following and bring back to Council any future costs related to the purchase such as FNC, survey and assessed value for deliberation and approval. PLS140031 PLS170002 PLS180022 PLS180027 PLS190005 La Crete Ferry Campground Atlas Landing Area Bridge Campsite	Don/Caitlin	FNC In Progress COW 22-06-073 The TCL leases that are in the process for conversion are as follows: DML170039 FV Bridge campground REC2621 FV Rodeo grounds REC030012 LA Ferry campground

Motion	Action Required	Action By	Status
	Machesis Lake Campground Wadlin Lake Campground		REC090007 & 100003 Hutch Lake campground REC880027 Wadlin Lake campground Refer to Motion 22-06-073
February 16, 2022 Regular Council Meeting			
22-02-137	That Mackenzie County prepare to put in a regional bid to host the 2026 Alberta Winter or Summer Games.	Byron	Started Data Gathering Refer to Motion 22-08-569
March 8, 2022 Regular Council Meeting			
22-03-146	That administration proceed with land purchases as discussed.	Jen	In Progress Awaiting Ministerial Approval
22-03-155	That administration bring back the Gravel Reclamation Reserve Policy for amendment as discussed.	Jen	In progress Workshop scheduled October 17-18
22-03-174	That Mackenzie County create an educational campaign to raise awareness and to promote care of County infrastructure to fund maintenance cost with potential input from ratepayer meetings.	Louise	Fall 2022
March 22, 2022 Committee of the Whole Meeting			
COW-22-03-019	That the Committee of the Whole receive the Municipal Development Plan Overview as discussed and a recommendation be made to bring back an updated draft for review to a future Council meeting.	Byron/Caitlin	In progress Bringing back to Council in October
COW-22-03-022	That Policy ASB021 – Weed Control Policy be TABLED for further information.	Caitlin/Landon	Winter 2022
March 23, 2022 Committee of the Whole Meeting			
22-03-215	That the La Crete North Access – Capital Project review be TABLED until a future Committee of the Whole meeting agenda with maps and design options.	Byron	Potential Fall Capital Project Fall of 2023 Motion – 22-06-482
22-03-218	That a lobbying package be created for the Minister of Agriculture requesting that the Grazing Association be able to keep revenue from the logging and farming on the Fort Vermilion Grazing Reserve for grazing lease improvements.	Byron	Discussion held with Grazing Reserve President in regards to grant applications. Refer to Motion 22-07-517 Letter Drafted
22-03-222	That administration communicate with the Recreation Boards regarding backup generators and bring back recommendations to council.	Don	In Progress Working with Community Services Committee
April 12, 2022 Regular Council Meeting			

Motion	Action Required	Action By	Status
22-04-288	That Mackenzie County requests the Register to cancel the existing Certificate of Title for the following parcels of land and now issue new certificate of Title in the name of Mackenzie County: Tax Roll 076930 Tax Roll 296434	Jen	In Progress Documents filed, awaiting title change
April 27, 2022 Regular Council Meeting			
22-04-317	That administration develop a culvert maintenance program.	Byron/Don	Infrastructure Workshop October 17 – 18
22-04-325	That Council direct administration to bring back Bylaw 908-13 – Unsightly Premises Bylaw for review to a future Council meeting.	Don	In Progress Working with the RCMP
May 10, 2022 Regular Council Meeting			
22-05-351	That Administration conduct a 2022 Fort Vermilion Residential Garbage Pick Up Survey and bring the results back to Council.	Don	In Progress Survey sent out deadline July 15, 2022 Will present to Council 2022-09-13
May 25, 2022 Regular Council Meeting			
22-05-391	That administration proceed with charging those that removed gravel from the Mackenzie County gravel stockpiles at market price, plus 20% including a penalty.	Byron	On going
22-05-406	That administration advertise the 140M AWD Grader publicly for sale with a reserve bid of \$ 225,000.	Willie	Pending Delivery Date
22-05-407	That administration advertise the 160M AWD Grader publicly for sale with a reserve bid of \$ 270,000.	Willie	Pending Delivery Date
22-05-408	That the County enter into a ten-year lease for the trailer being used by the Fort Vermilion Royal Canadian Mounted Police (RCMP) as discussed.	Don	In Progress
22-05-411	That administration work with the Royal Canadian Mounted Police (RCMP) in renewing the Memorandum of Understanding Agreement for the Enhanced Policing Agreement between Mackenzie County and the RCMP and bring back the draft agreement with changes as discussed.	Don	In Progress
June 8, 2022 Regular Council Meeting			
22-06-437	That a meeting be set with the Minister of Environment and Parks and the Minister of Agriculture, Forestry, and Rural Economic Development in regards to northern recreation.	Louise	
June 22, 2022 Regular Council Meeting			
22-06-457	That Mackenzie County supports sustainable agriculture and requests Alberta Environment and	Caitlin/Byron	Letter Drafted

Motion	Action Required	Action By	Status
	Parks to establish a minimum percentage of trees to remain on each quarter section sold as well as treed quarters within each township during the next phase of Provincial land sales.		Pending Letter Approval
22-06-465	That administration draft a policy combining PW018 Hiring of Private Equipment, ADM015 Hiring Contract Suppliers and FIN 025 Purchasing Policy and bring back to future Council Meeting.	Jen	In Progress
22-06-470	That the expenses incurred due to illegal blockage of water courses be billed to the property owner plus a 10% administrative fee.	Caitlin/Landon	In Progress
22-06-471	That administration proceed with repairing the 500 meter undulating portion of the Zama Access Road by removing the asphalt and adding gravel and regular grading and maintenance.	Don/Byron	Scheduled date of completion of September 16, 2022
22-06-482	That the 2022 Capital Budget be amended by cancelling the La Crete North Access project to be reconsidered during the 2023 Capital Budget development.	Jen	2023 Budget Development
June 23, 2022 Committee of the Whole Meeting			
22-06-072	That administration work with Alberta First Responders and bring back a recommendation to Council during budget deliberations.	Don	(AFFRCS) 2023 Budget
22-06-073	That administration proceed with Public Land Sales as discussed.	Don	Refer to Motion 22-02-085 In Progress
July 13, 2022 Regular Council Meeting			
22-07-496	That administration work with the developer to purchase land adequate for relocation.	Byron	
22-07-498	That the 2022 Overland Flood Ratepayer Invoices be received for information and the request be denied.	Caitlin	COMPLETE
22-07-502	That an Infrastructure workshop be scheduled for October 17, 18, 2022.	Jen/Louise	Meeting Invite Sent
22-07-507	That administration bring back options for Commercial Business incentive Options.	Byron	In Progress
22-07-513	That Mackenzie County is unsure at this time whether or not to continue with the subscription and advertising contract with Mackenzie Report past the expiry of 2023.	Caitlin/Louise	Emailed Letter to Mackenzie Report
22-07-516	That administration communicate with Sunnybrook Sausages regarding disposal of animal carcasses and to advertise proper disposal processes.	Caitlin	In Progress

Motion	Action Required	Action By	Status
22-07-517	That a letter be sent to the Minister of Agriculture, Forestry and Rural Economic Development in regards to the Fort Vermilion Grazing Reserve Improvement.	Byron/Caitlin	Letter Drafted for Review
22-07-523	That the Range Road 15-5 contract be awarded to the highest scoring, qualified bidder while staying within budget.	Byron	
22-07-525	That administration enter into a tax payment agreement with Tallahassee Exploration Inc. as discussed.	Jen	In Progress Payments received awaiting signed contract
August 17, 2022 Regular Council Meeting			
22-08-535	That a letter of response be sent to Little Red River Cree Nation.	Byron	COMPLETE
22-08-536	That administration work with Mighty Peace Fish and Game Association to keep the public fish pond lease active.	Don	
22-08-538	That the LC - Air Compressor - Bottle Filling Station (2022) TCA Project Budget be amended from \$87,000 to \$92,581.00 with funding coming from the General Operating Reserve.	Jen	COMPLETE
22-08-539	That the 2022 Operating Budget be amended by \$10,000 to hire two non-profit groups to split and stack fire wood at the La Crete Lagoon with funding coming from the General Operating Reserve.	Jen	COMPLETE
22-08-540	That Council be authorized to attend the High Level Fireman's Ball on October 1, 2022	Louise	COMPLETE
22-08-546	That administration bring back a map for reference for the proposed housing authority boundaries.	Byron	
22-08-547	That administration proceed with creating a "Name that Neighborhood" campaign for Phase 1 - 4 Mitigation neighborhoods.	Jen/Sylvia	In Progress
22-08-548	That the 2022 Capital Budget be amended by \$455,611 for the FV – Flood Mitigation project with funding of \$51,301 from interest earned on advanced funds from January – June 2022, \$1,512 from land rent, \$402,798 from land development.	Jen	COMPLETE
22-08-549	That the 2022 operating budget be amended to include \$15,000 for the La Crete Polar Cats Snowmobile Association towards their groomer project, with funding coming from Richardson Foundation Inc. and to release the funds immediately and issue a receipt to Richardson Foundation Inc. after proof of purchase.	Jen	COMPLETE

Motion	Action Required	Action By	Status
22-08-550	That the 2022 Budget for the One Time - 2022 Agricultural Fair project be amended by \$25,250 with all funding coming from public donations.	Jen	COMPLETE
22-08-551	That the 2022 Capital Budget be amended by \$105,000 for the La Crete Recreation Society Indoor Ice Rink project with all funding coming from public donations.	Jen	COMPLETE
22-08-552	That the 2022 One Time Project Budget be amended by \$20,000 for the La Crete Library Boards – Building Extension Engineering project with funding coming from the General Capital Reserve.	Jen	COMPLETE
22-08-553	That the 2022 Capital Budget be amended to include the 101 Ave Asphalt project in the amount of \$80,907, with \$24,273 coming from Local Improvement Fee, and \$56,634 from the Road Reserve.	Jen	COMPLETE
22-08-555	That the 2022 Capital Budget be amended by \$500,000 with \$375,000 coming from Strategic Transportation Infrastructure Program (STIP) and \$125,000 coming from the Roads Reserve.	Jen	COMPLETE
22-08-556	That administration proceed with cost sharing discussions for the 101 Street/109 Avenue intersection improvement with La Crete Co-op, and begin planning for the relocation and changes to utilities to accommodate an intersection upgrade and bring project forward to the 2023 Budget deliberations.	Byron	Will Present to Council 2022-09-13
22-08-561	That third and final reading be given to Bylaw 1229-21, being the School Zones and Other Speed Zones.	Louise	COMPLETE
22-08-562	That the first reading be given to Bylaw 1262-22, being a bylaw to approve the water franchise agreement between the Town of High Level and Mackenzie County for the provision of potable water services.	Byron	In Progress
22-08-564	That Councillor Derksen be authorized to attend the Alberta Forest Products Association Conference from September 28 – 30, 2022 in Jasper, Alberta	Louise	COMPLETE
22-08-565	That the following Councillors be authorized to attend the RhPAP 2022 Community Attraction and Retention Conference from October 4 – 6, 2022 in Drayton Valley, Alberta: Councillor Cardinal Councillor Smith	Louise	COMPLETE

Motion	Action Required	Action By	Status
22-08-566	That all Members of Council be authorized to attend the 2022 Rural Municipalities of Alberta (RMA) Fall Convention November 7 – 10, 2022.	Louise	COMPLETE
22-08-567	That the following Councillors be authorized to attend the Recycling Council of Alberta Conference on October 6, 2022 in Sherwood Park: Councillor Wardley Councillor Derksen Councillor Peters Councillor Bateman Councillor Driedger	Louise	COMPLETE
22-08-569	That administration work with the local Board of Trade and Chambers of Commerce for expression of interest for the 2026 Alberta Winter & Summer Games.	Byron	In Progress
22-08-570	That administration invite Alberta Conservation Association to a Committee of the Whole meeting to improve fish stocking ponds in the area.	Don	Will confirm once a COW Meeting is scheduled
August 30, 2022 Special Council Meeting			
22-08-590	That the Range Road 154 within TWP 108-15 Tender be retendered in 2023.	Byron	
22-08-591	That the Heliport Road from Range Road 18-4 to Range Road 19-0 Tender be retendered in 2023.	Byron	
22-08-592	That the 27th Baseline (TWP RD 1050) Tender be retendered in 2023.	Byron	



ALBERTA
MUNICIPAL AFFAIRS

*Office of the Minister
MLA, Calgary-Hays*

AR109424

August 15, 2022

Reeve Josh Knelsen
Mackenzie County
PO Box 640
Fort Vermilion AB T0H 1N0

Dear Reeve Knelsen:

Thank you for taking the time to meet on July 6, 2022. During our meeting, Mackenzie County council expressed concerns about a possible moratorium on energy activities relating to lithium and brine-hosted mineral extraction. As committed to during the meeting, Municipal Affairs requested clarification on this matter, and based on information from Alberta Energy, I am pleased to share the following.

In 2021, the Government of Alberta released the Renewing Alberta's Mineral Future strategy and action plan. This strategy will unlock Alberta's untapped mineral resources and create investment and job opportunities in the province. To support the strategy, the Alberta Energy Regulator (AER) will become the full life-cycle regulator for mineral extraction from exploration through reclamation, centralizing a previously fragmented process.

The AER is developing the regulatory framework for mineral extraction with the intent to begin accepting applications in early 2023. Information on mineral resource development can be found on the AER website at www.aer.ca/providing-information/by-topic/emerging-resources/mineral-resource-development. A recording of a May 11, 2022, public information session on the future regulation of brine-hosted minerals is available at www.youtube.com/watch?v=9OTYCI0bpxE.

For more information about mineral extraction in Mackenzie County, please contact the AER at minerals@er.ca or 1-855-297-8311.

Sincerely,

Ric McIver
Minister

cc: Honourable Sonya Savage, Minister of Energy

September 5, 2022

Jennifer Batt, Director of Finance
 Mackenzie County
 4511 – 46 Avenue
 Fort Vermillion, Alberta T0H 1N0

Dear Jennifer:

**RE: 2022 Northern Alberta Spring Flooding Disaster Recovery Program
- Municipal Payment Summary**

I am writing to advise that the Disaster Recovery Program has received your request for \$12,164.25. As you have a remaining advance of \$2,409,696.88, no payment will be forthcoming. A payment summary listing all eligible costs is enclosed.

Project Number	Project Description	Amount Submitted	Amount Eligible
12	Atlas Wells at La Crete	\$12,164.25	\$12,164.25
Total		\$12,164.25	\$12,164.25

Outstanding Advance	\$2,409,696.88
Advance Outstanding after current reconciliation	\$2,397,532.63
Total Payment Forthcoming	0.00

Please be advised that this project is now closed. If you disagree with any decision made on your file or if you have any questions or concerns, please contact your Case Manager for this program, Joyette Howard at 780-217-5492 or by email at joyette.howard@gov.ab.ca.

Sincerely,



Rick Melynchuk
 Acting Manager, Community Recovery Services
 Alberta Emergency Management Agency

Attachments



2nd Floor, Summerside Business Centre
1229 – 91 ST SW
Edmonton, AB T6X 1E9

Tel (780) 427-2444
Email lprt.appeals@gov.ab.ca
Website www.lprt.alberta.ca

NOTICE OF ACKNOWLEDGEMENT

Our File: AN22/HIGH/T-01

August 19, 2022

Clark McAskile
Chief Administrative Officer
Town of High Level
10511 – 103 Street
High Level, AB T0H 1Z0

Byron Peters
Interim Chief Administrative Officer
Mackenzie County
PO Box 640
Fort Vermilion, AB T0H 1N0

Re: Notice of Intent to Annex Acknowledgement – Town of High Level

This is to confirm the Land and Property Rights Tribunal (Tribunal) has received a notice of intent from the Town of High Level to annex land from Mackenzie County.

Information the town may find useful as it develops its annexation application can be found here: <https://www.alberta.ca/annexation-board-orders.aspx>. The bulletins explain the annexation process, identify assessment and taxation provision considerations, and discusses issues related to annexations that cross a primary highway. The Tribunal Annexation Principles list the areas that have been used in the past to evaluate annexation requests. The Annexation Application Checklist specifies the information that should be included as part of an application submitted to the Tribunal. In order to avoid a delay in the processing of your eventual annexation request, please ensure your application contains the information identified by the Application Checklist and addresses all 15 of the Tribunal Annexation Principles.

Please contact me if you require information about the annexation application requirements. My direct line is (780) 422-8652, or you can contact me by e-mail at richard.duncan@gov.ab.ca.

