

AGENDA
COUNCIL MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
August 23, 2022 6:00 pm
Council Chambers

- A. ADOPTION OF AGENDA
- B. PUBLIC HEARINGS
 - 1. BYLAW 1337-22 (Redesignation)
 - a) Agenda
 - b) Bylaw 1337-22
 - c) Proposal
 - d) Responses
 - 2. BYLAW 1339-22 (Road Closure)
 - a) Agenda
 - b) Bylaw 1339-22
 - c) Responses
- C. DELEGATION
- D. MINUTES/NOTES
 - 1. Committee Meeting Minutes
 - July 12, 2022
 - 2. Council Meeting Minutes
 - July 12, 2022
- E. BUSINESS ARISING FROM THE MINUTES
- F. UNFINISHED BUSINESS
 - a) Delegations July 12, 2022
 - 1. Crowsnest Pincher Creek Waste & Recycle Centre
 - 2. Cowley Lions Club (Request for Funding)
 - 3. SASCI
- G. COMMITTEE REPORTS / DIVISIONAL CONCERNS
 - 1. Councillor Tony Bruder – Division 1
 - 2. Reeve Rick Lemire – Division 2
 - 3. Councillor Dave Cox – Division 3
 - 4. Councillor Harold Hollingshead - Division 4
 - 5. Councillor John MacGarva – Division 5
 - Crowsnest/Pincher Creek Landfill Association June 15, 2022 Minutes
 - Crowsnest/Pincher Creek Landfill Association July 21, 2022 Minutes
- H. ADMINISTRATION REPORTS
 - 1. Operations
 - a) Operations Report
 - Report from Public Works dated August 17, 2022
 - Public Works Call Log
 - 2. Finance
 - a) 2022 Mileage Rate Change
 - Report from Director of Finance dated August 11, 2022
 - b) Waste Management and Recycling Fee on Utilities Invoice
 - Report from Director of Finance dated August 12, 2022
 - c) Request to Waive Tax Penalty – Tax Roll 6091.630
 - Report from Director of Finance dated August 12, 2022
 - 3. Planning and Community Services
 - a) AES Activity Reports
 - Report from AES for August 18, 2022
 - b) Bylaw 1340-22 Land Use Bylaw Amendment – Agriculture to Rural Recreation 1
 - Report from Director of Development and Community Services dated August 18, 2022

- c) Bylaw 1341-22 Land Use Bylaw Amendment – Group Country Residential to Agriculture
 - Report from Director of Development and Community Services dated August 18, 2022
- d) Bylaw 1338-22 Land Use Bylaw Amendment – Agriculture A to Rural Recreation 1 – RR1 (Dam Campground)
 - Presented to Council for 2nd and 3rd Reading

4. Municipal

- a) Chief Administrative Officer Report
 - Report from CAO, dated August 18, 2022
- b) Grant Specialist Report
 - June 2022 Report

I. POLICY REVIEW

J. CORRESPONDENCE

1. For Action

- a) Follow up to Nature Positive presentations by Yellowstone to Yukon?
 - Nature-Positive Economic Development for Southwest Alberta Executive Summary
- b) 100th Anniversary of Pincher Creek Co-op Luncheon
 - Invitation to lunch on September 17, 2022
- c) Ukrainian Independence Day 2022
 - Request to display Ukrainian Flag August 24 and September 7, 2022
- d) Intermunicipal Collaboration Framework Committee
 - Request from Town of Pincher Creek dated July 28, 2022
- e) Police Advisory Committee: Crime Stats and September meeting date
 - Request for Preferred Meeting Dates (Councillor Hollingshead)
- f) Nominations for the Queen Elizabeth II's Platinum Jubilee Medal (Alberta)
 - Nominations accepted until November 1, 2022
- g) Castle Mountain Community Association – Letter of Support
 - Letter of Support for Forest Resource Improvement Grant
- h) Request for Member on Board
 - Request from Heritage Acres dated August 18, 2022

2. For Information

- a) Government of Alberta (GoA) Mobile Wireless Services Contract and Procurement
 - Letter from Alberta Municipal Affairs dated July 18, 2022
- b) What We Heard - Conversation about Healthcare in Alberta – Lethbridge
 - Report from Alberta Health Services dated July 19, 2022
- c) Orphan Well Association Annual Report
 - [Annual Reports - Orphan Well Association](#)
- d) Strategic Transportation Infrastructure Program (STIP) Funding Approval
 - Letter from Alberta Transportation dated July 19, 2022
- e) Unsafe Intersection on Highway 22 at Willow Valley Road
 - Letter from Livingstone Range Recreation Park Society to Minister of Transportation dated July 25, 2022
- f) STARS Thank you letter
 - Letter dated July 25, 2022
- g) Alberta Air Tour; Southern Leg, Claresholm Airport
 - Invitation to attend August 27th
- h) Indigenous Cultural Awareness Training
 - Information from South Canadian Rockies
- i) Chief Mountain Gas Staff Appreciation Golf Day
 - Invitation to August 25, 2022 Golf Day
- j) New Website on the Future of Provincial Policing
 - Information from Ministry of Justice
- k) Alberta Police Service: Detachment Deployment Model
 - Information from Minister of Justice and Solicitor General

K. NEW BUSINESS

L. CLOSED MEETING SESSION

M. ADJOURNMENT

PUBLIC HEARING
Municipal District of Pincher Creek No. 9
Bylaw No. 1337-22
Tuesday, August 23, 2022
6:00 pm

1. Call Public Hearing to Order
2. Advertising requirement
3. Purpose of the hearing

The purpose of Bylaw No. 1337-22 being the bylaw to amend being an amendment to Bylaw No. 1289-18, being the Land Use Bylaw, change the land use designation of lands legally described as SE 15-4-30 W4M from “Agriculture - A” to “Rural Recreation 1 – RR1”; and whereas the purpose of the proposed amendment is to allow for the development of a campground;

4. Presentations:

VERBAL:

WRITTEN:

- Nancy Barrios
- Clayton Farms
- KPM Farm
- Richard Hardy
- Anne Stevick
- Carlson Ranches/Delay Ranches
- Southern Alberta Land Trust

5. Closing Comments
6. Adjournment from Public Hearing

**MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
BYLAW NO. 1337-22**

Being a bylaw of the Municipal District of Pincher Creek No. 9 in the Province of Alberta, to amend Bylaw No. 1289-18, being the Land Use Bylaw.

WHEREAS Section 639 of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26, as amended, provides that a municipality must pass a Land Use Bylaw;

WHEREAS The Municipal District of Pincher Creek No. 9 is in receipt of a request to change the land use designation of lands legally described as:

SE 15-4-30 W4M

And as shown on Schedule ‘A’ attached hereto, from “Agriculture - A” to “Rural Recreation 1 – RR1”; and

WHEREAS The purpose of the proposed amendment is to allow for the development of a campground;

NOW THEREFORE, under the authority and subject to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, duly assembled does hereby enact the following:

1. This bylaw shall be cited as “Land Use Bylaw Amendment No. 1337-22”.
2. Amendments to Land Use Bylaw No. 1289-18 as per “Schedule A” attached.
3. This bylaw shall come into force and effect upon third and final passing thereof.

READ a first time this _____ day of _____, 2022.

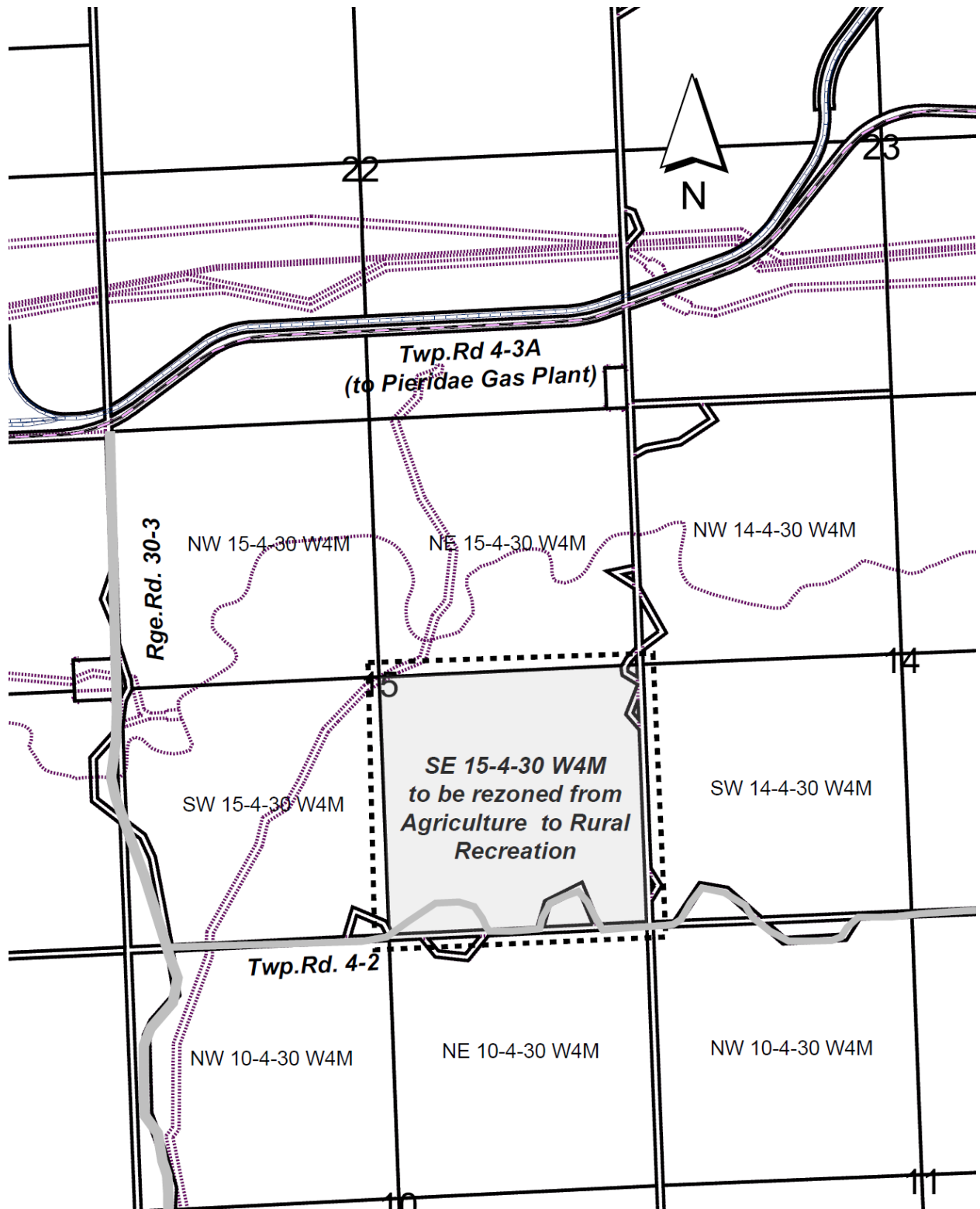
A PUBLIC HEARING was held this _____ day of _____, 2022.