Yours truly,

for Rick Duncan
Case Manager

.../2

Page 2

Our File: AN22/HIGH/T-01

cc: Hayley Gavin, Town of High Level
Terry Jessiman, Alberta Agriculture, Forestry & Rural Economic Development
Okey Obiajulu, Alberta Environment & Parks
Yvette Jobson, Alberta Infrastructure
Chase Milligen, Alberta Transportation
Apex Utilities
ATCO Electric
Dustin Thacker-Fournier, Beaver First Nation
David Kruger, Canada Post
Jordan Asels, Dene Tha' First Nation
Mike McMann, Fort Vermilion School Division
Byron Peters, Mackenzie County
Board of Directors, Northern Lights Gas Co-op Ltd.
Chairperson and Council, Paddle Prairie Metis Settlement
Dan Fletcher, Town of Rainbow Lake
Dave Hunka, Fortis Alberta Inc.
Kevin Crush, Federation of Alberta Gas Co-ops Ltd.
Heidi Kalyniuk, CP Rail System
Frank Gulas, Real Estate Department, CP Rail System
Peter Ngo, Alberta Transportation
Michael Scheidl, Alberta Municipal Affairs

Classification: Public

Alberta Provincial Police Service

Community Policing Deployment Model Detachment Prototype Design

March 2022



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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



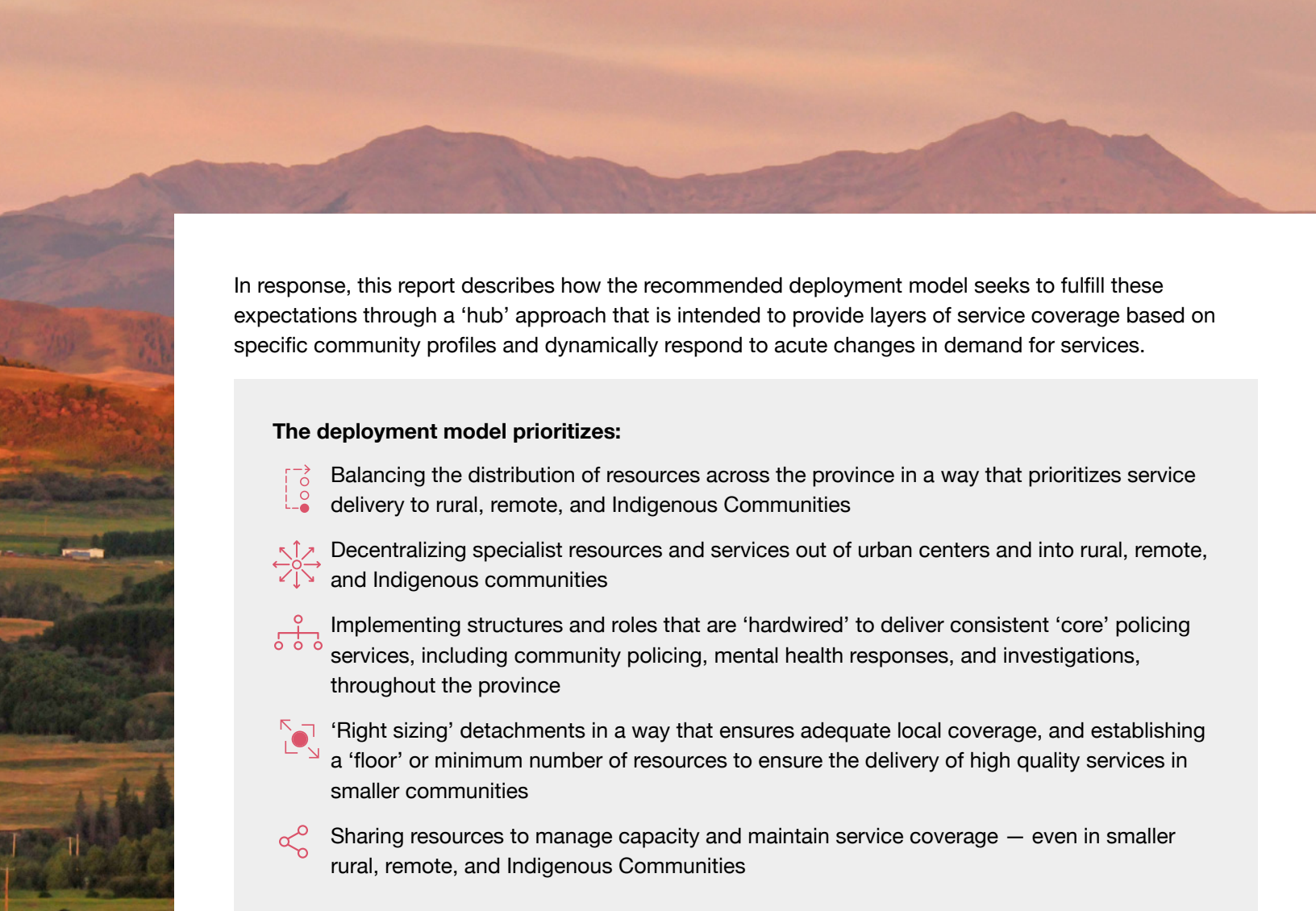
Responsive

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.

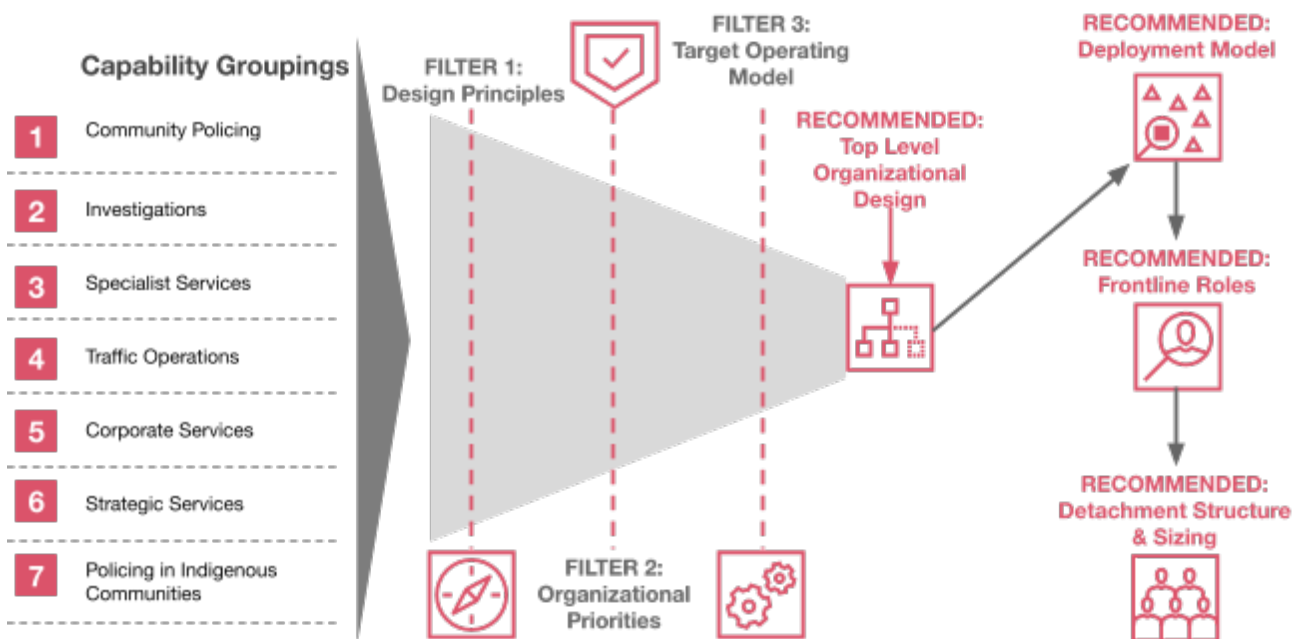
Approach and Methodology

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










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”).

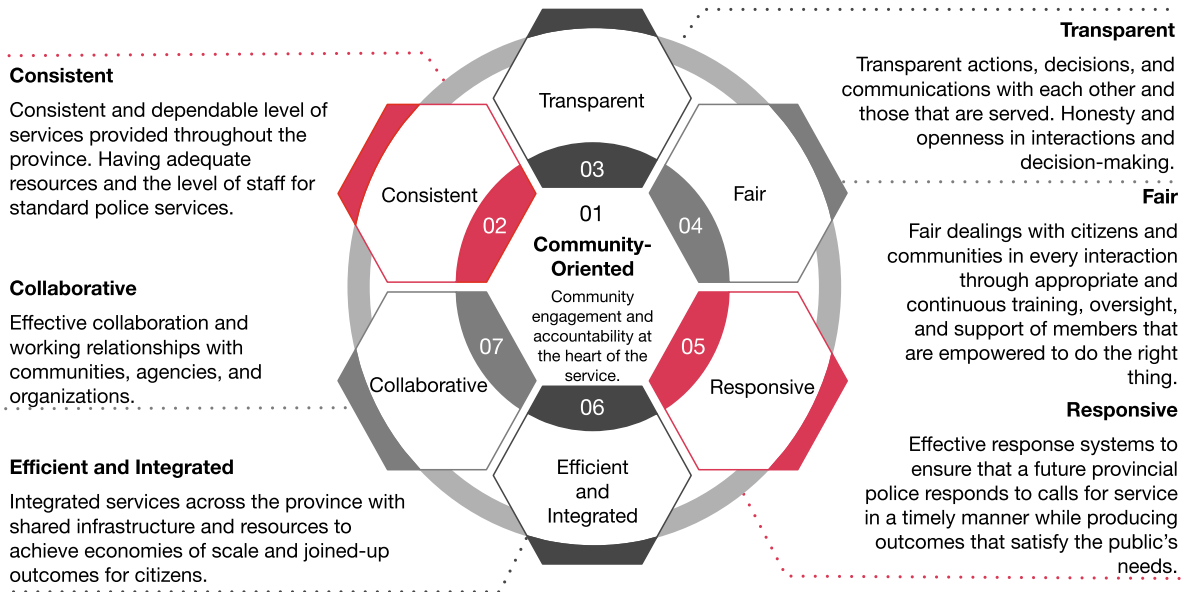
Grounded in the target operating model and top level organizational design, this report brings the envisioned community policing deployment model for a future provincial police service to life in a way that is consistent with the design principles and organizational priorities defined previously. At 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)
						
<p>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</p>	<p>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</p>	<p>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</p>	<p>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</p>	<p>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</p>	<p>Articulate the primary frontline roles and responsibilities of a future provincial police service across the conceptual detachment prototypes</p>	<p>Define the high-level organizational structure and sizing assumptions of the conceptual detachment prototypes</p>

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.



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.

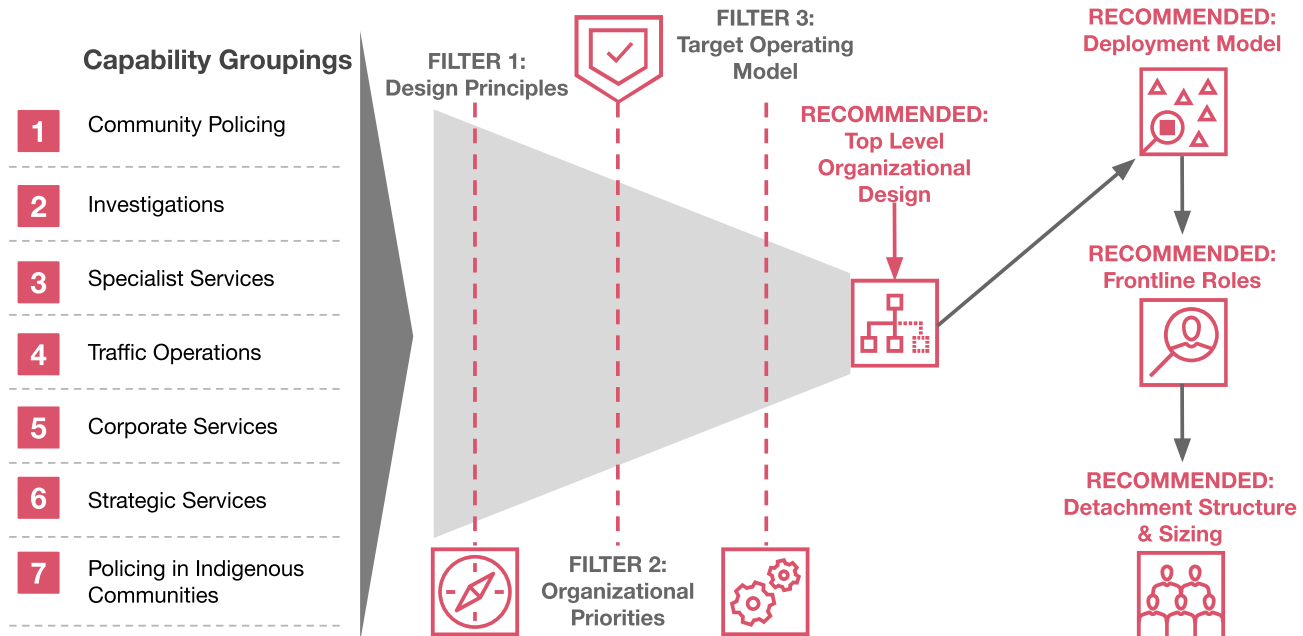
7. High Level Detachment Structure & Sizing

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



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.

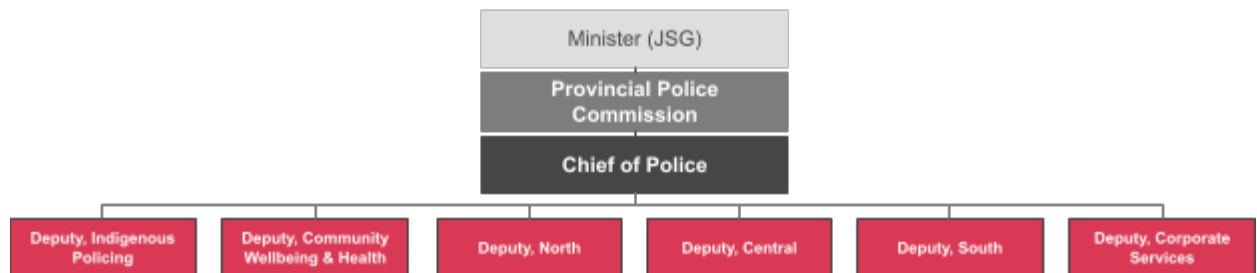


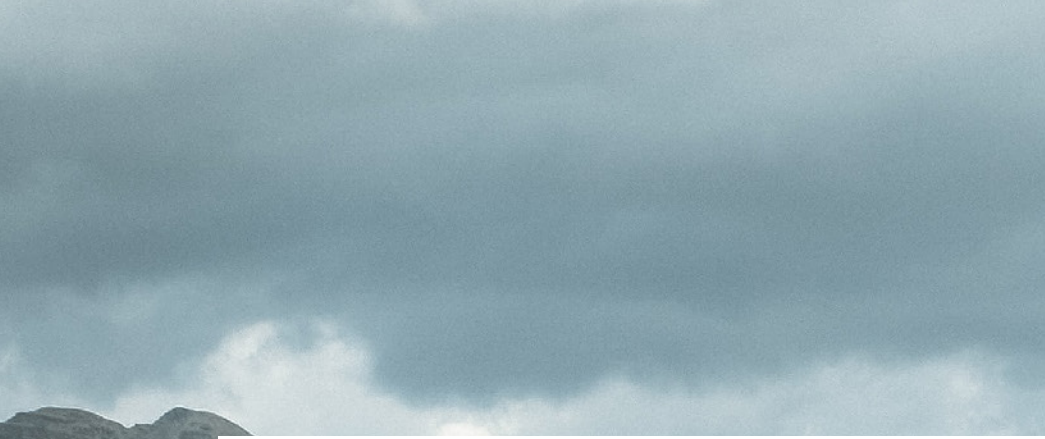
A **deployment model** that puts the right resources in the right places at the right time to deliver the services locally wherever possible.

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

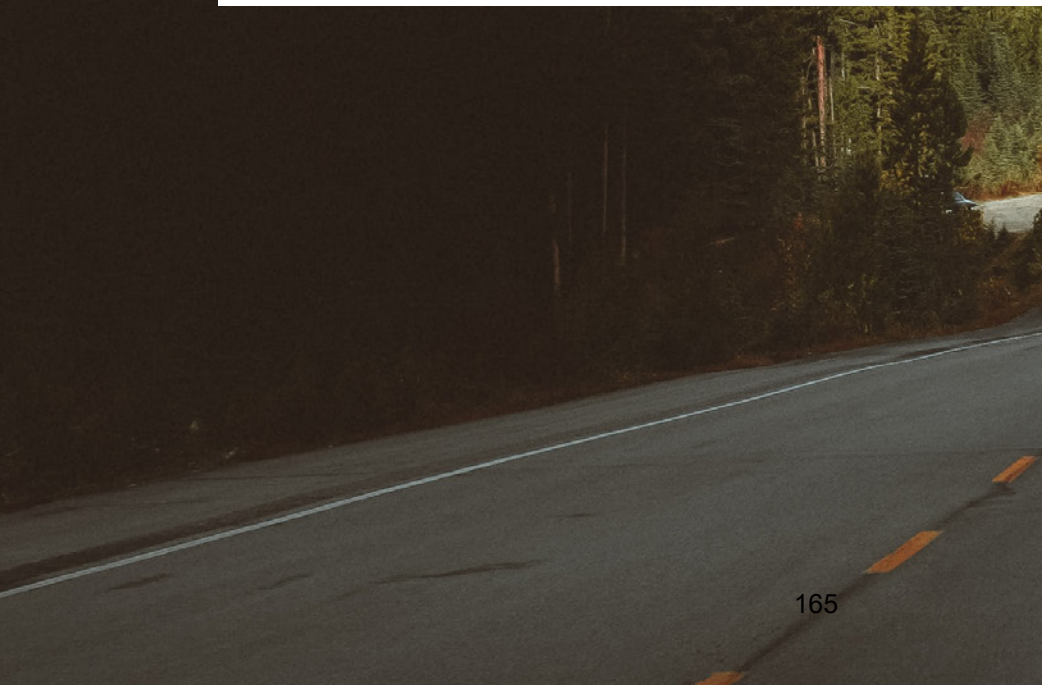
- As a single organization, APPS's integrated approach to community safety includes healthcare partners, family and community supports, and public safety partners. These organizations will then support and directly impact the capabilities and roles that exist with APPS, the services that are offered 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

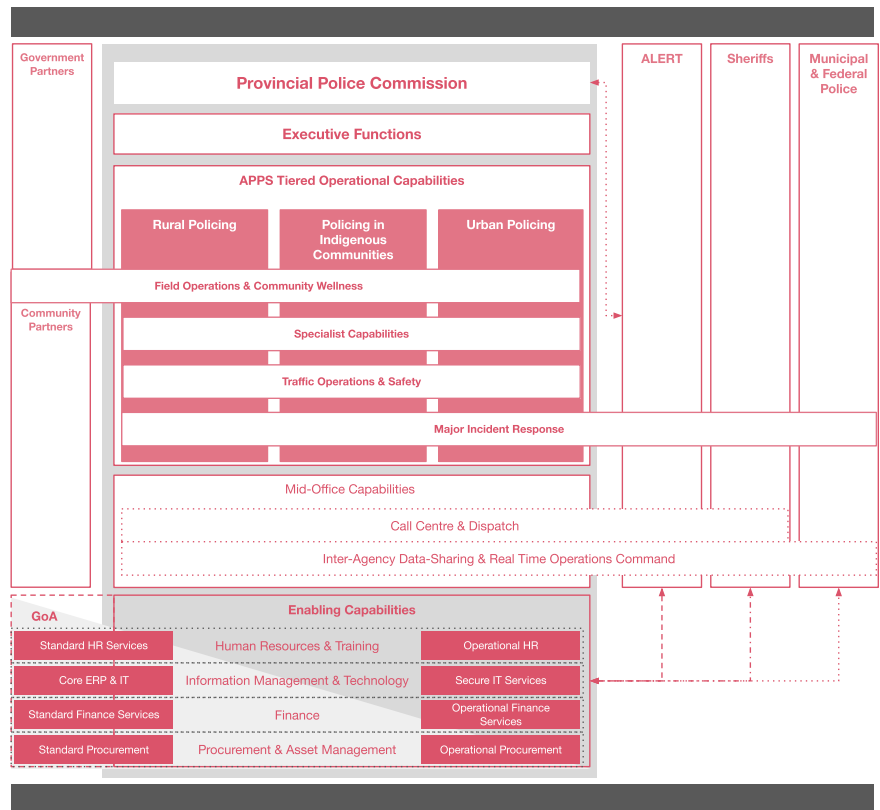
- Ensures Indigenous-specific, culturally-appropriate service standards and considerations are embedded throughout the Alberta Provincial Police Service.
- Liaises, coordinates, and builds relationships with Indigenous Communities across Alberta with the goal to support self-administered Indigenous police 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:

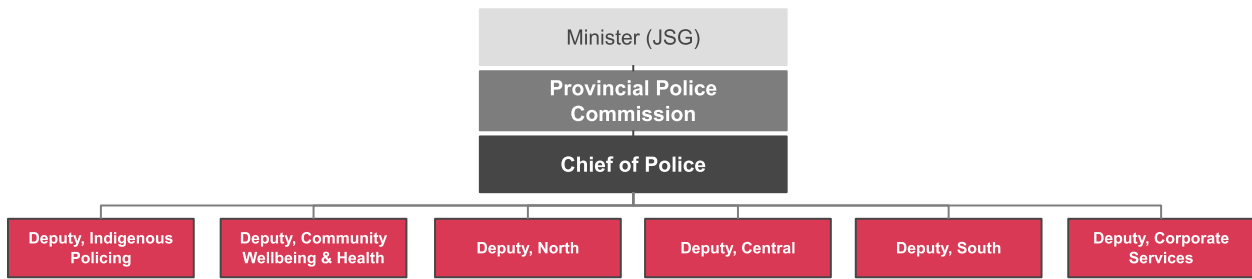
1. An effective organizational structure that prioritizes the right capabilities in portfolios and roles with effective accountability; and
2. A deployment model that puts the right resources in the right places at the right time to deliver the services people in Alberta need.