READ a second time this _____ day of _____, 2022.

READ a third time and finally PASSED this _____ day of _____, 2022.

Reeve
Rick Lemire

(Interim) Chief Administrative Officer
Roland Milligan





BLAK
STAR

GLOBES

BLAK STAR PROPOSAL

BLAKISTON AND COMPANY DBA BLAK STAR GLOBES

Prepared for Roland Milligan., Planning and Permitting Land Use MD of Pincher Creek

Prepared by Michael Olsen, Blakiston and Company

Valid as of April 20, 2022

Proposal number BSPC001

EXECUTIVE SUMMARY

Objective

To be the area's most desirable location to stay and explore nature, sustainability, and the stars.

All projects are designed around three core values - forming the basis of investment and decision-making on site:

- **Creative solutions** that solve local accommodation, farming, and renewable energy needs
- **Seamless sustainability** that facilitates eco-tourism, eco-education, and off-grid living
- **Nature-infused experiences** that draw interest, enjoyment and leave no trace

Goals

Set up 6 - 15 geodesic globes to create a nature-infused experience that is away from the light and noise of the city. Blak Star will be a place of tranquility, relaxation, and learning where they fully embrace nature, wildlife, and a dark sky experience.

Solution

Offer more accommodation in the area where there is a need for places to stay near the national park. To provide unique experiences that educate, bring awareness, and provide a type of wellness for minds and souls as an escape from busy city life. We expect the project to solidify the Waterton region as a stopping point for explorers on their route to Banff and Jasper. We already meet and serve the ideal visitors to this project through our existing operations (Blakiston and Company recreational tourism), with existing interest from medium to high net wealth travellers.

Project Outline

Phase 1

- 1 Main common area 'Laminar Globe'
- 6 clear igloo globes
- Portable bathrooms, showers, laundry (solar-powered) and sink cistern at high point on property (near road)
- Improved trail systems on property

Phase 2

- 9 additional clear and geodesic globes of varying sizes
- Additional food, showers, washrooms, laundry, and common area
- Note that all structures will not be permanent. Leaving no trace is part of our mission. If we have to dismantle and move all structures we are able to do so
- Wood burning hot tubs and outhouses (next to select globes)

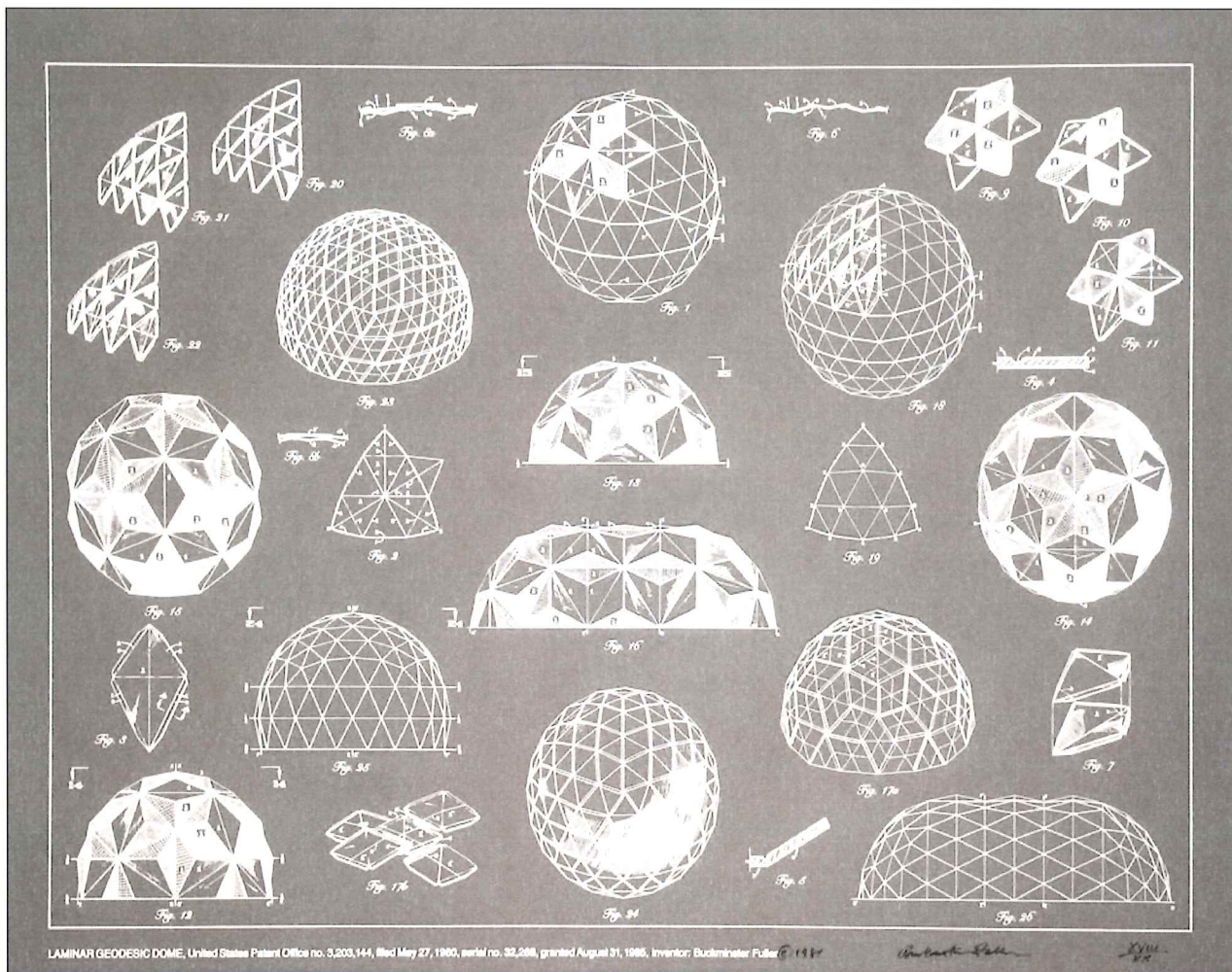
Each globe has a bed, a seating area outdoors, its own 100L water container which provides outdoor shower and drinking water. They also have their own heaters in doors and fire pits out doors.

LAMINAR GEODESIC GLOBE - Common Area

“One goes inside to go outside one’s self, and into the center of the Earth and thence outward to the stars in seconds” - R. Buckminster Fuller

Inspired by the late R. Buckminster Fuller we propose dedicating this glamping location - in honor of his work with globes. It is one of the most optimal designs to maximize space, and also creates a unique environment blended with nature; a place of inspiration, relaxation, learning, and wellness.

Blak Star's main common space will be patterned after a Laminar Geodesic globe. A place for people to lounge, interact, and eat. This will also be near the main washrooms and showers. In future phases there will be a kitchen and yoga deck. It is a larger globe to protect from the elements, but not for accommodation. It has a reinforced aluminum frame with insulated canvas and plastic outer shell.

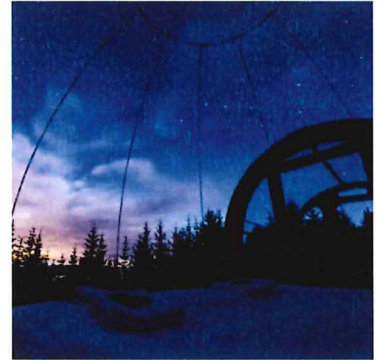


CLEAR IGLOO GLOBES

Composition: Canvas, plastic, and aluminum structure

Accomodation: Can sleep 2 - 4 people per globe

The clear igloo globes have the unique characteristic that they are completely clear. A seamless blend into nature with the ability to see the stars while falling asleep.



GEODESIC GLOBES

Composition: Canvas, Plastic, and aluminum structure

Accommodation: Can sleep 4-6 people per globe depending on size

The geodesic globe gives for room internally and feels more like a traditional size room. This is not a permanent structure, more will we need a decking underneath.



SITES & GENERAL INFO

Sites will be created by removing small sections of trees, mulching the area, making a 50' diameter secluded area for each globe. The globes will be 20' - 30' in diameter within the 50' diameter cleared area giving at least 10' around the globe. A fire pit 15' away from globe will have it's own 10' diameter cleared area down wind of globe. There will also be a portable fire burning hot tube or outdoor shower . There will be water brought to site as need for drinking water and shower/hot tub water from a cistern on the premises. Each site will be powered by solar and battery back up on the central washroom site.

SITE PLANS AND DRAWINGS

We will have 6 globes initially to test the market at this location. There may come a time where we would add more globes up to 15 as demand increases. There will also be a larger common area globe that will be 40' in Diameter. There will be NO permanent structures globes or structures on property at this level of development. A water cistern will be put on a high point on the property with a pump powered by solar and battery backup. There will be hiking paths down to the river, but most activities will be offsite in Waterton Nationals Park, Castle Wildlife Provincial Park, Crowsnest Pass, and Glacier National Park.

*See appendices for all maps, illustrations, and photos depicting sites and details of project.

BEAR SMART

Given to each guest is a packet showcasing all the hazards and risks associated with this experience. They will be given specific material included in our appendices about being bear smart. There will be garbage cans that are bear-proof. No food in globes, Bear Spray is accessible for use in every unit and at the main common area.

Contact

For more information about bears, contact any Fish & Wildlife office, or visit Sustainable Resource Development's "Bears in Alberta" website at srd.alberta.ca.

Preventing bear encounters is the best option for people and for bears.

Tourism, Parks & Recreation
Parks Division
2nd floor, Calgary Place
9820-106 Street
Edmonton, AB
T6K 2L6

Phone: 780-427-3592
Toll free: 1-866-427-3592
Web: albertaparks.ca

Preventing Bear Encounters

It is very difficult to predict how a grizzly bear will react in an encounter with people, so it's important to learn how to avoid an encounter in the first place.

In campgrounds:

- Always keep your campsite free of garbage.
- Store food (including pet food) and baited articles such as soap and toothpaste in the trunk of your vehicle; never take these items into your tent or tent trailer.
- Seal garbage in plastic bags; use bear proof bins to dispose of garbage.
- White used for cleaning dishes and bathing should be disposed of in tubs or sealed in plastic bags and placed in bear proof bins.
- Never burn scrap food; bears have an extremely good sense of smell and are attracted by food odors.
- Use designated fish cleaning stations; never clean fish at your campsite.



- Keep young children close at hand, especially at night, dawn and dusk.
- Always keep pets on a leash or better yet, leave your pet at home (these dogs can attract and irritate bears).
- At night, use a flashlight and move cautiously in and around your campsite.

On day hikes and fishing trips:

- Make plenty of noise when approaching blind corners, dense shrub and streams, and when walking into the wind; a loud shout every few minutes is more effective than wearing bear bells.
- Hike in groups and during daylight hours.
- If you see signs of recent bear activity, go back the way you came; it's better to cut your hike short than to risk an encounter with a bear.
- If you clean your fish in the backcountry, puncture the air bladder and freeze the entrails into the lake or stream; seal the fish in plastic bags; wash your hands to remove fish odors.
- Pick up all garbage in sealed bags.

- All bears can be dangerous and should be treated as such.
- Never feed or approach a bear.
- Avoid bears; bears often do not go near roads - even the bear will apparently protect her young.
- Remember to give bears a wide berth. They will back away from you, but they can overreact to a human's footstep and knock you over. Bear at least 100 metres from the bear at all times.

On backpacking trips:

- Follow all of the preceding precautions.
- Inform authorities, family or friends of your destination and estimated return time.
- Use a portable camp stove and avoid or pre-cooked foods that don't have strong odors.



- Use designated backcountry campgrounds or camp in open areas away from game trails, streams and lakeshores.
- Make sure your cooking area is 100 metres from your sleeping area to prevent food odour contamination; never sleep in clothes worn while cooking.
- Hang food, garbage and equipment between two trees to discourage bears from investigating them.
- Never burn or bury food scraps; always pack out your garbage.

- Mountain biking in bear country:
 - Because the speed and quietness of mountain bikes puts them at risk for sudden bear encounters, cyclists should:

- slow down in shrubby areas and when approaching blind corners;
- make noise;
- travel in groups; and
- always watch ahead.

Handling in bear country:

- Make every effort to remove a harvested animal in one trip or, failing that, in one day.
- If you must leave a carcass at a remote field camp or other location, hang it at least 100 metres from camp.
- Use extreme caution when approaching the carcass; make plenty of noise; once your kill has attracted a bear.
- If there is a bear at your kill site, don't attempt to chase it away. Leave the site and leave the carcass to the bear.

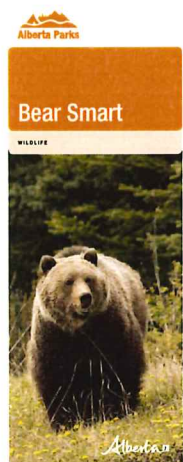
Always report a bear incident to the nearest Fish & Wildlife or Parks Division office.

Bear Management

Conservation officers sometimes have to remove a nuisance bear from an area by live-trapping it. If you come across a bear trap do not approach it.

If you encounter a "problem bear" (bears in the backcountry leave the area immediately. It is illegal to enter an area that has been closed because of a problem bear. People who cross into such areas will be ticketed.

An objective of wildlife managers is to keep bears, especially females with cubs, in their ecosystem by using aversive techniques instead of relocation. For example, the Southeastern Alberta Grizzly Bear Strategy employs several innovative techniques such as removal of structures, aversive conditioning, bear stampeding using Korean bear dogs, road-filled wildlife carcass redistribution, and habitat management to reduce bear relocations.



FIRE SMART

There will be Fire extinguishers in all globe units, common areas, and washrooms. The fire pits will have a 10' diameter pea gravel area and there will be a sand bin with a shovel for dousing the fire. There will be no smoking in the globes, all butts can be put out in the contained sand bin. There will be signs at every fire pit illustrating how to put out fires properly and safely.

An example as seen below from Alberta Parks:

To Put a Fire Out

- ❶ Thoroughly soak the entire fire pit with water.
- ❷ Scrape all charred ground at the pit's edge toward the center, cutting out any charred root ends.
- ❸ Heap the mixture of ashes and soil into the centre of the pit and soak with water.
- ❹ To determine if the fire is completely extinguished, carefully place your fingers into the fire pit.

Campstoves and Campfires in the Backcountry

- ❶ We recommend that backcountry travelers use camp stoves.
 - Backpacking stoves are lightweight, compact, efficient and more convenient than wood fires.
 - These stoves leave no scars in the backcountry.
- ❷ A camp stove becoming inoperative or an emergency may make a wood fire necessary. If you are camping in a wildland park or other backcountry area where fire facilities aren't provided, exercise caution in selecting a fire site, preparing the campfire and putting the fire out.
 - If a previous fire pit exists, use it to avoid creating a new fire scar.
 - Never build a fire on mossy areas, dead logs or tree roots.
 - Select a site on level ground that is sheltered from high wind and well away from heavy brush, live trees and overhanging branches.
 - Ensure there is a convenient source of water nearby for extinguishing the fire.
 - Dig up a square piece of sod, roughly 45 cm x 60 cm. Keeping it as intact as possible, lay it to one side.
 - Remove the remaining topsoil down to mineral soil (which has no organic material). Pile the topsoil nearby. Make one end of the pit slightly deeper to accommodate cooking waste.
 - Please note that using dead wood lying on the ground for firewood is strictly prohibited. It is likewise illegal to remove, deface, injure or destroy trees in any provincial park.
 - Never use gasoline or lighter fluid to start your fire.
 - Keep your fire as small as needed for cooking and warmth.
 - Never leave a fire unattended.
 - Stop adding fuel well before you plan to put the fire out.

Smoking and Fire Safety

- ❶ **If you smoke, put it out. All the way. Every time.**
- ❷ When you smoke outside, discard cigarettes and ashes in an unburnable (and unmeltable) can filled with sand and never throw cigarettes on the ground.
- ❸ Make sure cigarettes and ashes are out before throwing them in the trash can. Soak cigarette butts and ashes in water before throwing them away. Never toss hot cigarette butts or ashes in the trash.

OTHER HAZARDS - No globes will be put in lower areas of elevation where they could suffer flooding. All sites will have sufficient 10 degree slope so any rain will not pool in the globe area. The globes will not be put in current lines store water areas, they will be tucked into the trees in high spots. This is a rolling hill area that has several lakes and ponds and small valleys that make it very clear where the water flows.

There will be Lamas and Alpacas on property to help fend off unwanted animals, but we will also have bear spray stations throughout the property and signs reminding how to react to all types of animal encounters. These signs will also have maps showing where they are at any given time, so it is easy for people to find their way back to the main site. There is an example as shown from Alberta Parks:

Wildlife is Wild!

- 🕒 Wildlife may look tame but they're not.
- 🕒 They are wild animals. **Be cautious** no matter when or where you see wildlife.

Give Wildlife Space.

- 🕒 **Keep at least three bus lengths (30 metres/100 feet) away from large animals.**
- 🕒 **Keep about three times that distance (100 metres/325 feet) away from bears.**

No Treats Allowed!

- 🕒 In campgrounds and day-use areas, **never leave food or leftovers out.**
- 🕒 **Use bear-proof bins to promptly dispose of garbage.**
- 🕒 Feeding or approaching wildlife too closely causes animals to lose their natural fear of people. They may become aggressive, even dangerous.
- 🕒 Feeding wildlife can also
 - Attract animals to roadsides where they can be injured or killed by vehicles.
 - Harm or kill animals because treats offer poor nutrition.
 - Lead to eating garbage, which brings animals into conflict with people.
 - Affect your health. Direct contact with wildlife may expose you to rabies and tick-related diseases.

Smile for the Camera.