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



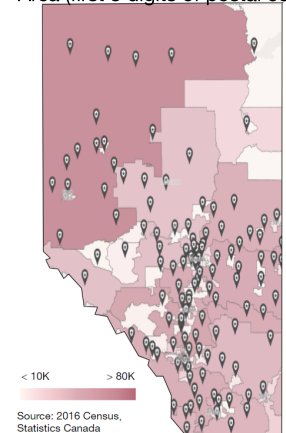
The recommended organizational structure introduced key structural elements that were required to enable the operating model and established a foundation for the recommended deployment model presented in this report. Critically, several of the structural recommendations drove decisions and design elements 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.

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.

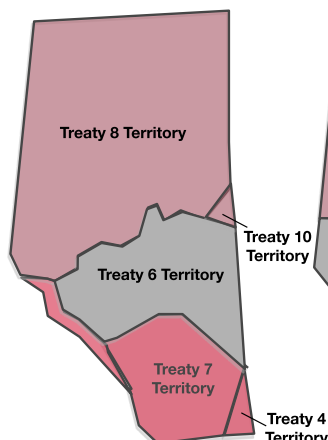
Population by Forward Sortation Area (first 3 digits of postal code)



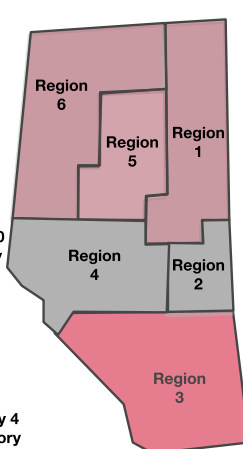
Alberta Health Zones



Treaty Territories



Metis Nation Regions



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

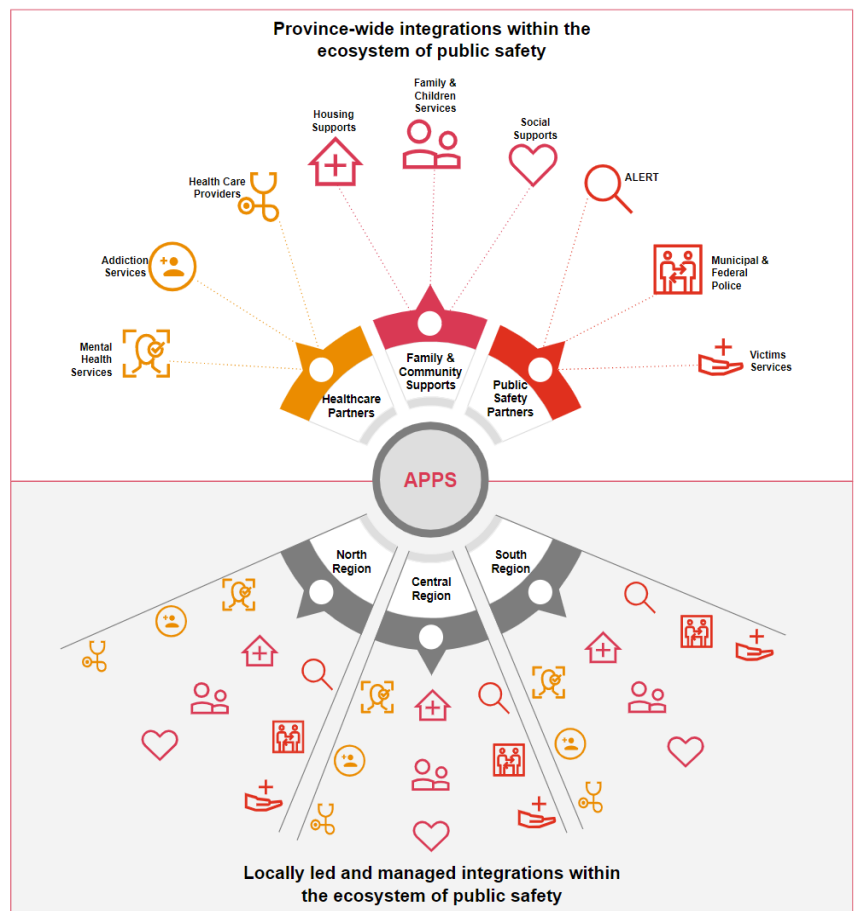
The ecosystem of public safety is a major consideration in the development of the recommended organizational structure. A future Alberta provincial police service is one of many players within a broader ecosystem of service providers that span the community safety continuum - from mental health and addiction 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



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 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
 <p>Community Oriented</p>	<p>Community engagement at the heart of the service and establishing mechanisms to facilitate relationships between the provincial police and communities.</p>	<ul style="list-style-type: none"> • Larger minimum detachment size • Consistent portfolios of services and capabilities • Enhanced community policing front line officer role
 <p>Transparent</p>	<p>Transparent in actions, decisions and communications with each other and those that are served. Ensure honesty and openness in interactions and decision making.</p>	<ul style="list-style-type: none"> • Regional leads for functional areas to ensure consistency and accountability throughout the province • Local Commissions to bring in the Community wherever possible
 <p>Fair</p>	<p>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.</p>	<ul style="list-style-type: none"> • 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
 <p>Responsive</p>	<p>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.</p>	<ul style="list-style-type: none"> • 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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.	<ul style="list-style-type: none"> 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		Service Hub	
Range of officers: 125 – 200	Number of detachments: 3	Range of officers: 48 – 192	Number of detachments: 20 – 30
Average number of sworn officers: 153		Average number of sworn officers: 55	
Community characteristics: Larger rural communities acting as centres in Northern, Central, and Southern Alberta	Types of services: Full range of operational and strategic services	Community characteristics: Medium sized, rural communities in Alberta likely acting as a ‘centre’ in rural areas	Types of services: <ul style="list-style-type: none"> • Community Policing & Field Operations • Investigation teams • Mental health and addictions response • Specialist service teams
Community Detachment		Detachment in Indigenous Communities	
Range of officers: 10 – 80	Number of detachments: 65 – 85	Range of officers: TBD	Number of detachments: TBD
Average number of sworn officers: 15		Average number of sworn officers: TBD	
Community characteristics: Rural and Remote Communities in Alberta, likely smaller in size	Types of services: <ul style="list-style-type: none"> • Community Policing & Field Operations • Investigations • Mental health and addictions response • specialist service resources 	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



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

Summary of Detachment Profiles



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

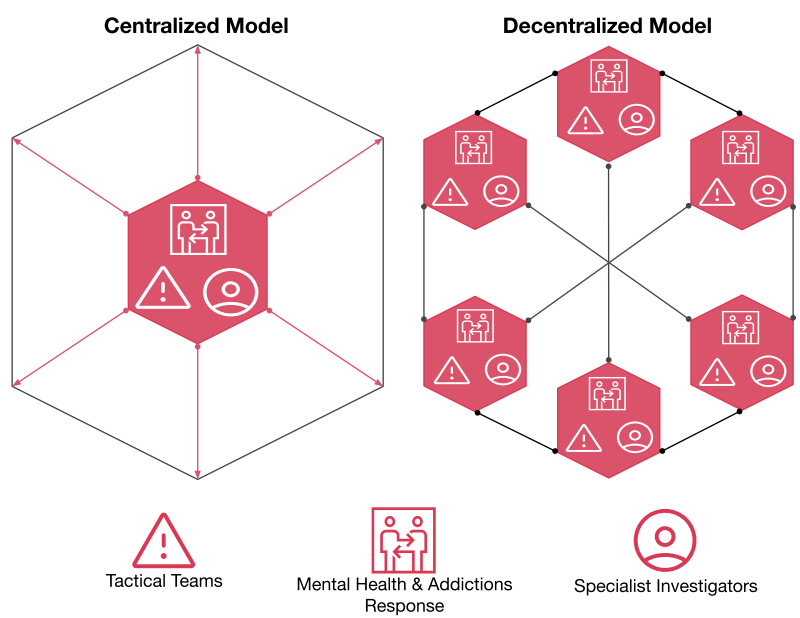
Number of detachments, resources and averages are based on the conceptual deployment model and are for illustrative purposes only.

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



- 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.

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:

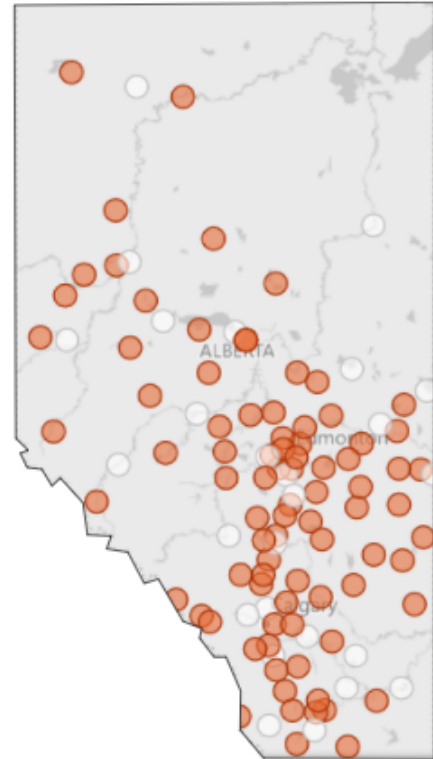
Community detachments will be the most common detachment profile within the provincial police service deployment model. They play a critical role in providing the majority of people in Alberta with community policing services. They will be responsible for providing public safety and well-being services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

Conceptual Example of Community Detachment Locations



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

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

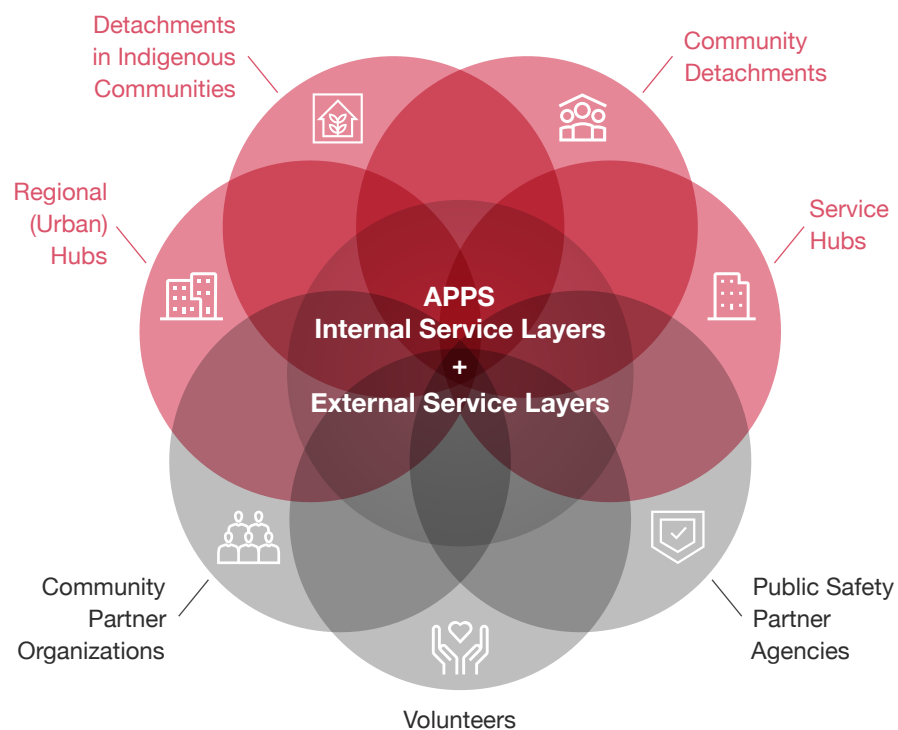
An increased rural policing presence of 275 officers from the current deployment model would allow the APPS to double the number of sworn officers in the smallest 42 detachments in Alberta (approximately 37% of current detachment locations based on data provided to the APPS Transition Study in 2020 during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

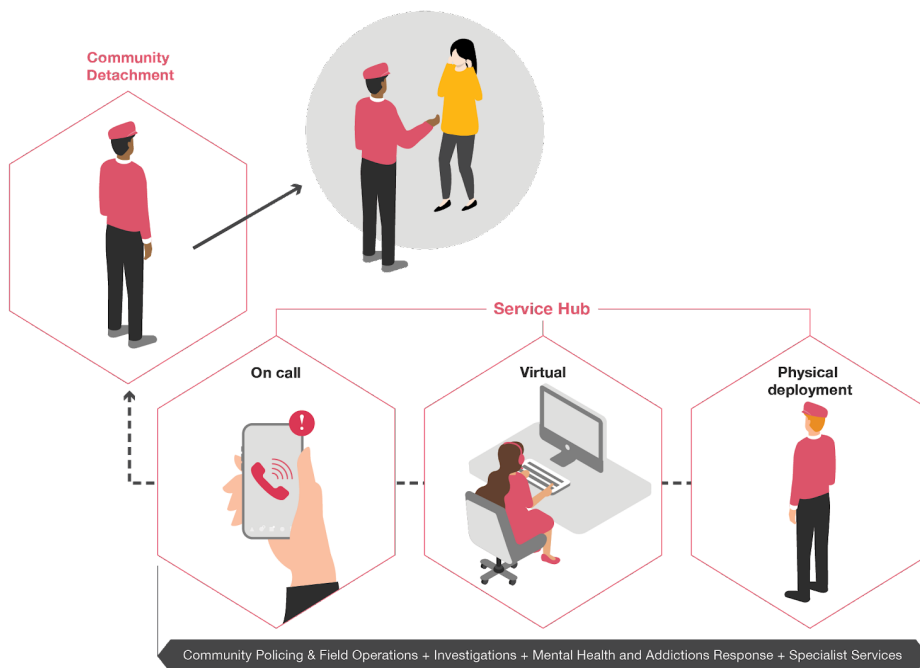
The figures presented above do not include additional resources that could potentially be deployed using more funding from the Police Funding Model, which would significantly bolster the already increased number of front line officers serving in rural Alberta.

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 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.

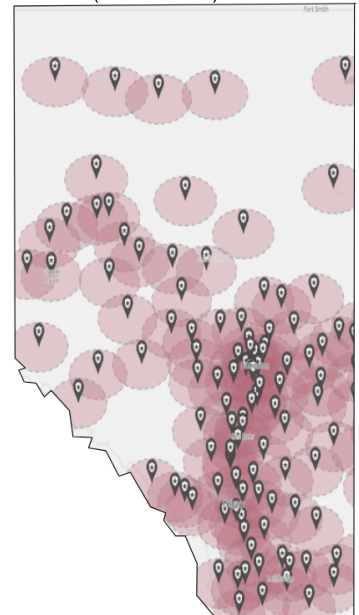
Community Detachment capacity and services are supported by Service Hubs. This additional support includes the ability to request deployment of Community Policing Constables, Specialist Units, or Investigators to support Community Detachment Resources. Services and resources can be redeployed from Service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

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.

Current Detachment Locations
(50 km radius)



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.