- 🕒 **Photograph wildlife from a vehicle or observation area.**
- 🕒 Don't surround, crowd or follow an animal.
- 🕒 Never put people (especially children) at risk by posing them with wildlife.

SEWER

We will be using mobile washrooms in Phase 1 and Phase 2. This will allow us to bring in a truck to our central washroom location and pump out and take away all sewage. There will be no sewage on the property to deal with at this point. In future phases, we might explore other types of septic systems.



WATER

There is ample well water and spring water on and next to the property. Initially we will excavate a 20' x 15' area 6' deep to put a large water cistern at one of the highest points near Range Rd 42. We will transport water from the cistern to the main washrooms for toilets and laundry with a smaller truck. We will also transport it to globes for hot tubes or showers and drinking water. The existing well and spring on adjacent properties are owned by the same property owners, water quality has been proven to be good quality, cleared for public use, and used at property owners homes.



ROADS

Road Access: Most of the road access starts on the paved township Rd 43A then there is a 1.2 km gravel road access starting on Range Rd 303 and then enters the property from township Rd 42. There are no homes that are passed on the gravel road and due to the limited amount of units we will have this will be a minor increase in traffic. The back 1/4 section, where we will access the property will need a small approach off Range Rd. 42 directing traffic on the area they can park near the road.



On Site: There will be no roads developed on the land, we will leave them as grass roads and pathways to keep with the ambience and less disturbance.

UTILITIES

This property will be off grid. It will encompass solar, battery back up as the main source of power.

There will be minimal lighting at each Globe that will be battery powered, there will also be heaters powered by batteries and solar. As for the main washrooms and laundry there will be solar roof on the mobile washrooms that will power all energy needs for this phase of the project.

We will still have generators backing up all power at the main common globe and at the washrooms and laundry.



LAND USE

There will be no visual impact on other properties.

All globes - including the common area globe - will not be seen from any other property.

There will be a visible parking area on Range Rd 42 hosting vehicles, which has one adjacent neighbor. Further down Range Rd 42 it becomes an unimproved road making traffic minimal 200 yards further than the parking area.

CARE FOR THE ENVIRONMENT

We have made our best effort to design an ecologically sound recreational development that aims to help people in the local area raise their environmental awareness and engage deeply with sustainable living, farming, and energy use. The project is designed for minimal, if not any, long-term ecological ramifications.

NATURED-INFUSED PLANNING

The location of each globe will be chosen to ensure that each globe will be no less than 100' apart from another and will not be visible to the next globe. This is important to reduce ground impact per square foot, and also to increase the aesthetics and immersion into nature that each visitor will feel at the property.

The common area globe will be visible from most spots on the property and at the cross-section of the property. It will serve as a beacon and reference point of direction for those exploring the property. It will be at a lower elevation area, but not a flood zone so that it still won't be seen from neighboring properties.

The landscaping will be minimal, but described as follows:

- There will be a small amount of pine and spruce trees brought in and planted to add to existing deciduous trees
- There will be mulched areas around the globes, small ground-level platforms for globes to sit on, and pea gravel around the fire pits
- All wood not mulched will be chopped for firewood along with removing deadfall from the surrounding trees to reduce any potential fire hazards in the area

LEASE PLAN

We will be leasing land from the Kirby Ranch owned by Murray and Suzanne Kirby - who are in full support of the vision and execution of this project.

Kirby Address: Twin Butte, Alberta

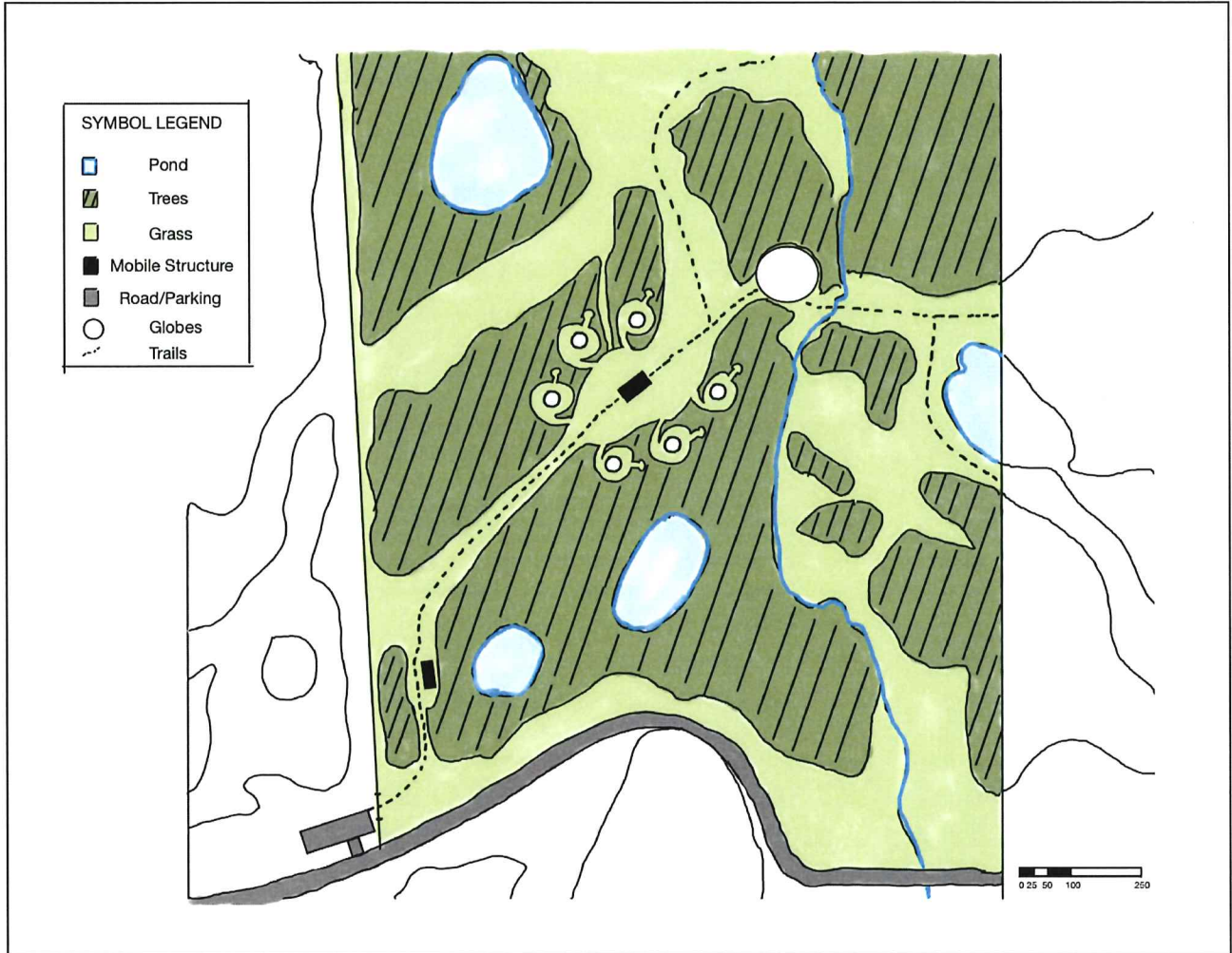
Kirby Phone: 403-627-9509 Website: kirbyranch.net

We propose that the back 1/4 section (160 acres) be rezoned Rural Recreational.

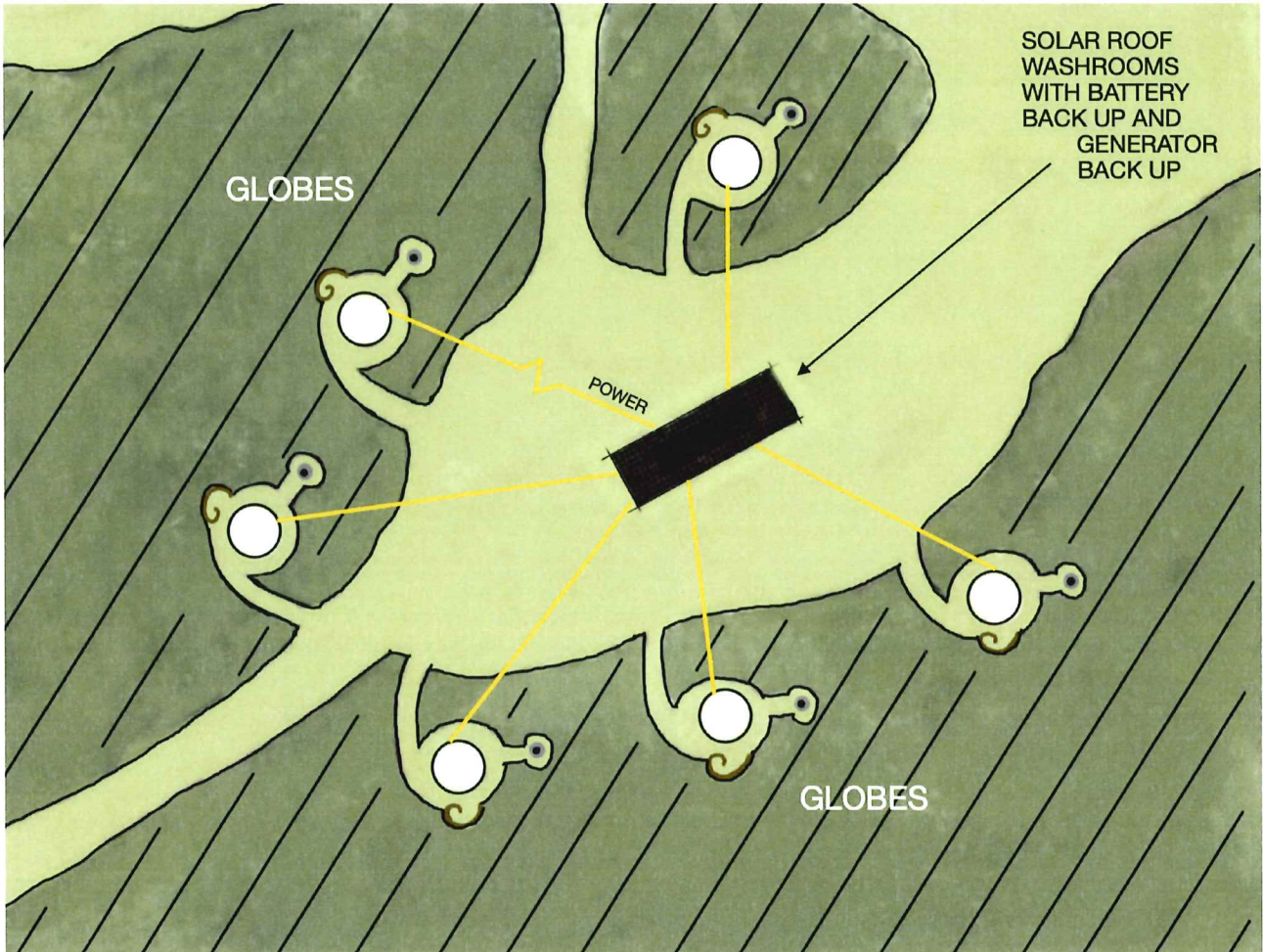
The following seven pages showcase a range of maps and drawings that are key to the proposal.

MAPS

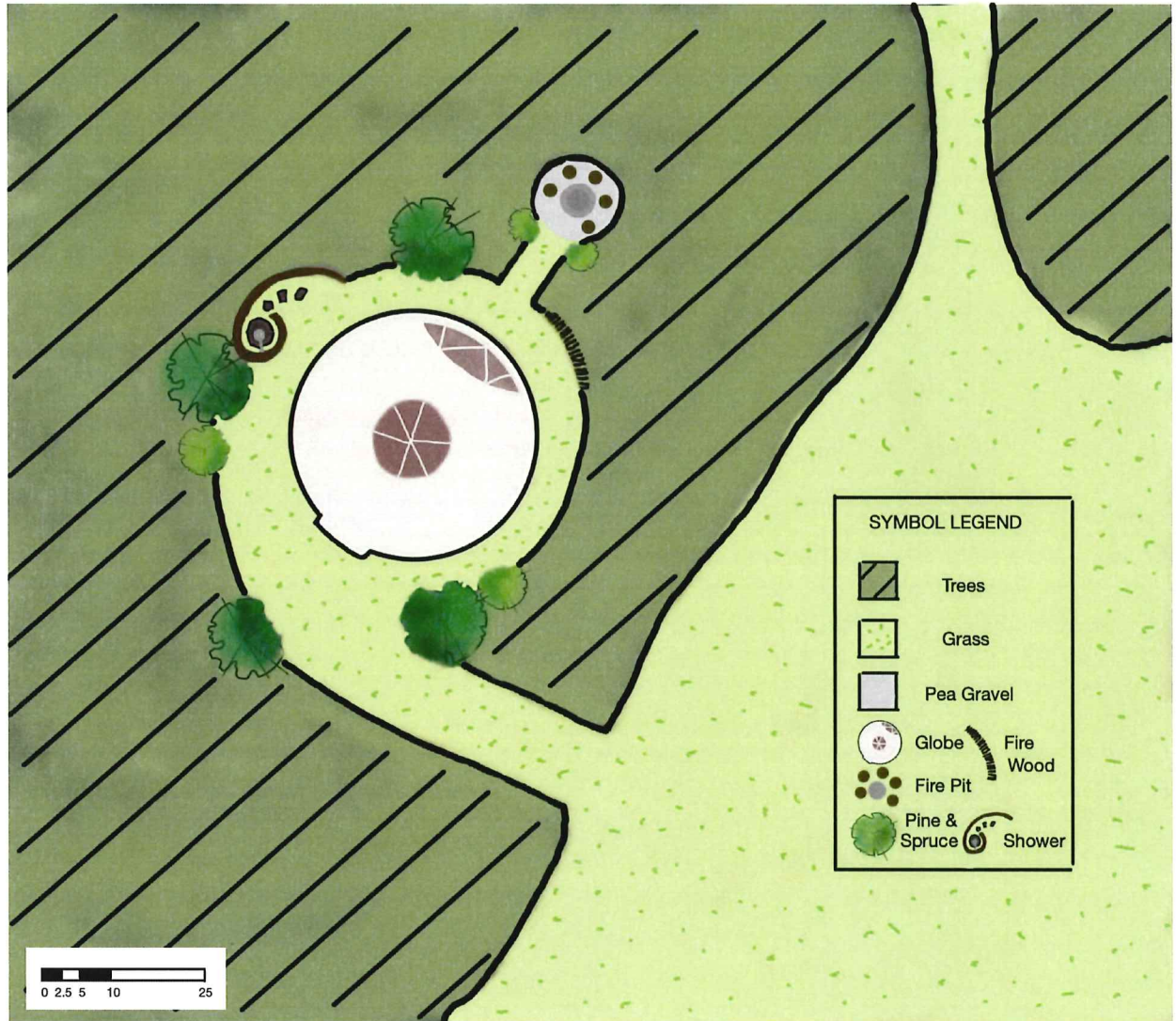
FULL PLOT MAP



ACCOMMODATION/POWER MAP

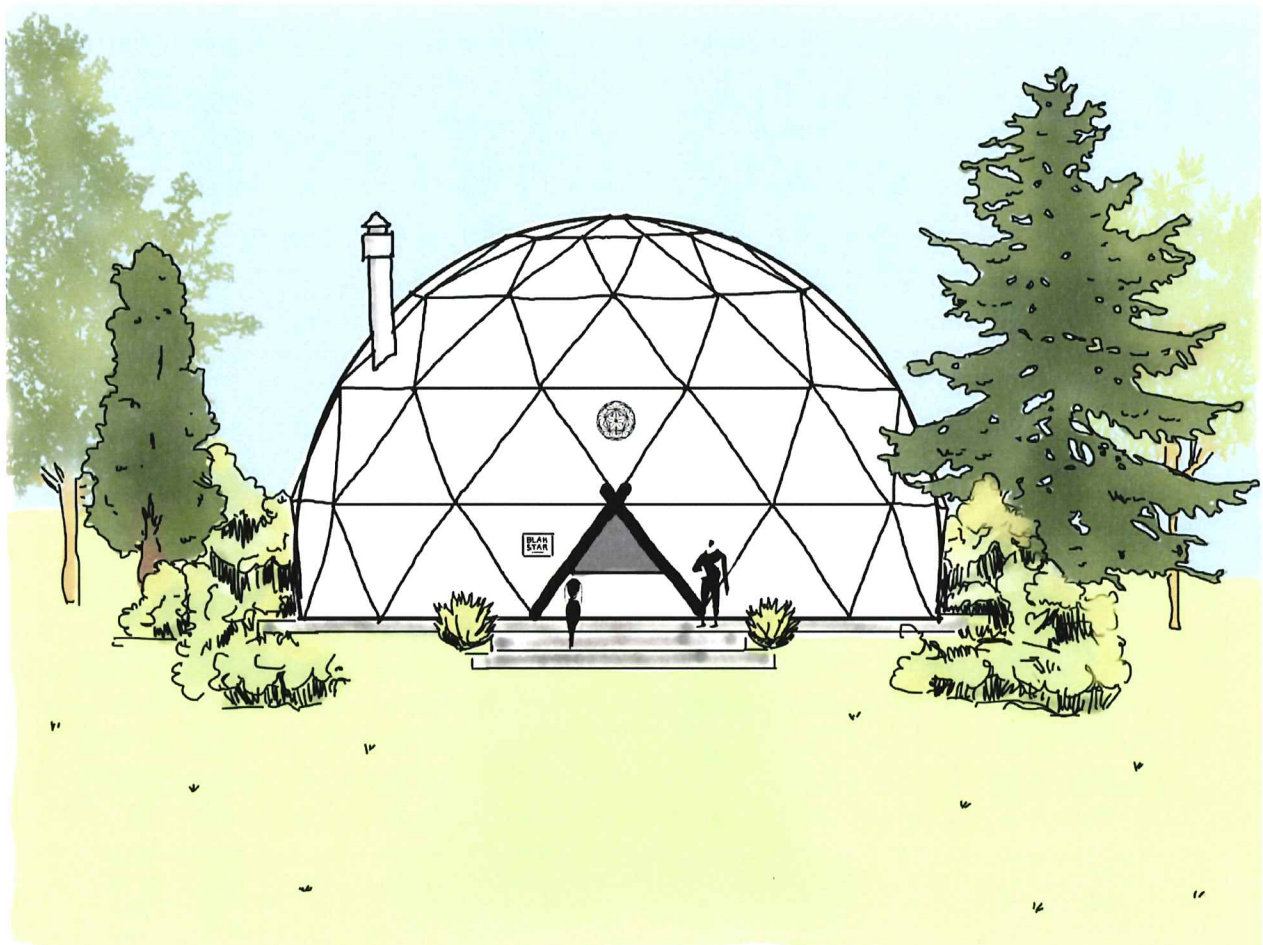


LAMINAR GEODESIC GLOBE SITE MAP - COMMON AREA