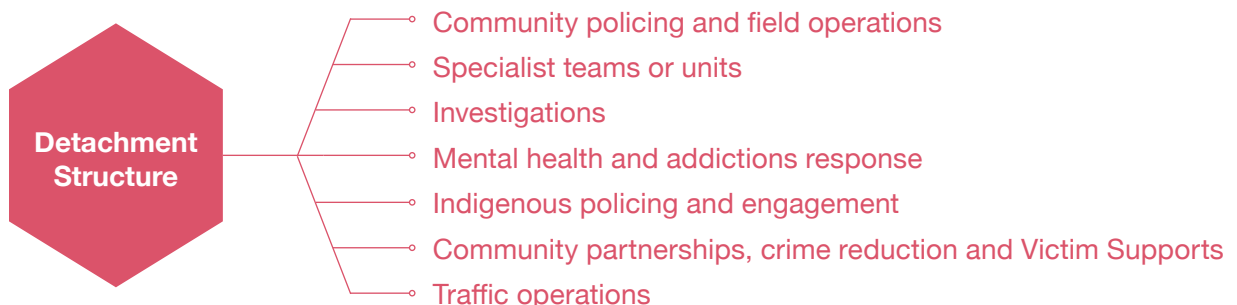
Consistent Detachment Structures

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:



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

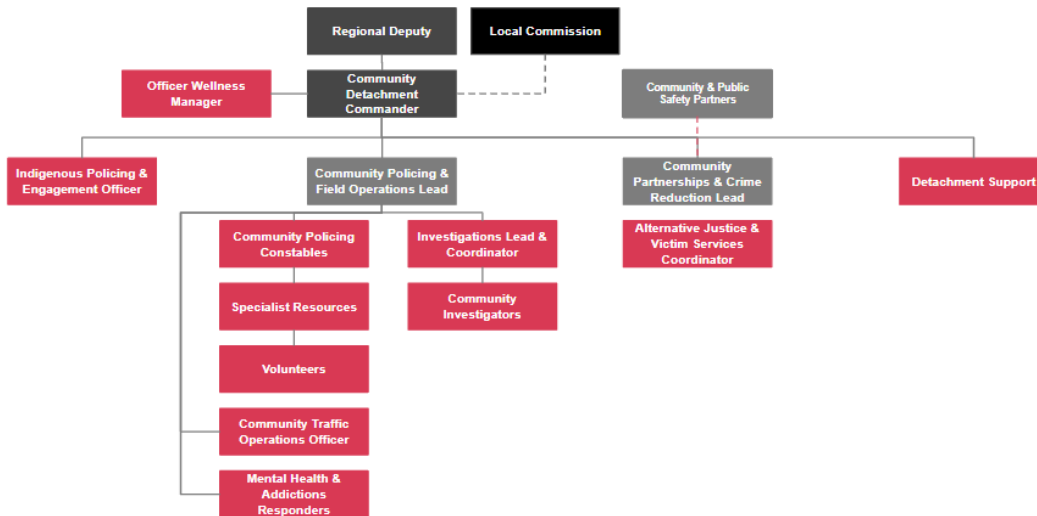
Structures of Each Detachment Profile

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:



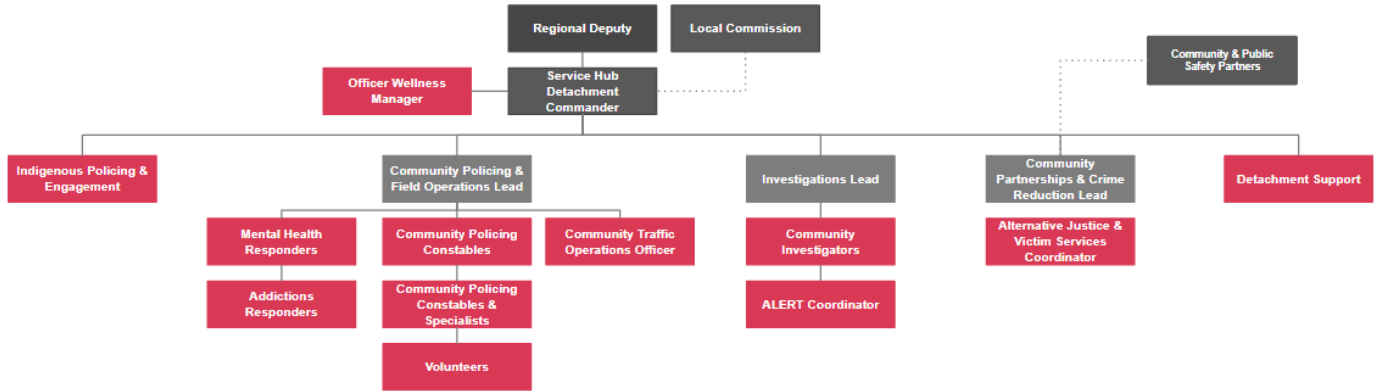
This is a critical component to ensuring that these services are available to all communities - rural, remote and Indigenous Communities. Embedding dedicated roles and resources in every detachment profile to deliver these services across Alberta is a key element of the deployment model required to drive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

Community Detachment Structure:



Key Capabilities & Services Represented:	Roles in Community Detachments
<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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:



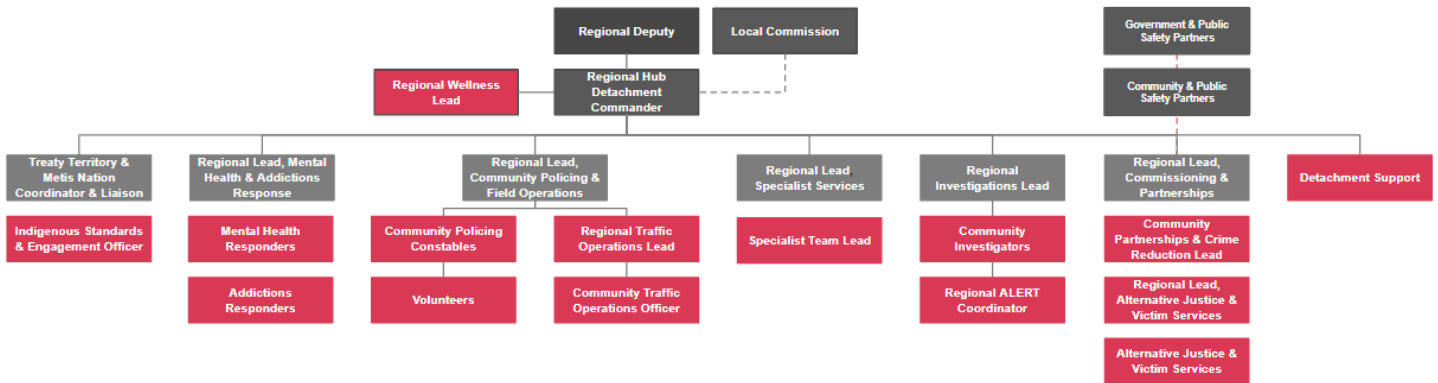
Key Capabilities & Services Represented:

- 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

Roles in Service Hubs:

- 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:

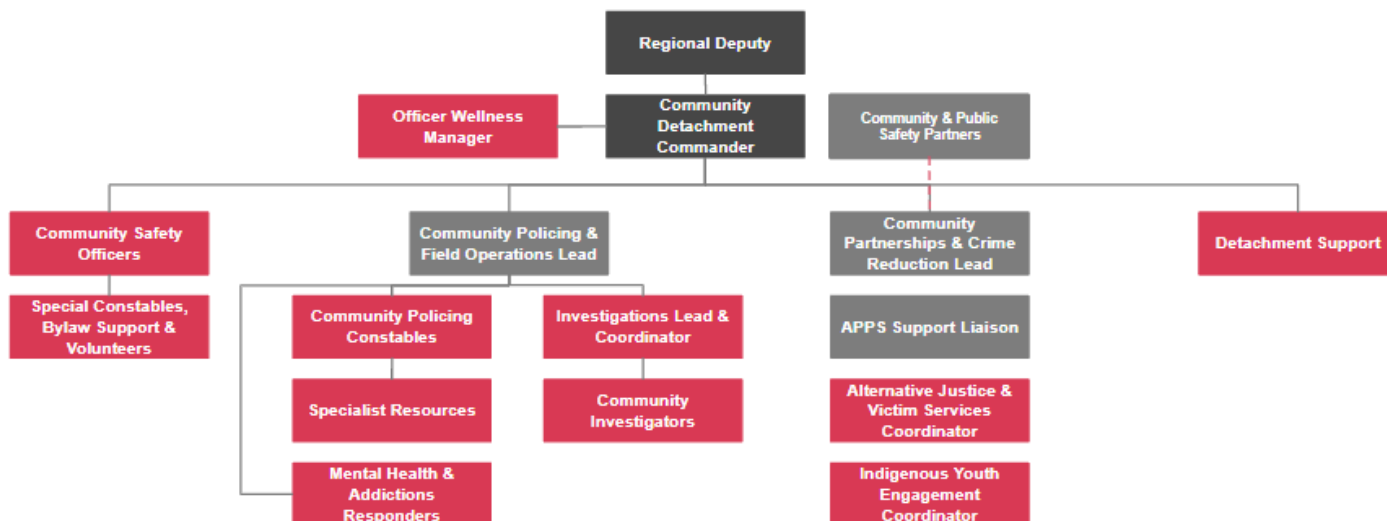


Key Capabilities & Services Represented:	Roles in Regional (Urban) Hubs
<ul style="list-style-type: none"> Community policing and field operations Mental health and addictions response Investigations Indigenous engagement and policing Community Partnerships, crime reduction, and Victim Supports Traffic operations Regional Strategic Leadership 	<ul style="list-style-type: none"> 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: <ul style="list-style-type: none"> 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	●	●	●	●

	Regional Service Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachments in Indigenous Community
Services & Capabilities				
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.

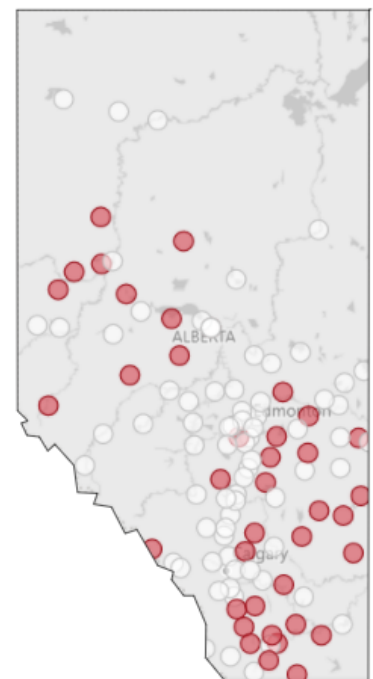
For Community Detachments, it is recognized that service demands are unlikely to be necessary 24 hours per day, and attempting to adhere to that standardized deployment model actually disadvantages the community and the officer wellness, as resources are spread too thin to be safe or effective. For this 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 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.

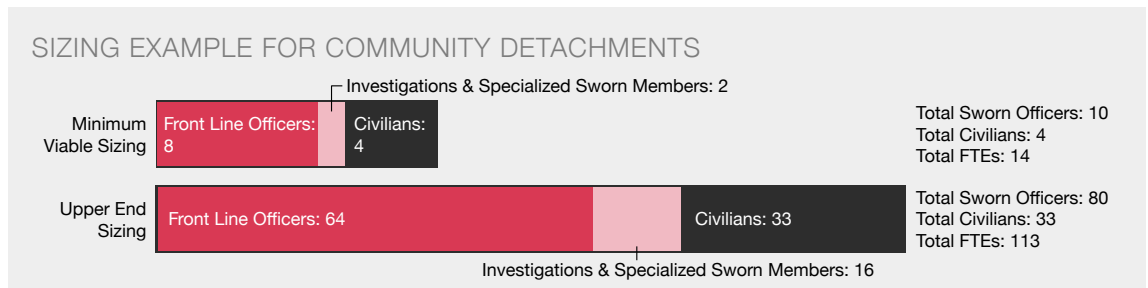
Staffing and Deploying Resources to Maintain Consistent Shift Coverage and Presence in the Community

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



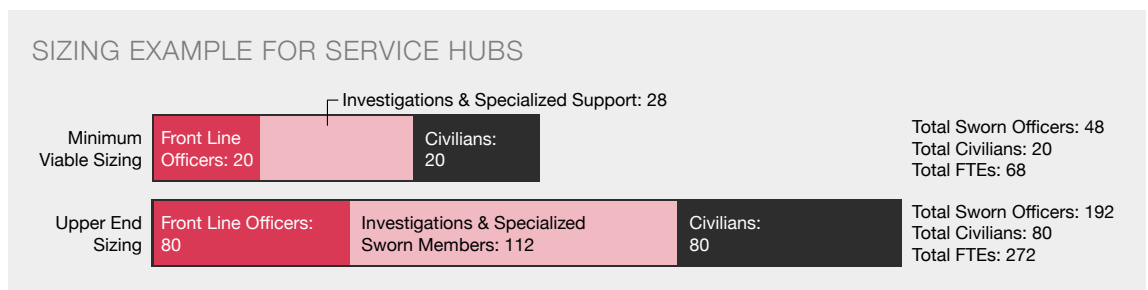
Community Detachments

- 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.



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.





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

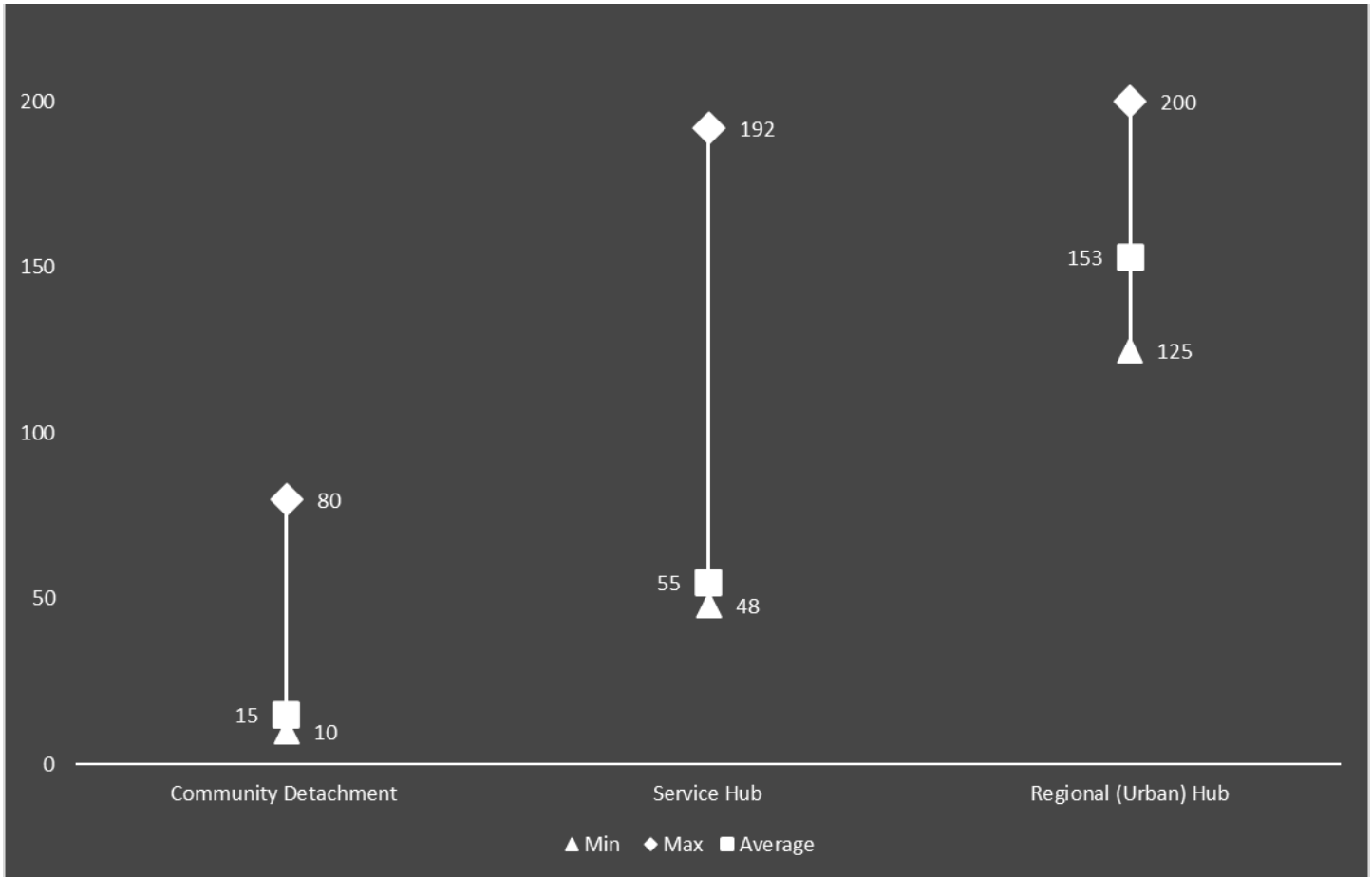
Generic Sizing Example	Front Line Officers: 80	Investigations & Specialized Support: 120	Civilians: 83	Total Sworn Officers: 200 Total Civilians: 83 Total FTEs: 283
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8. Staffing and Deploying Resources to Maintain Consistent Shift Coverage and Presence 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

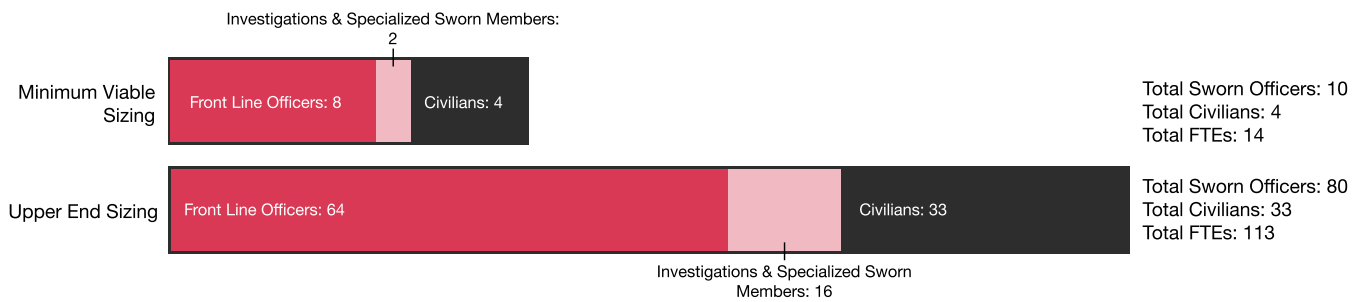
Community Detachment Resourcing Model Concept

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:

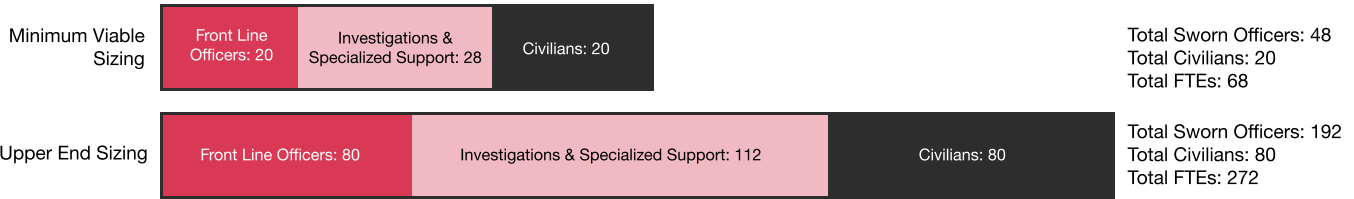
Minimum Viable Sizing			Upper End Sizing		
Resource Type	Proportion of Resource Type	Total	Resource Type	Proportion of Resource Type	Total
Front Line officer response	80% of staffing	8	Front Line officer response	80% of staffing	64
Invest & Specialized Support	20% of staffing	2	Invest & Specialized Support	20% of staffing	16
Total Sworn Officers		10	Total Sworn Officers		80
Civilians	2.4 officer: civilian ratio	4	Civilians	2.4 officer: civilian ratio	33
Total Resources (Including Civilians)		14	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



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			Service Hub Upper End Sizing		
Resource Type	Proportion of Resource Type	Total	Resource Type	Proportion of Resource Type	Total
Front Line officer response	40% of staffing	20	Front Line officer response	40% of staffing	80
Invest & Specialized Support	60% of staffing	28	Invest & Specialized Support	60% of staffing	112
Total Sworn Officers		48	Total Sworn Officers		192
Civilians	2.4 officer: civilian ratio	20	Civilians	2.4 officer: civilian ratio	80
Total Resources (Including Civilians)		68	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:

Sizing Example for Regional (Urban) Hub

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
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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:

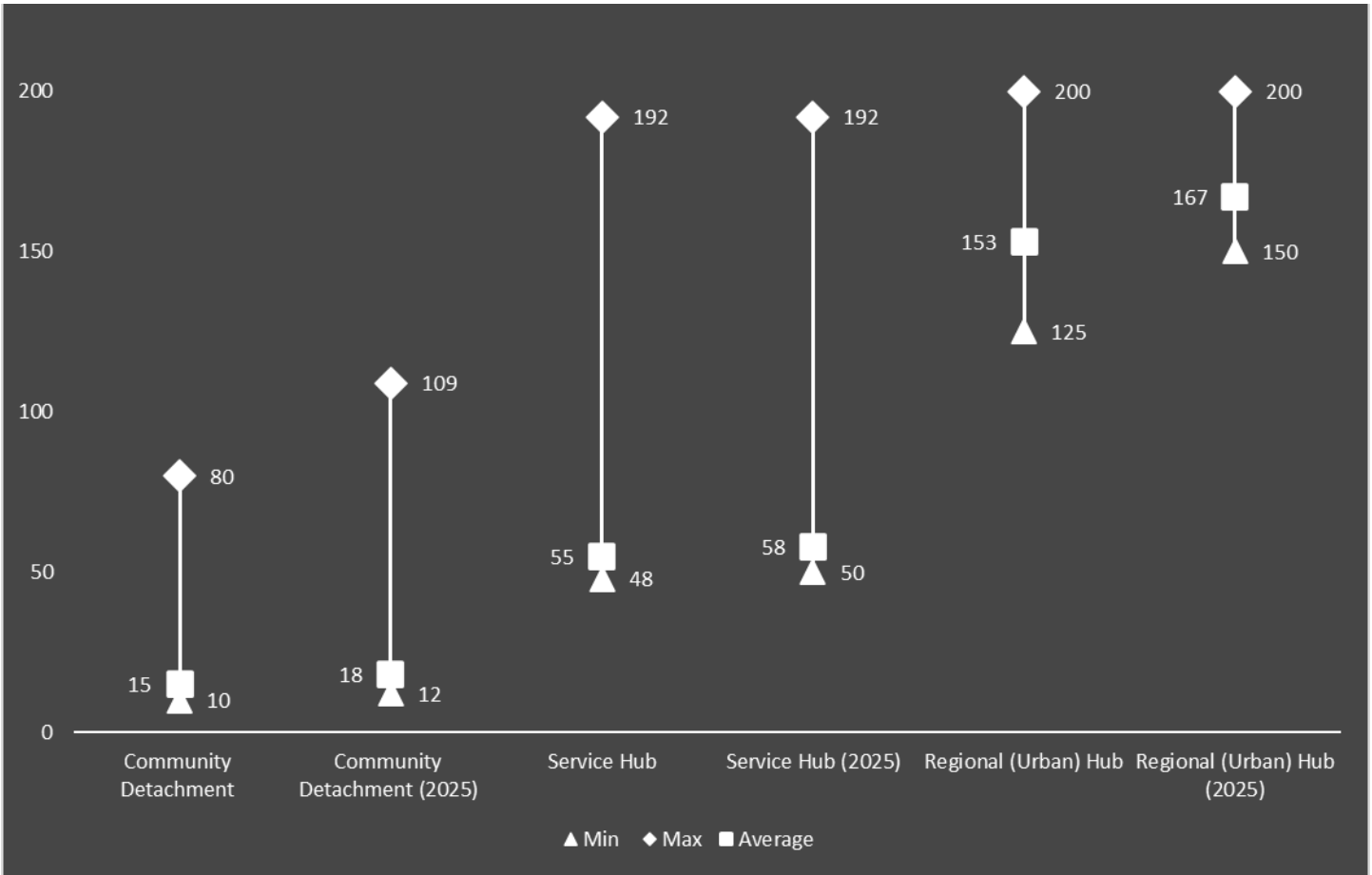
- Minimum baseline sizing of Community Detachments increased from 10 members to 12 members
- Average size of Community Detachments increased from 15 members to 18 members
- Minimum baseline sizing of Service Hubs increased from 48 members to 50 members
- Average size of Service Hubs increased from 55 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.

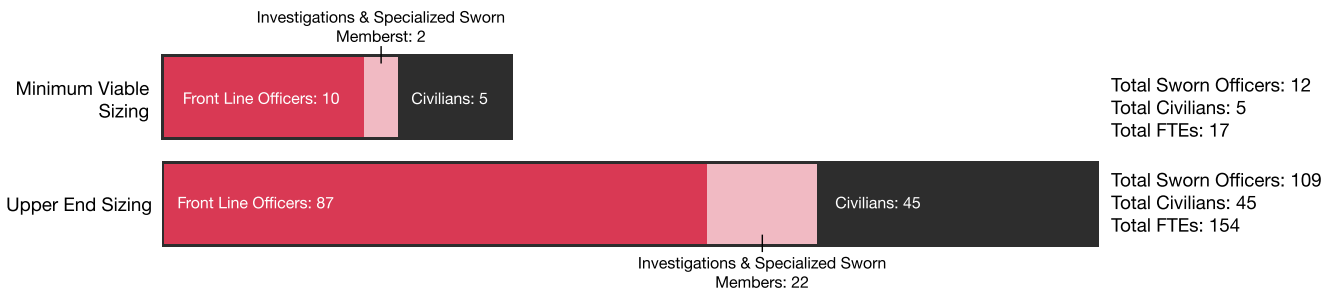
Comparison of Baseline and 2025/26 Detachment Profile Sizing Concepts



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

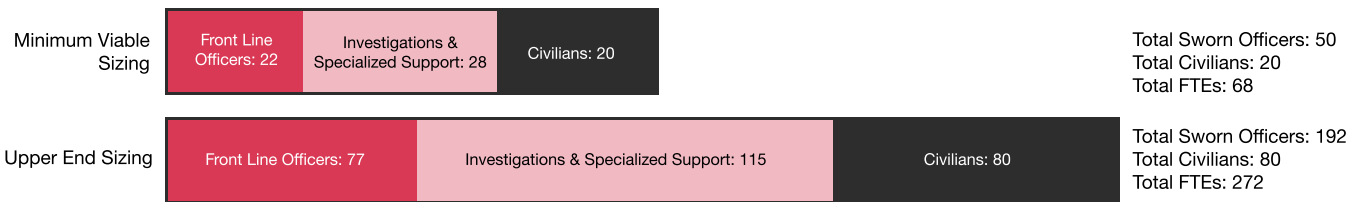
Sizing Example for Community Detachments in 2025/26 (projected)



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

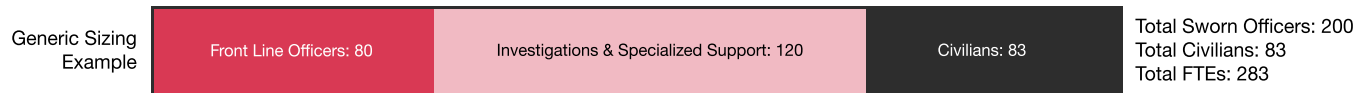
Sizing Example for Service Hubs in 2025/26 (projected)



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)



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

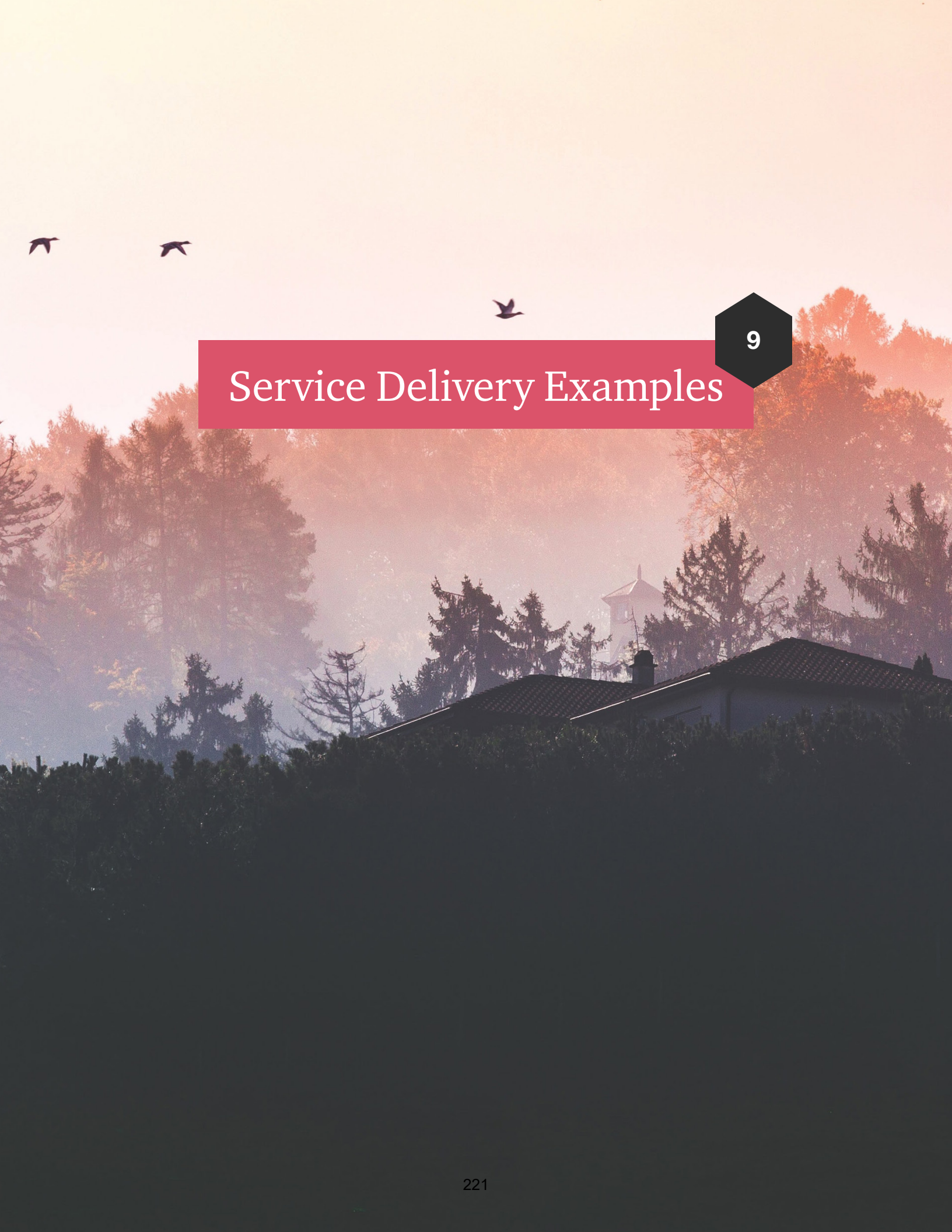
Option 2: Increase to Sworn Officers Only - Presents the resource allocation if all additional funds were allocated to hiring additional sworn officers only

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)



9

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

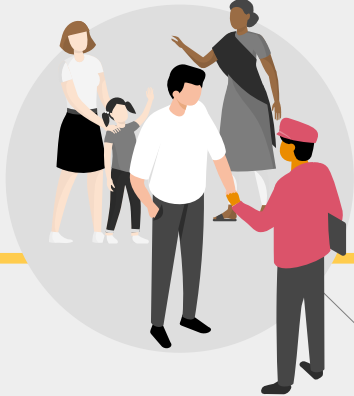
1 Community Policing Officers that are based in the community proactively engage with community members and get to know the people they serve.

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

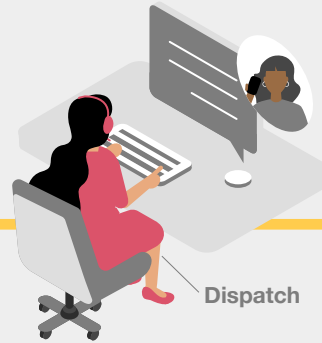
2 A member of the community calls police about a citizen that is known to struggle with mental health and addictions. Dispatch receives the call and takes the relevant information.

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



Dispatcher

Dispatch

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

Community Detachment

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



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 Detachment

Community Detachment

Community Partners

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 Detachment

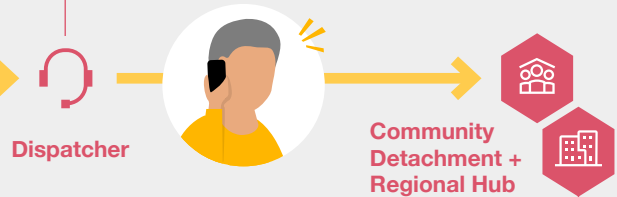
2 A farmer calls in a property theft that occurred while the family was away for the weekend. Police are able to respond to the scene from the local detachment.

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



Dispatcher

Community Detachment + Regional Hub

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 Officer

Community Policing Investigator

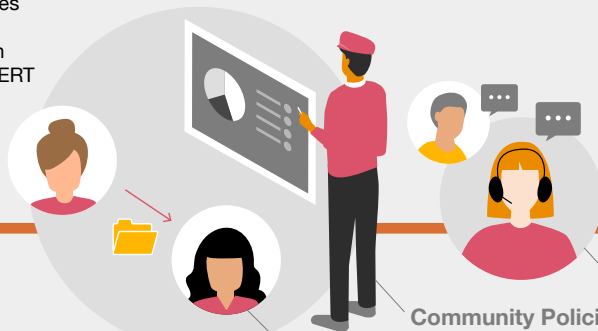
5 The Community Investigators send the case to ALERT's organized crime unit. The Community Policing Officer works to develop a rural crime prevention strategy for property crimes in the area.

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



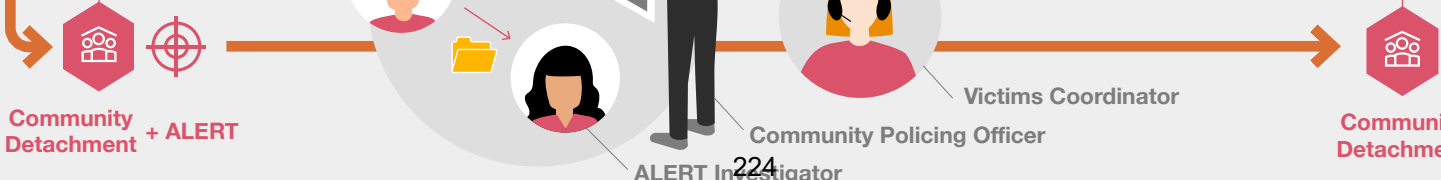
6 The Community Police Officer provides regular updates to the victim and connects the family to the Victim's Services Coordinator who assist with providing documents for insurance and other supports.