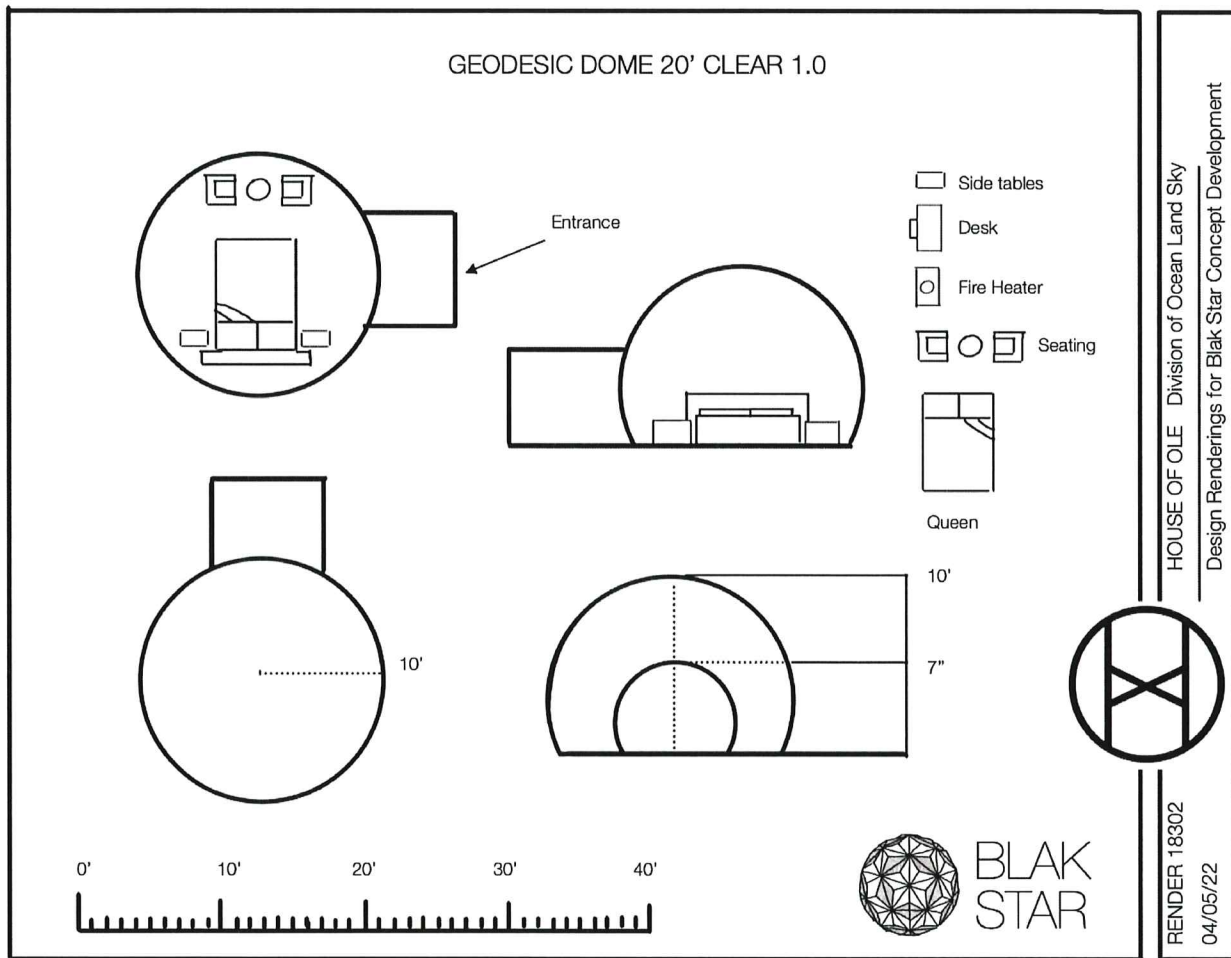


RENDERINGS

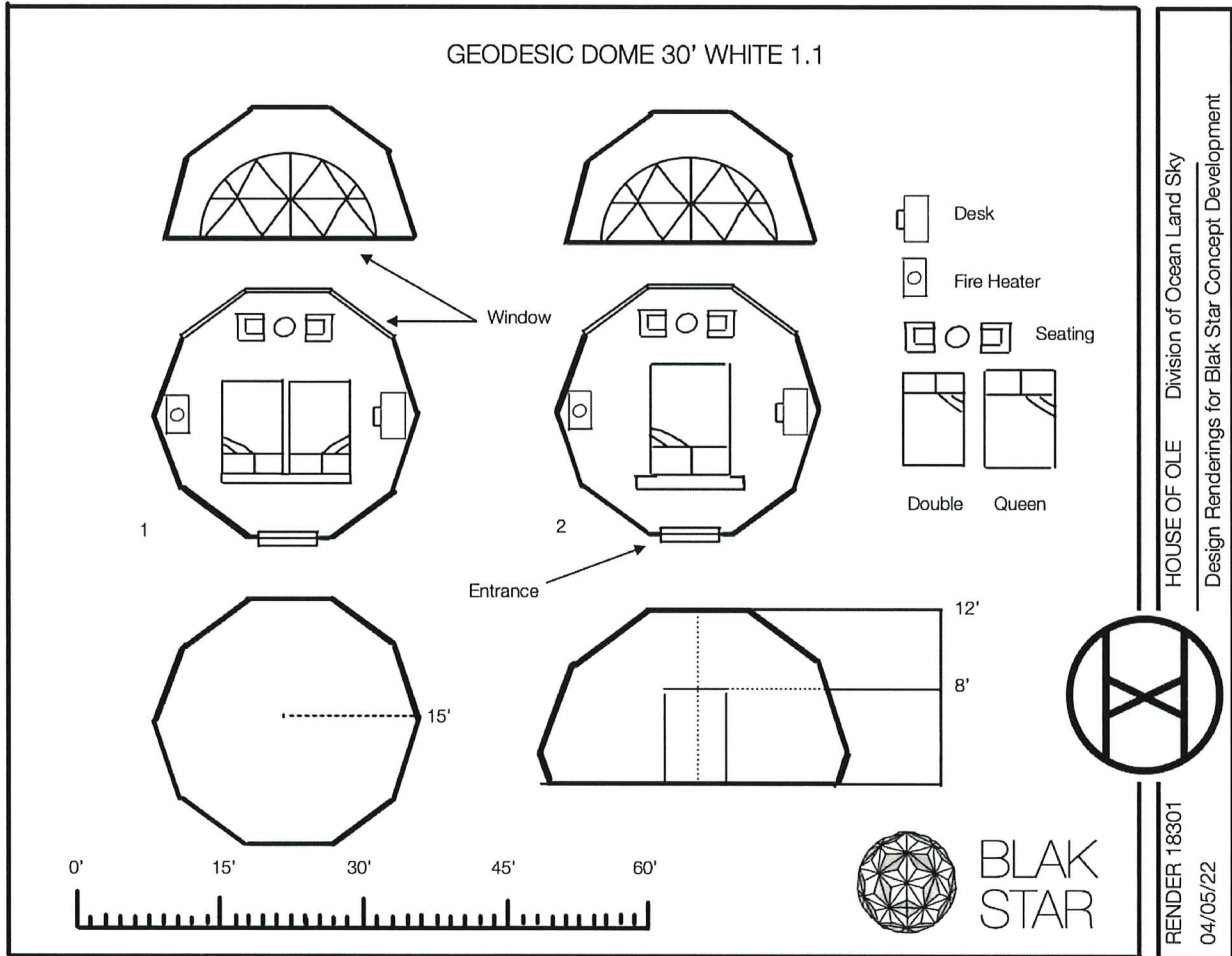
LAMINAR GEODESIC GLOBE - COMMON AREA



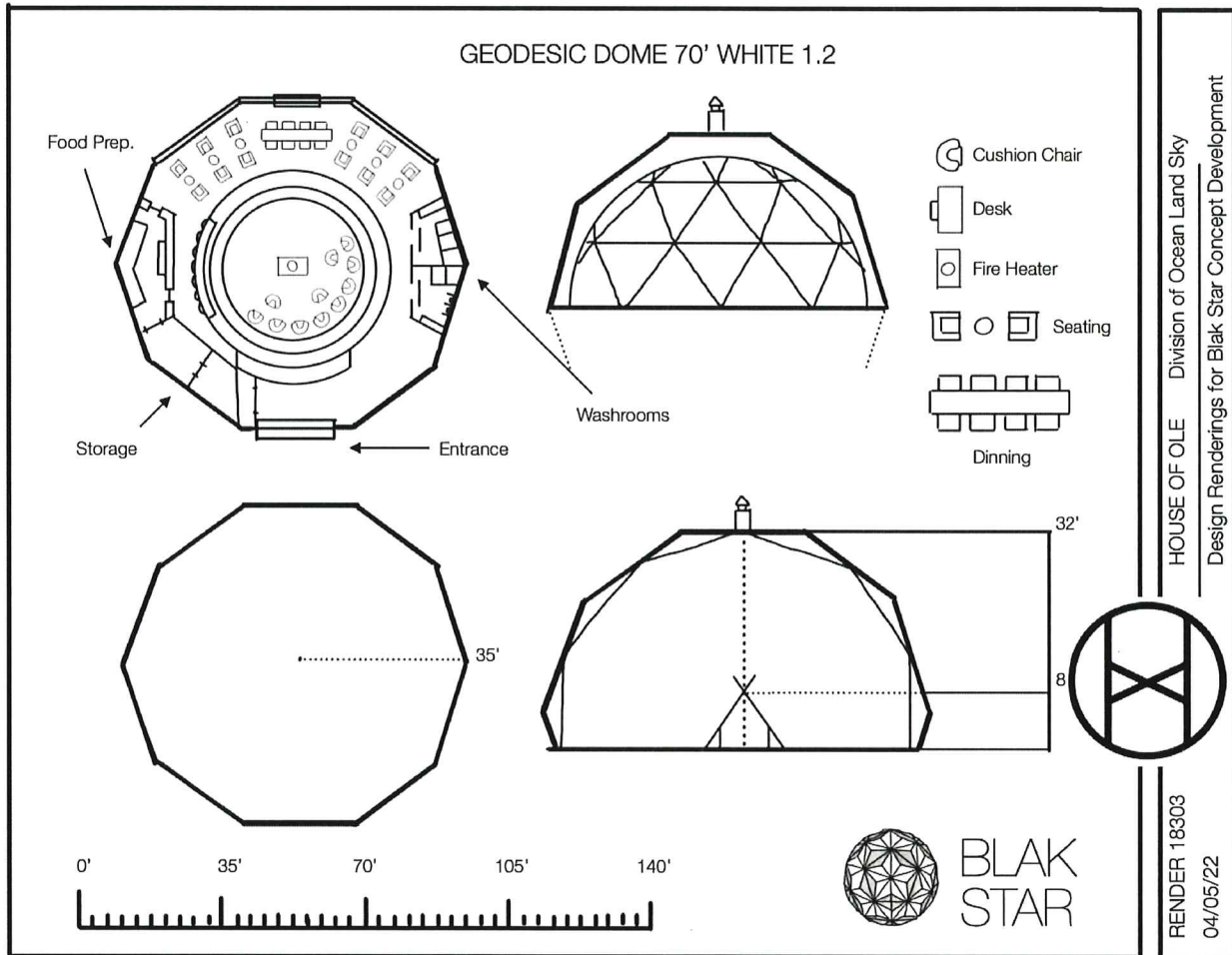
CLEAR GLOBE 20'