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

Victims Coordinator

Community Policing Officer

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



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



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



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



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

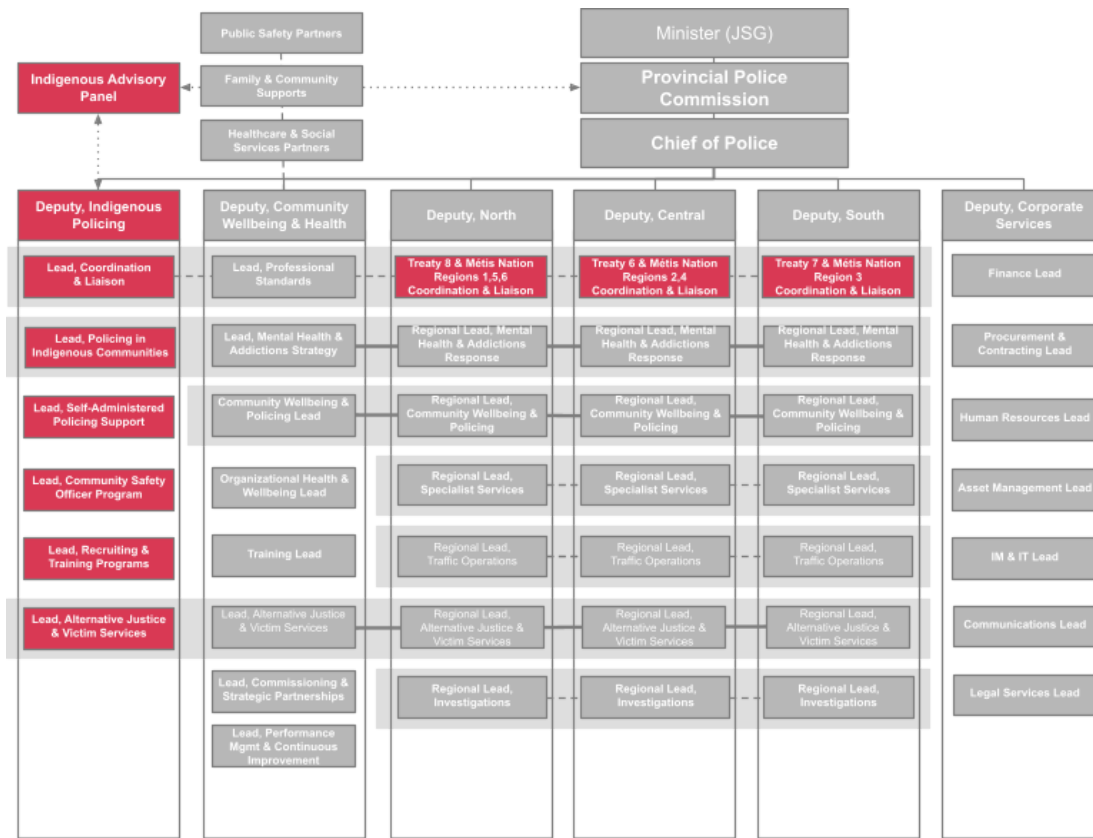
Victim Services and Alternative Justice: Delivery of services to support and protect vulnerable persons to drive proactive community policing and problem-solving, including after victimization. This includes providing support services relating to navigating legal processes across the justice system.

- 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:

- Ensuring the unique needs, culture, values, and histories of Indigenous Communities in Alberta are reflected in service

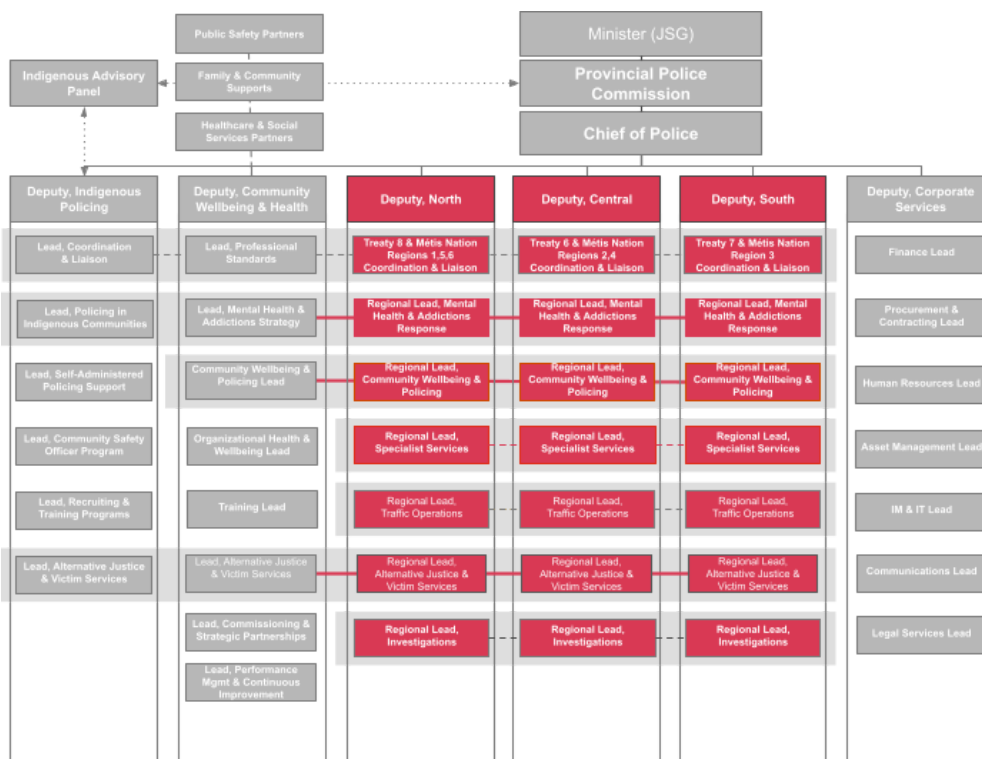
delivery throughout the police service.

- 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.
- 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 Reconciliation Commission Calls to Action, The National Inquiry into Murdered and Missing Indigenous Women and Girls recommendations, and other meaningful 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:

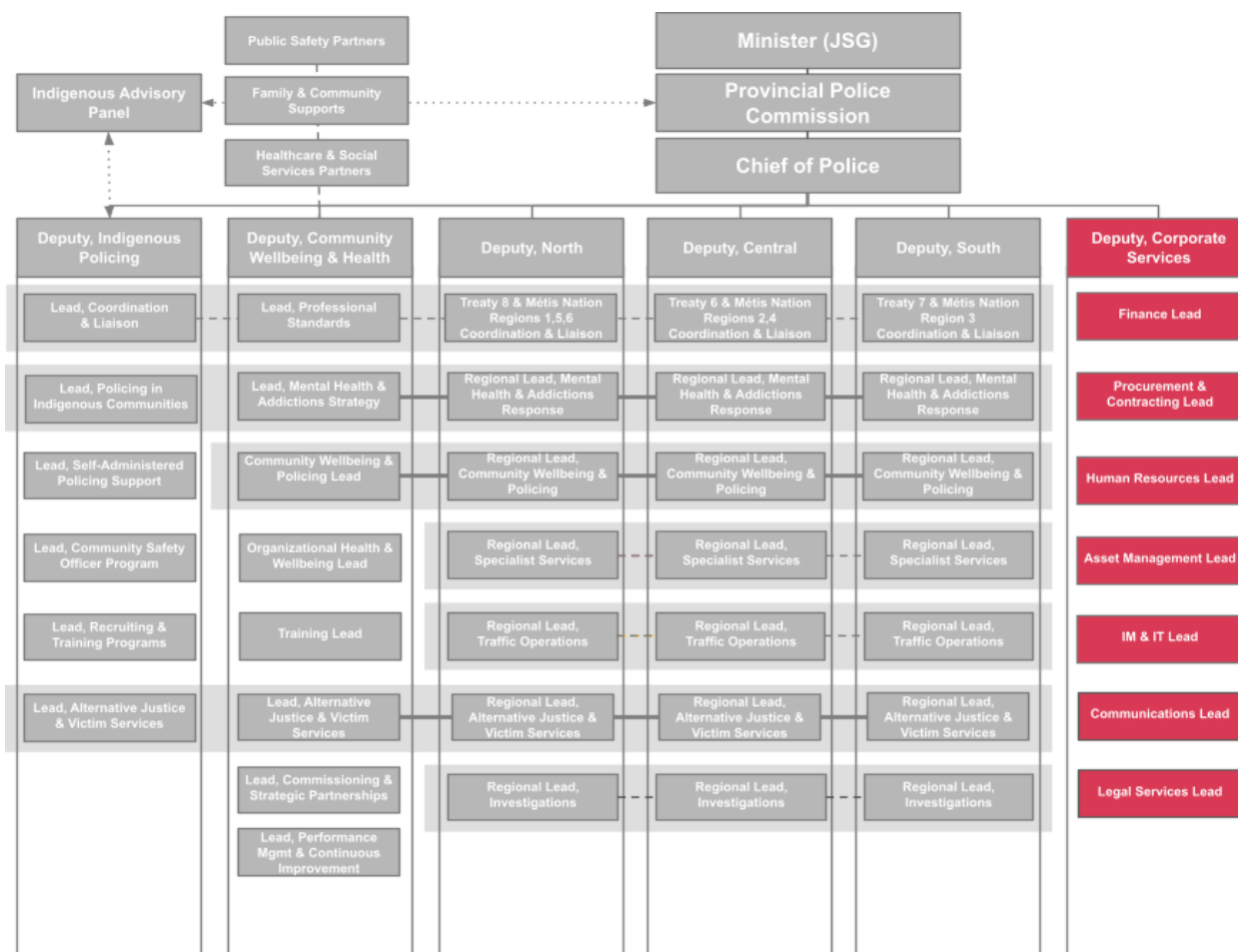
- **Professional Standards** - Creating and maintaining mechanisms for achieving the goals of the organization, including operational standards and oversight, adjudication of complaints, procedural justice oversight, and standards coordination and implementation across regions for all capabilities.
- **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:

- 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.
- 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)

Community Policing & Field Operations Roles

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	✓			

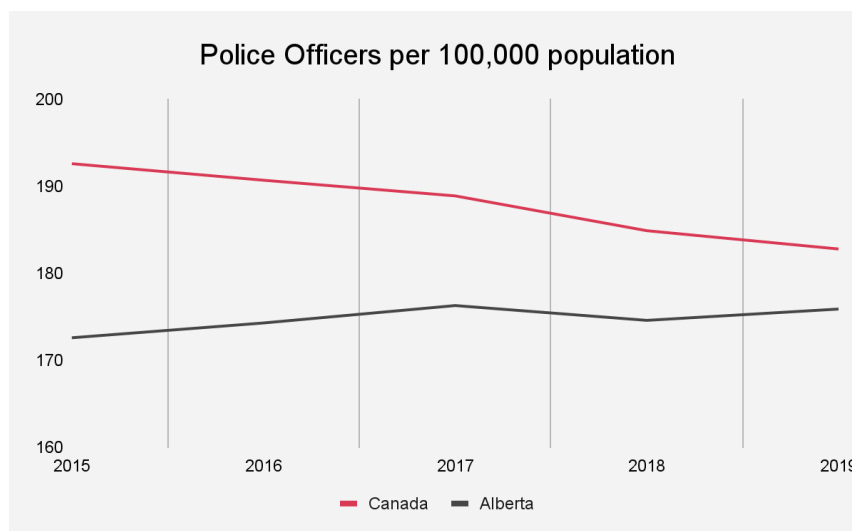
10.4 Section 8 Supplement

Sizing Methodological Considerations

Patrol/Community Policing

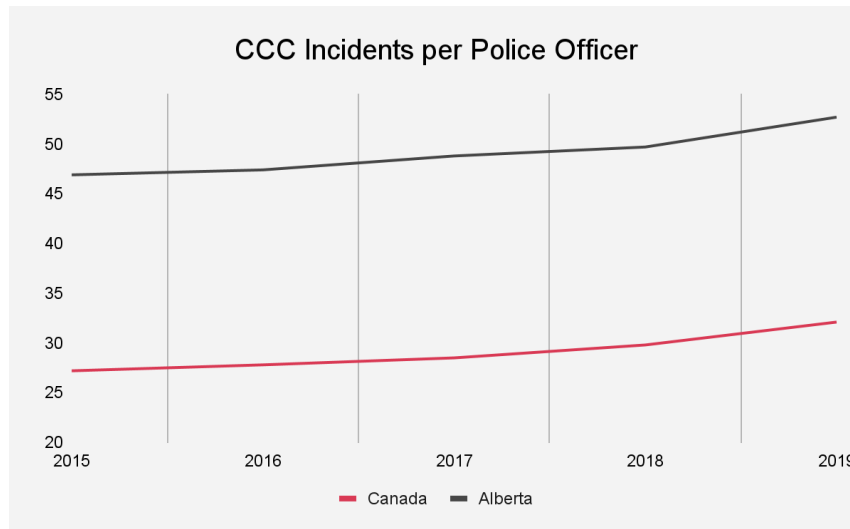
There are several ways to estimate the number of officers required or optimal for a particular geography or municipality. The most common of these is the use of the “pop to cop” ratio, or the converse, “cop to pop” ratio. This is a way of estimating the number of police officers that would be reasonable 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.

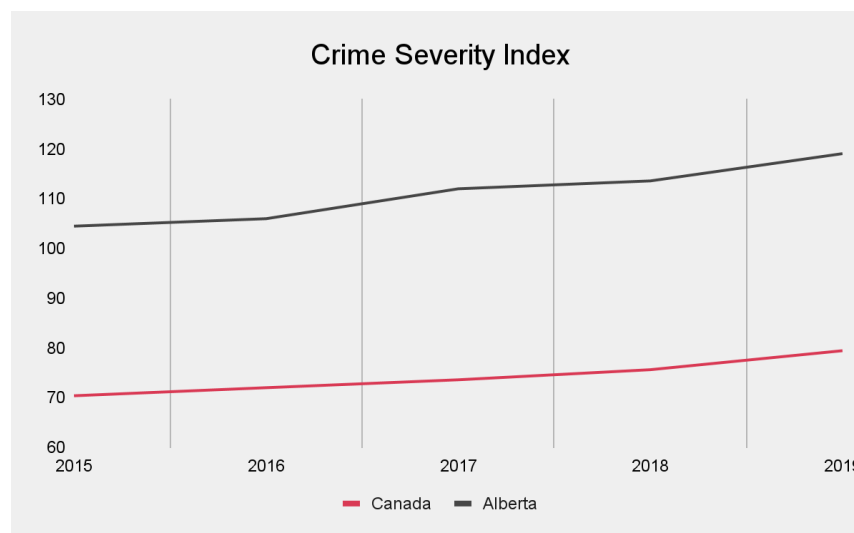


Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics
 DOI: <https://doi.org/10.25318/3510007601-eng>

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.



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:

<i>How many officers does it take to keep 1 car on the road 24/7/365?</i>	<i>24/7/365</i>	<i>12/7/365</i>
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		
<i>(to be validated with Collective Agreement and HR Data)</i>		
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	
<i>Person Hours</i>	8,320	
<i>Availability per Officer</i>	1,536	
<i>Officers Needed</i>	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	
<i>Person Hours</i>	24,960	
<i>Availability per Officer</i>	1,536	
<i>Officers Needed</i>	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	
<i>Person Hours</i>	16,640	
<i>Availability</i>	1,536	
<i>Persons Needed</i>	11	
Specialist Team Shifting, 4/12 shift		
	A Side	B Side
Minimum	2	2
Shifts	2	2
Officers	4	4
Total Minimum Deployment	8	
<i>Person Hours</i>	16,640	
<i>Availability</i>	1,536	
<i>Persons Needed</i>	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	
<i>Person Hours</i>	62,400	
<i>Availability per Officer</i>	1,536	
<i>Officers Needed</i>	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.

Alberta Police Service Deployment Model Summary

Alberta Justice and Solicitor General

August 2022



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.

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

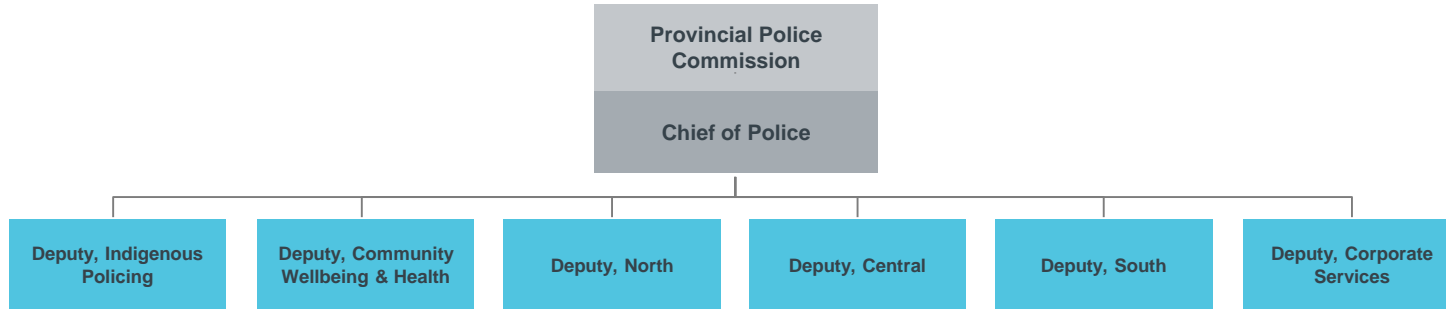


Better access to specialized policing resources and services in rural, remote and Indigenous communities



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

Tailored for Alberta's diverse communities



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.

More specialist resources for rural areas



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.

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 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

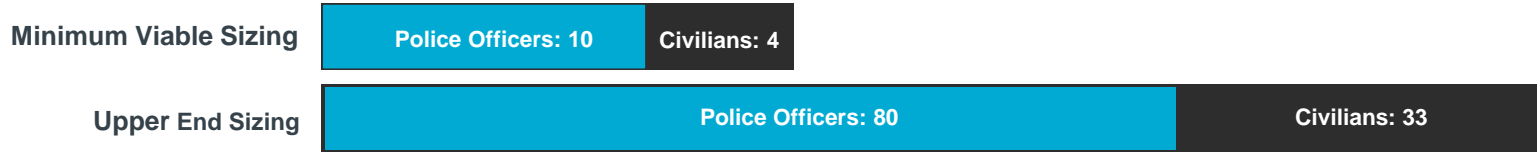
Located in larger communities with 3 such detachments across the province.



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



- 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.

Service hub detachments



- 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.

Regional (urban) hub detachments

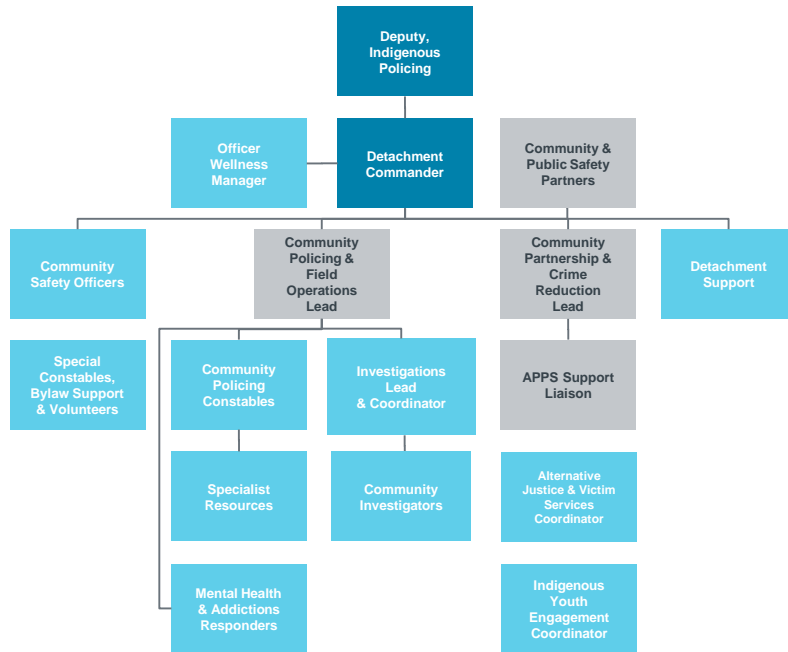
Sizing Example

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.