WHITE GEODESIC GLOBE 30'



WHITE GEODESIC GLOBE 70'



HOUSE OF OLE Division of Ocean Land Sky
 Design Renderings for Blak Star Concept Development

RENDER 18303
 04/05/22

Thank you for taking the time to review this proposal.

**Kindest regards,
Michael Olsen**

Prepared by Michael Olsen, Blakiston and Company

Contact Information 808-308-7374, michaelganeolsen@gmail.com

Valid as of April 20, 2022

Proposal number BSPC001



BLAK
STAR

GLOBES

1.

RECEIVED

AUG 16 2022

Aug. 14 '22
Hello Mr. Rolland Milligan,

M.D of Pincher Creek

I am writing concerning the proposed campground on the Kirby / Hardy property. When I read the article in the newspaper, I was very curious as to where this development would be. For the past 8 to 10 years I have worked controlling the weeds along the Drywood and Yarrow Creeks. I work for our watershed group the Drywood Yarrow Conservation Partnership and am funded by Peridae Energy. Access to Drywood Creek is very limited for vehicles. Now I understand that the camping areas are on a quarter section of grazing land on the south side of the creek. The access will be on the back road above Kirby's house with the parking area bordering Carlson's hay land and just west of both Kim and Mitch Hardy's homes.

I live $2\frac{1}{2}$ miles from the proposed camping area (NW 1 Range 30 Township 4 West of the 4th), but still have many concerns.

i) Weeds

- any kind of disturbance to the land will bring in a whole raft of new weeds to deal with
- because of Shell's impact on the land we are already dealing with prohibited noxious weeds such as

2.

spotted knapweed and leafy spurge and many other noxious weeds including blueweed, bladder campion, hounds tongue, burdock, orange hawk weed

2.) Fire

- always in our thoughts as the weather warms and dries
- the probability of fire increases with more people on the land
- a careless cigarette
- a spark from an engine or exhaust
- cooking - are these campers using propane or open fires?

3.) Gas Plant

- at one time Waterton Gas Plant was the largest in the world
- why on earth would someone want to camp so close to rumbles, beeps, odours, hums, trucks, light pollution, flares, sirens and trains less than a mile away
- I have been evacuated twice since living in this area, mind you, it was many years ago.
- not too many years ago though a very toxic plume of H_2S gas was accidentally released - a huge incident - I was working in the lab at that time
- everyone admitted that it was just LUCK that the wind was such that the plume dispersed quickly

3.

enough that no one was hurt - I saw all the mapping of the H₂S plume's travels

- Alberta Environment must be updated and informed of such incidents, but I don't know if the M.D. is kept abreast of such happenings.

4.) Pipe lines

- there are many many sour gas lines feeding into the plant from all the various wells in the area
- huge processed gas pipelines are also leaving the plant - leaks do happen

5.) Ground water

- from my understanding the ground water under the Kirby / Hardy property is contaminated with sulphalene and will be free of this chemical from Shell in about 1000 years

6.) Drywood Creek

- I understand that the proposed camping area is on the hill side, but any campers going down to "enjoy" the creek may find it not the most pleasant as the water has increased in temperature in the Shell Dam and by summer is quite full of algae

7.) Human Aspects

- Daryl and Val Carlson are terribly upset
- they will be most affected by this proposed development and weren't even consulted
- Kim Hardy - Dick Hardy's brother, is very set against this campground
- Mitch Hardy - a cousin to Suzanne Kirby, also is very, very negative to the whole proposal
- neighbours that have helped each other and worked together for years are becoming divided, not to mention, family members
- Will the Kirby's be open to hear and address any problems that may arise in the future? - in my small world, they removed $\frac{1}{2}$ mile of fence a year and a half ago just north of my quarter along the roadway - it is a real problem for me having to move my cattle past this area and keep them out of the quarter. - I deal with it several times a year as well as another neighbour. They have given no thought to how this lack of fencing affects others. Will they change and work with others in their community to come up with viable solutions to campground issues?

5.

I believe that the "wild west" attitude of "I can do what I want with MY land" is long gone. We have created and are still creating such environmental disasters with our archaic ideals. A natural, productive quarter section of range land should be kept intact with as few disturbances as possible. Keep this area as a buffer to help clean the air, soils and water that are continually being eroded by the neighbouring gas plant.

Thank you
Nancy Barrios

CLAYTON FARMS

280092 Township Road 240
Rocky View County, AB T1X 2E1
T: (

RECEIVED

AUG 16 2022

M.D of Pincher Creek

August 15,2022

Roland Milligan

MD Pincher Creek

Box 279

Pincher Creek,AB

TOK 1W0

Re Land Use Bylaw Amendment 1337-22

In response to your communication of July 22,2022, please find attached my comments and concerns. The first information I received about this proposal was the notice of hearing received by me in the mail July 29,2022, less than 3 weeks before the written comments were due at the MD office. This is not sufficient notice for comment on an application with such possible long term negative impact on the community. In addition, the package that I and other adjacent landowners received was incomplete. I had to request more complete information from the municipal office. I respectfully suggest the public hearing for August 23 be postponed and a complete package of information be provided to adjacent landowners to enable us to objectively assess implications of this proposal. This project will impact many more than the adjacent landowners and deserves greater scrutiny by the community.

I request Council seriously consider the concerns and alternatives I raise in the attached submission.

Thank you.



Barrie Clayton

COMMENTS and CONCERNS RE LAND USE BYLAW AMENDMENT 1337-22

I own the property in south half of 14-4-30-4 immediately east of the subject property. I am opposed to Land Use Bylaw Amendment 1337-22 for re designation of SE 15-4-30-4 from Agriculture A to Rural Recreation 1 (RR1) for the following reason:

This is an intrusion into an area of prime native grassland in large parcels. The business uses described in RR1 are not compatible with present and anticipated future land uses in the area. From Waterton Park north along the eastern slopes west of highway 6, the native rangeland generally has only few cultivated areas with the majority of parcels remaining conserved as native range. There are conservation easements on many parcels precluding development and encouraging wildlife habitat and wildlife corridors. The land which I own is protected by a conservation easement with Southern Alberta Land Trust Society. Opening the subject land to the many and varied development possibilities as described in Rural Recreation 1 is not acceptable to me and my family. It is also detrimental to the objectives of the conservation easements on my property and on several nearby properties.

The proposal by Blak Star for a campground is a unique and interesting project. On reading the proposal and in discussion with the landowners, I have some concerns about specific parts of the proposal if completed as planned. Rather than allowing re designation to RR1, a much preferable land use designation would be Direct Control which allows the municipality to specify conditions that must be met and maintained for approval of this application. My suggestions for conditions are detailed below. Since the proponent expects all structures to be on temporary foundations and road and trail development minimal, Direct Control designation would also include a provision that if the project becomes economically or logistically non-viable, the land use designation would revert to Agriculture A. This provision would not be normal when approving re designation to RR1. The landowners have stated that provision to revert to Agriculture A is their intent.

This is a unique proposal deserving of special consideration and conditions. I am opposed to allowing the much greater range of options for development possible to current and future landowners under RR1 designation.

If approved under Direct Control I have suggestions for conditions to be attached.

1. Wildfire hazards are a concern for everyone in this area especially in late summer and fall when this project would operate. The provision for several open campfires is a concern for me being downwind. Appropriate conditions for the use of fire pits should be specified by the municipality.
2. The applicant intends to have approximately 60 guests daily on site when in operation. It is stated that there will be day excursions to Waterton Park or other locations using the subject property as a base. In addition there will be cooking staff, cleaning staff and others attending the site daily. This will entail a huge increase in vehicular traffic over present use. There will also be additional truck traffic for water and sewage services, and food and other supplies. Appropriate dust control will be required. It is my expectation that traffic will be routed using Range Road 303 to Township Road 42 and that traffic will not be allowed to use the undeveloped portion of Township Road 42 as this will not withstand the anticipated traffic.