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
<ul style="list-style-type: none">• Since 2020, additional funding allowed for increase of 450 RCMP positions<ul style="list-style-type: none">– 245 additional RCMP officers– 207 additional civilians	<ul style="list-style-type: none">• This same funding will enable an increase of 553 APS positions from base model<ul style="list-style-type: none">– 383 additional police officers– 170 additional civilians<ul style="list-style-type: none">▪ 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.

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 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 transition 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

From: [Ministry of Justice](#)
Subject: Commissioner Brenda Lucki says there have been no RCMP reforms
Date: August 25, 2022 4:03:06 PM
Attachments: [Commissioner Brenda Lucki says there have been no RCMP reforms.pdf](#)

Dear Mayor/Reeve and Council,

The Mass Casualty Commission is an independent inquiry into the deadliest mass killing in Canadian history, which occurred two years ago in Nova Scotia on April 18th-19th, 2020. You can watch the testimony here: <https://masscasualtycommission.ca/>

Testimony from senior RCMP officers and from Commissioner Brenda Lucki has laid bare the bureaucratic mismanagement of RCMP headquarters. I believe it also demonstrates how the dual mandate of the RCMP, which provides contract policing to 169 communities and federal policing, is failing Canadians. Commissioner Lucki also claimed that the RCMP is underfunded, a claim which was flatly rejected by Nova Scotia's Justice Minister

(<https://atlantic.ctvnews.ca/nova-scotia-justice-minister-dismisses-rcmp-assertion-of-chronic-underfunding-1.6040586>).

I have attached a PDF of a G&M news story that was published yesterday reporting on testimony provided by RCMP Commissioner Brenda Lucki. In particular, I would highlight for your attention the following excerpts:

- RCMP Commissioner Brenda Lucki told a public inquiry into the 2020 Nova Scotia mass shooting **that there have been no reforms to the national police force in the more than 28 months since the deadly gun rampage**, despite a series of problems exposed by the Mounties' response to the violence.
- In her testimony, Commissioner Lucki said she couldn't directly answer questions about why the RCMP's national headquarters hadn't acted upon requests from the Nova Scotia RCMP for a formal review of the police response to the shooting. And **she also didn't respond directly to questions about why the force hasn't made any improvements – particularly in areas such as policy, staffing in rural areas, equipment and cadet training** – that could help prevent another tragedy from happening.
- **The commissioner said some of the challenges highlighted by the Nova Scotia mass shooting raise broader questions about the future of rural policing in Canada.** The RCMP provide policing under contract to 169 communities, a service that gets a 30-per-cent subsidy from Ottawa.
- During Wednesday's testimony, she acknowledged that the RCMP had made mistakes in Nova Scotia. **But she stopped short of saying the Mounties should have used the province's Ready Alert system to notify the public that the killer was on the loose.** At the time of the incident, she said, it wasn't the RCMP's practice to use the alert system for anything other than severe weather events. **Instead, the force used**

Twitter to warn the public of the killings.

- The commissioner also defended Chief Superintendent Chris Leather, who has been criticized for his decision during the manhunt to ignore an offer of help from the chief of the Truro Police, who had officers nearby able to assist. **Commissioner Lucki said the RCMP commander had a lot going on, and that the Truro police should have directed their offer elsewhere.**

Thank you,

Tyler Shandro

Minister of Justice and Solicitor General

e: ministryofjustice@gov.ab.ca

Classification: Protected A

Commissioner Brenda Lucki says there have been no RCMP reforms since N.S. mass shooting

GREG MERCER



RCMP Commissioner Brenda Lucki testifies at the Mass Casualty Commission inquiry in Halifax on Aug. 24. ANDREW VAUGHAN/THE CANADIAN PRESS

RCMP Commissioner Brenda Lucki told a public inquiry into the 2020 Nova Scotia mass shooting that there have been no reforms to the national police force in the more than 28 months since the deadly gun rampage, despite a series of problems exposed by the Mounties' response to the violence.

In her testimony, Commissioner Lucki said she couldn't directly answer questions about why the RCMP's national headquarters hadn't acted upon requests from the Nova Scotia RCMP for a formal review of the police response to the shooting. And she also didn't respond directly to questions about why the force hasn't made any improvements – particularly in areas such as policy, staffing in rural areas, equipment and cadet training – that could help prevent another tragedy from happening.

The commissioner said the Mounties are monitoring the inquiry, and are trying to identify gaps in their policies and training, but have yet to enact any changes. While she said criticism of the RCMP's actions in Nova Scotia have troubled her, she insisted the force's leadership is taking the problems exposed by the independent probe seriously.

"It's not going on deaf ears," she said. "I know before this incident there were many in Nova Scotia who had trust in their RCMP. I know this incident has shattered that trust for many."

Wednesday was the commissioner's second day in Halifax giving testimony to the inquiry, which is known as the Mass Casualty Commission. Lawyers for families of the gunman's 22 victims pressed her on the RCMP's lack of action in the aftermath of the shooting, the deadliest in Canadian history.

"You've not instituted any material changes," said lawyer Josh Bryson, who represents the family of Joy and Peter Bond, two of the victims. "You've missed valuable learning opportunities for those cadets who are now members. You could've been teaching them your findings, best practices of what came out of Portapique."

The inquiry, now in its sixth month, has shown the RCMP were ill-prepared for the attack. The gunman, a denturist driving a replica RCMP patrol car, began killing in Portapique, N.S., and then spent 13 hours spreading mayhem across rural communities in the province before he was killed by police. The RCMP response was plagued by shoddy technology, inaccurate assumptions about the killer's whereabouts and delays in warning the public. At one point, in a case of mistaken identity, two Mounties shot up a fire hall with people cowering inside. Officers complained of a confusing and contradictory chain of command.

The RCMP have also been criticized for failing to prevent the shooting spree. Before the killings, police had received complaints about the man, Gabriel Wortman, for years, including allegations of domestic violence and reports that he had a collection of illegal guns.

And yet no RCMP personnel have been disciplined as a result of the force's actions before and during the killings. And the force has so far resisted calls to examine what went so terribly wrong over the course of the manhunt.

Near the end of the day's testimony, the commissioner expressed regret on behalf of the force. "I want to apologize for the RCMP, but in such a way that we weren't what you expected us to be and I don't think we were what you wanted us to be or what you needed us to be," she said.

The commissioner said some of the challenges highlighted by the Nova Scotia mass shooting raise broader questions about the future of rural policing in Canada. The RCMP provide policing under contract to 169 communities, a service that gets a 30-per-cent subsidy from Ottawa.

The RCMP chief acknowledged some communities have been re-examining their use of the Mounties in the years since the mass shooting. The RCMP, she added, are being forced by financial constraints to review the way they deploy police in rural areas. But she said their policing has remained “second to none.”

“I think any municipality and province would be remiss not to review their policing services, to make sure it meets their needs,” she said. “We’re thinking about this a lot. ... Often the case is we’re not resourced to do the policing we are asked to do.”

Mr. Bryson asked Commissioner Lucki why the RCMP hadn’t implemented recommendations from past reviews calling for police investigators to attend crime scenes in a timely fashion. The Bonds’ bodies weren’t discovered until more than 18 hours after the shooting began, which the lawyer said was a failure of basic RCMP policy. Officers ordinarily canvass neighbours and secure crime scenes following major incidents.

The commissioner noted that the RCMP has about 32,000 employees, and said she couldn’t personally address past policy reforms in detail, such as changes to the way officers respond to mass shootings. She speculated that the RCMP had failed to communicate lessons learned from past cases to rank-and-file members.

“In my role as commissioner, I’m looking at things from the 10,000-foot level,” she said. “At my level, I don’t get into the weeds on many of these questions.”

On Tuesday, her first day of testimony, the commissioner played down concerns about political interference in the mass shooting investigation. She has been accused of pressing Nova Scotia investigators to release details about the guns used by the killer in order to bolster the federal government’s push for gun control. She said she wanted those details made public in the interest of transparency, not because of a political agenda.

During Wednesday’s testimony, she acknowledged that the RCMP had made mistakes in Nova Scotia. But she stopped short of saying the Mounties should have used the province’s Ready Alert system to notify the public that the killer was on the loose. At the time of the incident, she said, it wasn’t the RCMP’s practice to use the alert system for anything other than severe weather events. Instead, the force used Twitter to warn the public of the killings.

Commissioner Lucki said the Mounties need to learn from their failures, and she apologized to those who had been let down by the national force.

“It can always be better,” she said.

Jane Lenehan, a lawyer for family of the gunman’s last victim, Gina Goulet, asked the commissioner whether she approved of a decision by Sergeant Andy O’Brien, now retired, to take control of the police response on April 18, 2020, even though he had just had four to five drinks of rum while off duty.

“My expectation is that when people go to work, they are able to work, and are not over the legal limit,” Commissioner Lucki replied.

The commissioner also defended Chief Superintendent Chris Leather, who has been criticized for his decision during the manhunt to ignore an offer of help from the chief of the Truro Police, who had officers nearby able to assist. Commissioner Lucki said the RCMP commander had a lot going on, and that the Truro police should have directed their offer elsewhere.

“My first thought would be, ‘Oh my gosh, why are you phoning me?’” the commissioner said.

Ms. Lenehan suggested the RCMP’s bureaucratic management culture is the reason it has been slow to reform. The force’s web-like structure is “actually thwarting efforts for accountability, and efforts to change this organization that you lead,” she said.



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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.

Honorable Tyler Shandro
Minister of Justice and Solicitor General
Page 2

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



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

PO Box 4500, Station South, Edmonton, AB T6E 6K2 | 1.888.774.5864 ablung.ca
Charitable #13031 8041 RR0001



Board Meeting
REDI Northwest Alberta
APPROVED MINUTES
Video Conference Call - Zoom
May 18, 2022
6:00 REDI Meeting

MEETING MINUTES

REDI Board Members Present

Lisa Wardley, Chair, Mackenzie County
Michelle Farris, Secretary / Treasurer, Town of Rainbow Lake
Boyd Langford, Vice-Chair, Town of High Level
Peter Rossouw, High Level Chamber of Commerce
Don Werner, Town of Rainbow Lake
Greg McIvor, Zama Chamber Committee
Peter Braun, Mackenzie County
Cheryll Welke, Fort Vermilion Board of Trade

Staff & Guests

Monica Fisher, Continuing Education and Corporate Training, NLC
Hayley Gavin, Land Use & Planning Manager, Town of High Level
Lane Connellan, High Level, Chamber of Commerce
Isaiah Derksen, REDI & CFNWA – Digital Service Squad
Andrew O'Rourke, REDI Manager

1. CALL TO ORDER

Chair Lisa Wardley called the meeting to order at 6:01 pm and declared quorum.

2. REVIEW & ADOPTION OF THE AGENDA

Motion:

That REDI accepts the agenda as presented.

Moved by Peter Braun

Carried

3. MINUTES OF APRIL 20, 2022, MEETING

Motion:

That the Minutes of April 20, 2022, REDI Meeting be accepted as presented.

Moved by Greg McIvor

Carried

4. YEAR-TO-DATE FINANCIAL REPORT APRIL 30, 2022

Motion:

That the year-to-date April 30, 2022, Financial report be accepted as presented.

Moved by Boyd Langford

Carried

5. Managers & Chairs Report

Chairs Report

I am working toward meetings with Minister Nate Horner, Agriculture, Forestry and Rural Economic Development, and Minister Doug Schweitzer, Jobs Economy and Innovation, at the Legislature on May 25.

Managers' Report

Attended Northern Lakes College – Indigenous Business Administration advisory committee on May 13 and assisted in developing the new course. Board member Peter Braun and I filmed the new sequence for the ski hill video last week. In addition, I worked with REDA managers to develop a proposal for minister meetings on May 25. It was economic development week from the 5th to 9th of May. Over the month, I did two interviews with the Echo Pioneer to promote the digital service squad and economic development week. I worked with Community Futures Manager to amend the DSS partnership agreement to allow Isaiah Derksen to be a paid part-time employee of CFNWA. Attended the High Level ketchup event with a display stand for both REDI and CFNWA on April 30. Over the month, I also created some Federal Census population breakdowns for each of our member municipalities. Over the month, I had conversations with local producers interested in value-added agriculture, Canola Crushing, Pea Protein and oats.

Motion:

Moved by Michelle Farris

That the Manager's verbal report and expense claim and the Chair's report be accepted as presented.

Carried

6. PRESENTATIONS

Monica Fisher, Continuing Education and Corporate Training, Northern Lights College.

- Asset Management Course, which is an online course; the program has eight modules, and the next offering is starting in August 2022.
- Asset Management Professional Course, delivered online, anytime, Anywhere. (six courses) A grant from the Federation of Canadian Municipalities (FCM) subsidized fees up to 90%. Course (1) started in May and will be live online.
- Essential Skills for Supervisors (9) Course – each course is two days, delivered live online
- Safety Courses / Online Driver Training Courses/ Microsoft suite of software cour

7. NEW BUSINESS

i. Investment Opportunities Business Profiles Consultant

Introduction to Paul Salvatore – Municipal Experts – Previous economic development officer from the Town of Lacombe and worked with Drumheller to develop the giant dinosaur tourist attraction. I got a reference from GOA – Lisa Houle. Multiple conversations with Paul over the past month on how he would create the project by interviewing existing businesses in each field to garnish as much knowledge as possible.

Motion:

Moved by Boyd Langford

That REDI change out hemp decoration for silviculture (tree seedlings) and Co-ops for small-scale canola crushing to create our ten economic business profiles.

Carried

Motion:

Moved by Don Werner

That REDA contracts Municipal Experts to undertake our Investment and Business Development project to the value of \$25,000.

Carried

ii. Minister Meeting on May 25

The REDA chairs have nominated Lisa Wardley to serve as chief spokesperson for our organizations in the meeting at the Legislature on May 25. There are only two agenda items advanced due to the time constraints of the Ministers.

Given that the current agreement between the REDAs and the GOA comes up for renewal at the end of March 2023, the REDAs would like to open discussions regarding the renewal of our collaboration and embark on a process to create mutually beneficial commitments and outcomes.

The REDA's requests that the Ministers have concrete answers to give on how they see the ongoing collaboration between the regional organizations, JEI, and now AFRED proceeding as a necessary first step towards the renewal of our collaboration beyond 2023.

A proposal of a five-year commitment and return to \$100,000 operational funding was sent to ministers ahead of time.

iii. Municipal Census – Determination of Population Reinstatement Municipal Affairs

Meeting on May 17 with Municipal Affairs: Municipal affairs is looking at bringing back Municipal Census with updated legislation in the fall of 2022. A municipal census can only be undertaken between April 1 and June 30 in any given year. Therefore, a municipality cannot undertake a municipal census in the same year as a federal census.

Shadow Population changed from working 3months in a municipality to 120 hours between January 1 and the Municipal census date. Municipal affairs would like to create a standardized form for employers stating where employees worked. The shadow population will be included if there are over 1,000 persons in the shadow population, or it will be included as a shadow population when there are 1000 persons but greater than 10% of the permanent population.

Municipal Affairs are working on the legislation and flushing out definitions – Municipalities will have until June 8 to provide feedback on the engagement session. REDI will be making a submission.

iv. Starlink -Site Selectors, Woodlands County /Whitecourt

Site Link convenes experienced site selectors and industry leaders in economic development to connect, provide insight, and share expertise to improve your community's strategic position in today's noisy landscape of economic development. Site Link is your opportunity to network with economic development professionals in an intimate setting and fun networking environment. Learn better economic development best practices/trends and build relationships with site selectors.

REDI will pitch investment opportunities from our region and receive feedback on the best practices for what site selectors want to see with investment packages.

Motion:

Moved by Cheryl Welke

That REDI sponsors the Starlink Site Selectors conference at the silver level and authorizes the REDI manager to attend and present investment opportunities from Northwest Alberta.

Carried

8. OLD BUSINESS

i. Digital Service Squad

An introduction to Isaiah Derksen, our Digital Service Squad Member who started on April 25 and undertook training with The Business Link. Isaiah was in High Level today and cold-called into business owners. REDI had sent out postcards directly to business post boxes in all communities. There was an article in the Echo Pioneer and continued advertisements in the La Crete online booklet. Facebook ads will also start next week, and a magnet sign in the two communities of La Crete and High Level.

Isaiah and REDI Manager meet weekly to discuss progress and strategy on deploying the DSS over the summer months. Within the past week, our DSS contract was adjusted to be employed under Community Futures Northwest Alberta.

Motion Ratification

Moved by Boyd Langford

That REDI agrees to amend the partnership agreement with CFNWA to include DSS staff employment.

Carried

ii. Economic Development Week 09-13 May Reporting

Municipalities, large and small, to formally recognize and celebrate May 9-13, 2022, as "Economic Development Week." All three of REDI's municipal members have made a resolution. REDI created content for social media, which had 22,000 hits. Content on Economic Development week was sent along with an interview to Echo Pioneer newspaper. Each member municipality will be creating content outlining the benefits of economic development.

Motion:

Moved by Peter Braun

That REDI moves report for information.

Carried

iii. Ski Hill & 20 Years of REDI Video

A viewing of the Mackenzie Ski Hill video took place at the meeting. Further editing is required to take out Mackenzie Council shots and reshoot board member Peter Braun. REDI will also delay the release of the ski hill video until the end of October / early November. The Ski Hill will be renamed during the spring of 2022 to develop marketing material before the next ski season.

Motion:

Moved by Michele Farris

That REDI increase the budget from \$2,000 to \$2,800 to take into account additional edits.

Carried

Motion:

Moved by Cheryll Welke

That REDI approves the final version of the 20 years of REDI video and authorizes its release.

Carried

9. ROUNDTABLE

Boyd Langford – The Town of High Level has adopted a three-year plan for road upgrades. 2022 is Rainbow Boulevard, 2023 will be 103rd, and 2024 will be Mainstreet.

Hayley Gavin – Had a strategic planning session last night; new draft goals are getting drawn up with the implantation plan by the end of June. Also, the Town has a revised business license bylaw with a new process for registration.

Greg McIvor – The Orphan Well program will move over to Zama for winter 2023, and several companies are looking for local resources to put into their orphan well quotes. Everyone in the community is busy; a couple of new residents moved in.

Peter Braun – Construction season is full speed ahead; it's hard to hire a contractor with two months waiting lists.

Michelle Farris – Rainbow Lake had rain and flooding. There are ninety evacuees from Chateh in Rainbow Lake. Council & RCMP have put together resources and events for evacuees. They could be three to six months before moving back to Chateh. Town businesses have been busy with flooding and road repairs.

Andrew O'Rourke – At Community Futures Northwest Alberta, there is a new flexible small business loan for female entrepreneurs, starting at \$10,000 - It's a 5-year loan with a 25% forgivable portion. It will be Prime +2% interest, and the first six months will be interest-only payments.

Lisa Wardley – At High Level PAC meeting, they are changing their name to 'Upper Hay Public Advisory Committee.' The Zama rec society has taken over the entire operation of the campground; our cabins are coming along nicely. Zama is looking forward to the tree planters with a new picket ball court. MFTA extensive promotion tour, La Crete, Peace River and Yellowknife. We will track the return on investment. I was at a Travel Alberta event in Grande Praire and would like to host Travel Alberta up to our region in September.

10. ADJOURNMENT & NEXT MEETING

The next REDI meeting will take place on June 22, 2022, at 6:00 pm In-Person at High Level Council Chambers.

Motion:

Moved by Peter Braun

That the REDI meeting be adjourned at 8:16 pm.

Carried

Chair – Lisa Wardley

REDI Manager



Board Meeting
REDI Northwest Alberta
APPROVED MINUTES
Video Conference Call - Zoom
June 22, 2022
6:00 REDI Meeting

MEETING MINUTES

REDI Board Members Present

Lisa Wardley, Chair, Mackenzie County
Boyd Langford, Vice-Chair, Town of High Level
Peter Braun, Mackenzie County
Crystal McAteer, High Level
Jasmine Light, Northern Lakes College
April Loewen, Fort Vermilion Board of Trade
Mike Osborn, High Level Chamber of Commerce
Larry Neufeld, La Crete Chamber of Commerce

Staff & Guests

Victor Solis, Regional Economic Development Specialist, JEI
Nicole Nelles – New Regional Economic Development Specialist, JEI
Byron Peters, Interm CAO, Mackenzie County
Hayley Gavin, Land Use & Planning Manager, Town of High Level
Isaiah Derksen, REDI & CFNWA – Digital Service Squad
Andrew O'Rourke, REDI Manager

1. CALL TO ORDER

Chair Lisa Wardley called the meeting to order at 6:04 pm and declared quorum.

2. REVIEW & ADOPTION OF THE AGENDA

Motion:

Moved by Peter Braun

That REDI accepts the agenda as amended to include Old Business VII MoveUp Magazine, VIII Introduction to Nicole Nelles, Regional Development Officer, Jobs Economy and Innovation.

Carried

3. MINUTES OF MAY 18, 2022, MEETING

Motion:

Moved by Boyd Langford

That the Minutes of May 18, 2022, REDI Meeting be accepted as presented.

Carried

4. YEAR-TO-DATE FINANCIAL REPORT MAY 31, 2022

Motion:

Moved by Crystal McAteer

That the year-to-date May 31, 2022, Financial report be accepted as presented.

Carried

5. Managers & Chairs Report

Chairs Report Verbal

The Chair attended the Rural Development Workshop in Grande Prairie through the ministry of Agriculture, Forestry and Rural Economic Development. AFRED is creating its rural development strategy with seven components: critical infrastructure, red tape reduction, workforce strategies, rural investment attraction, rural tourism, and rural business support.

Managers' Report

There have been some delays with REDI's annual returns, The 2020 submission was skipped over, and subsequent years' submissions were not accepted. The Manager attended the site selector conference in Whitecourt last week. The Manager is continuing to work with Paul Salvatore, with Municipal Experts, our consultant, for the ten economic business cases. Long Sleeve Productions has been working to finalize the 20 years of REDI video. The Manager was also at the minister meeting in Edmonton on May 24-25.

Motion:

Moved by Boyd Langford

That the Chair's verbal report and the Manager's verbal report and expense claim be accepted as presented.

Carried

6. NEW BUSINESS

i. 2021 – REDI Financial Statement - Metrix Group

Motion:

Moved by Mike Osborn

That REDI accepts the 2021 financial statement prepared by Metrix group.

Carried

ii. Strategic Planning Session (Oct 2022)

Two quotes were provided, Incite with Ted Kouri and Strategic Steps with Ian McCormack. REDI will undertake an internal strategic planning session with board members at the Best Western Mirage Hotel on October 22, 2022.

Motion:

Moved by Crystal McAteer

That REDI undertakes an in-house strategic planning session on October 22 at the Mirage Hotel in High Level.

Carried

iii. GOA Reporting & 2022 Operational Plan

The first nation membership cost, which was previously listed on the 2021 operational plan to attract new members, can be taken off the operational document. The ten business cases should include Lithium as outlined in the May 18, 2022, REDI package. The REDI manager will contact our consultant to ensure it is on the list of business cases. Make corrections to the 2022 operational plan to include an in-house strategic planning session.

Motion: **Moved by Boyd Langford**
That REDI accepts the 2021 GOA reporting and 2022 Operational plan as amended.
Carried

Victor Solis, Regional Economic Development Specialist, JEI and Nicole Nelles – New Regional Economic Development Specialist, JEI, join the meeting @ 6:45 pm

Introductions:

Victor was reassigned to the Northwest RED's position temporarily. Now Nicole Nelles will be the replacement for Kamie Currie. JEI ministry REDs are split into two teams; Victor will continue as a staff member at JEI but not be assigned a district.

iv. Census of Agriculture 2021

The 2021 Census of Agriculture was released on June 15, 2022. There is a total of 836 farms reporting in 2021, compared to 626 in 2011. There is also an additional 100,000 acres of land for agricultural use. In 2016 it was 595,648 acres, and in 2021 it was 694,375.

Motion: **Moved by Peter Braun**
That REDI accepts the Census of Agriculture 2021 report for information.
Carried

v. Pea Processing – Local Opportunity

A group of local producers in our region are discussing the pea protein plant business case created by REDI in 2019. The REDI manager would like to assist the group with an introduction to consultant Corrie Keith and request that REDI pay for a couple of hours of research and advice.

Motion: **Moved by Crystal McAteer**
That REDI will introduce the local producer group to pea processing consultant Corey Keith and cover the cost of up to \$1,000.
Carried

vi. La Crete Chamber - Economic Development Committee

The REDI manager has the support of the board to attend the La Crete Chamber Economic Development Committee and provide local knowledge and additional resources. The REDI manager will not be a committee member.

7. OLD BUSINESS

i. Digital Service Squad

Isaiah Derksen- our Digital Service Squad Member Isaiah, was in High Level again today and cold-called into business owners. REDI had sent out postcards directly to business post boxes in all communities. There was an article in the Echo Pioneer and continued advertisements in the La Crete online booklet. Facebook ads will also start next week and a magnet sign in the two communities of La Crete and High Level.

Isaiah and REDI Manager meet weekly to discuss progress and strategy on deploying the DSS over the summer months.

ii. Minister Meeting on May 25

The REDA chairs had nominated Lisa Wardley to serve as chief spokesperson for our organizations in the meeting at the Legislature on May 25. Unfortunately, only two agenda items were advanced due to the time constraints of the Ministers.

Given that the current agreement between the REDAs and the GOA comes up for renewal at the end of March 2023, the REDAs would like to open discussions regarding the renewal of our collaboration and embark on a process to create mutually beneficial commitments and outcomes.

The REDA’s requests that the Ministers have concrete answers to give on how they see the ongoing collaboration between the regional organizations, JEI, and now AFRED proceeding as a necessary first step towards the renewal of our collaboration beyond 2023.

A proposal of a five-year commitment and return to \$100,000 operational funding was sent to ministers ahead of the meeting, with a possible answer by August 31, 2022.

iii. Invest Opportunity Business Profiles

Contract signed with our consultant Paul Salvatore at Municipal Experts Inc. An addendum to our agreement to include Lithium will be created in late June 2022.

- | | |
|---|---------------------------------------|
| 1. I-beam – floor joists / Laminate beams | 6. Small Scale Canola Crushing Plant. |
| 2. Peatmoss | 7. Silviculture (Tree Seedling) |
| 3. Honey | 8. Mulch – Forestry Residues |
| 4. Micro Brewery | 9. Industrial Green Houses |
| 5. Rare Earth Minerals (Zinc) | 10. Lithium Brine |

iv. Starlink -Site Selectors, Woodlands County /Whitecourt

On June 15-17, the REDI manager was in Whitecourt for the Site Link conference, which brought together experienced site selectors from the US and local industry leaders in economic development. Site Link was an opportunity to learn the best approach to economic development site selection, understand best practices/trends, and build relationships with site selectors.

REDI pitched investment opportunities from our region and received feedback on the best practices for what site selectors want to see with investment packages.

REDI was a sponsor of this event along with – Invest Alberta, Woodlands County, and Greenview County.

v. MoveUp Magazine

Future REDI articles for the following issues; Mackenzie Oat Millers, Buffalo Head ski hill and ten economic business cases.

8. ROUNDTABLE

Boyd Langford – The circus was in High Level with a great turnout. The Town of High Level has adopted a three-year plan for road upgrades, with paving starting shortly. The Town is still working on the evacuation centre and looking for some funding commitments from the government and industry.

Byron Peters – The County is working on flood response from overland flooding with mitigation work in Fort Vermilion. The flood took down a business or two, but local industrial developers are now capitalizing on opportunities. Council has agreed to an ad-hoc committee to understand suggestions from local developers on how future development can be more cost-effective.

April Loewen – FVBOT is unsure if there will be a Canada Day Parade or Breakfast in Fort Vermilion this year; waiting on the FV Rec board.

Crystal McAteer – The circus was here the week the Town of High Level hosted indigenous days. We are working on Canada celebrations. The Town still has evacuees from Chateh, and the Dene Tha' is looking at bringing home more evacuees, but their streets are not navigable. The call volume has almost doubled for High Level RCMP, even a hit and run on a little boy this week.

Hayley Gavin – The London, Ontario consultants are here at the office assisting with the Towns asset management. The strategic plan will be available shortly, and we will bring it forward to the next council meeting. There is a new seasonal bylaw officer for the summer.

Jasmine Light – The college is winding down for the summer. The council community education committees have ideas to collaborate with REDI to bring educators relevant to the region to assist with business development. If anyone has any speaker recommendations, let Jasmine know.

Mike Osborn – CFNWA has a new sign over the door at our building. Our latest program is the Women's Economic Recovery – Capital Growth Initiative Loan. There is a three-month window to apply for loans; the most important requirement is the business must be owned over 51% by a woman. The loan is 25% forgivable with interest-only payments for the first six months.

Peter Braun – Construction season is full speed ahead; it's hard to hire a contractor with two months' waiting lists. A local rodeo is happening in La Crete over the Canada day weekend.

Larry Neufeld – (e-mailed in roundtable update) Our Chamber had written a letter to RCMP, which I hand-delivered a couple of weeks ago. We had a positive initial reply explaining that they were short-staffed, with a follow-up recent reply saying they have filled several positions and will be increasing their use and availability for services in the Mackenzie County office.

Our annual Chamber fun golf tournament with MLA Dan Williams joining us for the catered steak supper is coming up Monday, June 27. The 3 pm teatime is sold out with business teams already registered and a few teams signed up to golf after supper.

We are finally sending our mail-out Chamber business directories with over 400 listings plus nonprofit listings and several local clubs.

Larry's newly acquired personal business, 23 Trader Inc. was Isaiah's first client for the Digital Service Squad. It includes 3 Ferry cameras at Tompkins Landing as well as a website displaying images of the Ferry dock on the La Crete side, as well as east and westbound traffic. Much more is planned as a new website is being built to transfer the cameras image to.

As Chair of the Canada Day Committee, Larry has planned for a parade, and very similar activities to last year's huge success at Jubilee Park, highlighting the fire department's double category water slide on the big hill.

Lisa Wardley – The Chinchaga sub-regional task force started in Edmonton on June 21. The state of the region report now has a printed document that will be sent out to all stakeholders. The MFTA – Might Peace circle tour is currently online, and the printed marketing brochure will be available in the fall. In Zama, the new cabins in collaboration with Travel Alberta will arrive next week. The Mackenzie County Library board is considering sponsoring a literary entertainer at the Ag Fair in August.

10. ADJOURNMENT & NEXT MEETING

The next REDI meeting will take place on September 21, 2022, at 6:00 pm In-Person at High Level Council Chambers.

Motion:

That the REDI meeting be adjourned at 8:16 pm.

Carried

Moved by Peter Braun

Lisa Wardley Chair

REDI Manager

Mackenzie County Library Board (MCLB)
July 19, 2022 Board Meeting Minutes
Fort Vermilion Library

Present: Lisa Wardley, Steven Simpson, Lorraine Peters, Wally Schroeder, Kayla Wardley, Sandra Neufeld, Tamie McLean, Cameron Cardinal.

Guests: Joyce Wieler, Kathy Janzen (LCLS).

1.0 Kayla Wardley called the meeting to order at 7:04 pm.

2.0 Approval of the Agenda:

MOTION #2022-06-01 Lorraine Peters moved the approval of the agenda as revised. **CARRIED**

3.0 Approval of the Minutes:

MOTION #2022-06-02 Steven Simpson moved the approval of the June 14/22 meeting minutes. **CARRIED**

4.0 Review of Action Items:

- The action items of the previous MCLB meeting were reviewed.

5.0 Financial:

5.1 MCLB Financial Report as of June 30/22:

- Balance Forward \$ 114,027.41
- Total Revenues \$ 121,524.68
- Total Expenses \$ 158,595.21
- Bank Balance \$ 75,959.74

MOTION #2022-06-03 Kayla Wardley moved the acceptance of the financial report. **CARRIED**

5.2 Fort Vermilion Library (FVL) Financial Report as of July 18/22:

- Total Revenues \$ 36,784.25
- Total Expenses \$ 27,175.36
- Net Income \$ 9,608.36
- Bank Balance \$ 53,398.36

MOTION #2022-06-04 Lisa Wardley moved the acceptance of the financial report. **CARRIED**

MOTION #2022-06-05 Tamie McLean moved that the 2nd funding installment be sent to the libraries. **CARRIED**

6.0 Library Reports:

6.1 La Crete:

- No report. The LCLS does not meet in July.

6.2 Fort Vermilion:

- The FV library society is holding public readings (campfire story time) during Fort Vermilion River Days.

6.3 Zama:

- The library will be closed the week of July 24th.

6.4 Mackenzie County Library Consortium (MCLC):

- The problems with Insignia have been resolved.
- The services offered by Freegal, Freding and Rocket Languages were discussed.

6.5 High Level:

- The summer staff sent out a program planner for July. Activities are planned for almost every day.

MOTION #2022-06-06 Tamie McLean moved the acceptance of the library reports for information. **CARRIED**

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7.0 Old Business:

7.1 Fort Vermilion Library:

- The FVLS is wondering what their current function is. They could be involved in programing, fundraising, and joint activities with FCSS.
- Carson Flett, chair of the FVLS, has requested a meeting between the FVLS and the MCLB.
- Three members of the MCLB have volunteered to help with the weeding in the Fort Vermilion library on August 24th or 25th.

7.2 County Agriculture Fair:

- The MCLB has booked Noel Burles to perform music and read poetry at the Fort Vermilion Fair.
- Two sessions will be held on Aug 13, one at 6:00 pm and another at 9:30 pm.
- He will also be selling books and CDs.
- The MCLB banner will be on display.
- He charges \$500 for the 2 performances, \$40/day for meals, and 53 cents per km for mileage from Calgary. Lisa will book his hotel room.
- Sharon Krushel, author of the Mother Earth book on the Peace Country, also attended the fair.

MOTION #2022-06-07 Lorraine Peters moved to approve the expenditures related to the Noel Burles booking and also the hotel and table costs of Sharon Krushel. **CARRIED**

7.3 Little free Libraries:

- A greater selection of books are available at the Little Free Libraries.

8.0 New Business:

8.1 Presentation by the LCLS:

- Joyce Wieler and Kathy Janzen made a presentation regarding the planned building expansion of the La Crete library.
- The LCLS is planning a 3,706 sq. ft. expansion to their current library. They are in desperate need of more space.
- They currently have 5,533 patrons with circulation numbers for 2022 to July 18 of 79,527. They are open 40 hr/week.
- A draft building plan was discussed.
- They are requesting funding from the County to pay for the initial engineering and design plans. This could come from the County capital reserve fund.

MOTION #2022-06-08 Lisa Wardley moved that the MCLB take the request for funds from the County's Capital Reserve fund for the engineering and design of the La Crete library planned expansion to the next Council meeting and that the County set up a charitable donations account for the La Crete library expansion.

CARRIED

9.0 Correspondence:

None

11.0 Next Meeting Date and Location: Fort Vermilion Library, August 24, 2022 at 7:00 p.m.

12.0 Adjournment:

MOTION # 2022-06-09 Steven Simpson moved to adjourn the meeting at 9:08 p.m.

CARRIED

These minutes were adopted this 24th day of August 2022.

Chair: Kayla Wardley