3. Contrary to the claim of the proponent, my research of Alberta Water Well Drilling Reports into potable water availability indicates it is unlikely suitable water can be obtained for this project from wells or springs. Similarly, since there are no new water licenses available in the Oldman River watershed, water from Drywood Creek would not be available.
4. There is no evidence in this application that soil percolation tests have been done to indicate sewage disposal with septic systems is possible on this property as suggested in the application.
5. It is commendable that the applicant intends to operate the facilities off grid using solar power with battery and generator backup. It is our expectation that generator noise levels will be restricted to 70 db in keeping with the solitude proposed by the applicant. It is also expected that outdoor lighting will be very minimal in keeping with the intent of "viewing the stars". This is a dark sky area.
6. It is of concern to me that the plot plan shows 2 trails leading to my property. At the present time random hikers would not be welcome on our property.
7. The applicant has stated there will be no roads developed on the land. However this is unrealistic as trucks for water and sewage and supplies from off-site and internal transfer is planned in all weather. Also staff vehicles will attend for services, talks, and tours.
8. As described earlier, the land use should be required to revert to Agriculture A if this project ceases to operate as proposed.

In summary. I am not in favor of this proposal, however if Council choses to approve , it must be as Direct Control with conditions in writing as detailed in this submission.

Barrie Clayton



KIM, PAT, & MITCHELL HARDY and Family
KPM FARM
P.O. Box
Pincher Creek, Ab. T0K 1W0

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AUG 18 2022

M.D of Pincher Creek

August 19, 2022

Mr. Roland Milligan

Chief Administrative Officer

M.D. of Pincher Creek #9

1037 Herron Ave.

P.O. Box 279

Pincher Creek, Alberta T0K 1W0

To Whom It May Concern:

RE: Land Use Bylaw Amendment – 1337-2222 Public Hearing to change the land use of SE 15-4-30-W4th from Agriculture-A to Rural Recreation 1-RR1

Kim Hardy and family living on N.E. Qtr. 10-4-30-W4thM respectfully submit the following concerns related to re-zoning S.E. Qtr. 16-4-30-W4th M. from Agriculture-A to Rural Recreation1-RR1. We are definitely opposed to Black Star Globes submission for Eco Globe Recreation Accommodation area.

1. This proposed development is directly across the road from our two farm residential dwellings. We would be negatively impacted by such a development.
2. The proposal appears to be permanent in design and development with plans for future increase in development. It will be operated by Black Star Globe, not the land owners.
3. Increase in traffic – client vehicles and service vehicles. This will negatively affect our family's lifestyle. Dust from the roads is another concern.
4. Increase in pedestrian traffic adjacent to our land and real concerns regarding trespassing and livestock disturbance by urbanites not familiar with rural life style.
5. Road to proposed site is used heavily for cattle drives as well as local cattle movement to and from forestry and grazing co-ops and other neighboring land owners. Concerns are of effects of this agricultural activity being disrupted by people and their accompanying dogs. Then there is the concern of tractor and machinery movement, hay hauling, our own livestock chased and run through fences, and additionally this is on a school bus route.

6. Wildlife pass through the area constantly. This development will impact their game trails and grazing habits. There is a significant population of moose and elk in the area that could pose a danger to tourists during calving and rutting seasons.
7. This proposed development is within two (2) miles of Pieridae Gas Plant and inside their Emergency Response Plan zone. Each Thursday they test their emergency alarms and yes, we can hear them. There is odor occasionally from the plant as well.
8. The increase tourist density in the area will negatively impact the lifestyle in the area.
9. This proposed development is to be managed by Black Star Globes. What assurance is there that they will maintain and operate the campgrounds to very high standards and that they won't develop it and later sell it to possibly a less respectable organization. They plan on increasing development of the campground in size in the future, multiplying the negative impacts on our family farm and many others.
10. The wind in the area proposed is of great concern. The damage done by the wind is considerable and will affect any construction.
11. Fire is of great concern in the area. Wood burning hot tubs require burning wood as do fire pits!
12. Trespassers are another real issue. Urban people have no idea where property lines are and how to honor the requests to avoid going into areas where they should not be. We experience trespassers every year with hunters, for example.
13. Bears: bears cannot read "bear spray station" and we have them in the area very frequently and deal with damage they do. ie. : Garbage left outside in bags, in grain bags or granaries, they dig up gardens; bears threaten livestock. Where there are people, there is inevitably garbage attractants. Alpacas and Llamas will only attract bears, not repel them. Wolves have been seen in this area as well.
14. Water contamination is another concern. Sewage/garbage and waste management is another concern.
15. As ranchers, we do not have the time or inclination to "babysit" tourists infringing on our lives and businesses. We are frequently called upon to rescue some curious individuals who want to know where the road goes past our place and they become stuck or have other problems. This road is undeveloped, but that signage does not deter these people. We have also had to intervene when a couple of young men were seen to taunt the neighbors' bulls so see what kind of reaction they could get from them.
16. On a larger scale, ranchlands are under threat from developers and others who want to convert ranchlands to other non-agricultural activities. It is the responsibility of all of us to try to maintain ranching areas instead of allowing them to be slowly eaten away so that eventually they will become so limited as to not support the food produced and the overall effect on the planet.
17. There are sufficient areas for campers in our M.D. now, with the Castle Wilderness park right next door and Waterton Park just 25 minutes away. We do not need campers on our very doorstep. We are already experiencing intrusion from tourists who get lost looking for Blue Lake, Castle Wilderness Park, people who cannot read a map and end up in our farm yard.

18. There are six permanent residences within one mile radius of the proposed development and two seasonal residences. At least one of these residences will have a line of sight (overlook) to this development.
19. Will the rezoning proposed cause our taxes to change, and existing services to be impaired? I suspect this is a natural next step taken by administration of the M.D.
20. We do not want to become an off road race track for off road vehicles, side by sides, quads, and mud-boggers. It happens to some degree now when city folk come to the country in the summer and bring their toys with them.
21. Increased traffic in the area would make our property subject to "Light fingered" people. In the past we have had a truck stolen, a chainsaw taken. What next?

Let us clearly and definitively speak out against this rezoning and development across the road from our home / ranch. We like the peace and quiet of our agricultural neighborhood. We like to be able to operate without interference from people who have no idea of the rural lifestyle. We want to be able to operate our tractors as required, spread manure when and where required, hay, harvest, herd cattle. Additionally, we don't want to be required to set up security measures to protect us.

We do not want this campground to be allowed in our neighborhood and across the road from us. We value our quiet, peaceful, rural lifestyle and do not wish to have it negatively affected.

Respectfully submitted,

Kim W. Hardy

Patsy E. Hardy

Mitchell W. Hardy

Heidi Matheson

Mackenzie J. Hardy

Ethan R. W. Hardy

Jaxon S. Hardy

Attn: Roland Milligan:

Re Bylaw No 1337-22 - Public Hearing:

I Richard Hardy, NW. + NE 15-04-30-W4
wish to express my support for
the proposed development.

The profit margin for smaller
ranches continues to pressure
their operations.

The Kirbys contribute a great
service to their community and
work very hard on their ranch.

R. F. Hardy
Richard F. Hardy

RECEIVED

AUG 17 2022

M.D of Pincher Creek

Fw: Land use bylaws: Blak Star Proposal

Dir Dev Com Ser <AdminDirDev@mdpincercreek.ab.ca>

Mon 2022-08-15 9:47 AM

To: Laura McKinnon <AdminDevAsst@mdpincercreek.ab.ca>

Hello Laura,

Please print this off and also save it in the Public Hearing package for the Black Star Globes hearing.
Roland

From: Anne Stevick <astevick36@gmail.com>

Sent: Monday, August 15, 2022 9:23 AM

To: MDInfo <MDInfo@mdpincercreek.ab.ca>; Dir Dev Com Ser <AdminDirDev@mdpincercreek.ab.ca>

Cc: Rick Lemire <CouncilDiv2@mdpincercreek.ab.ca>; Dave Cox <CouncilDiv3@mdpincercreek.ab.ca>; Harold Hollingshead <CouncilDiv4@mdpincercreek.ab.ca>; John MacGarva <CouncilDiv5@mdpincercreek.ab.ca>; Tony Bruder (gm) <twinbuttesim@gmail.com>

Subject: Land use bylaws: Blak Star Proposal

To MD Council and CAO Milligan;

As a resident of Division # 1 of the M.D. of Pincher Creek, and having resided in this division for 34 years now; and before that having resided in the M.D. for another eight years; I feel the need to comment on the increasing proposals to our MD Council for re-zoning of agricultural land.

This M.D. has a very strong agricultural base and has had for a very long time, due to the foresight of past councils, governments and citizens. I would hate to see that change. I realize that we need diversification, but the reason that we attract outside visitors who bring cash into our local economy is that we still have open spaces, uncluttered viewsapes and a healthy agricultural/rural base that has taken care to retain those intrinsic qualities. Each application that comes before council, asking to re-zone agricultural land to a "better" use, i.e. commercial, country residential, recreational is innocent enough; but the cumulative effect if all these proposals are accepted is staggering over time! By setting a precedent of allowing 10 acres here, 30 acres somewhere else, a quarter section hidden away, to be removed from agricultural designation opens the gate to unlimited change of our landscape if we look 10 years into the future. And 10 years is not very long, how about 30 or 50 years from now?

I agree that both proposals have been presented with small scale footprints (for now) but once established there is no stopping future expansion, change of ownership with other ideas, or additional proposals. It will never be "agricultural" again. For those reasons, I appeal to council to think VERY carefully when considering these applications, and the many to come in the future.

If however, applications are approved and re-zoning occurs there are a few points to consider for maintaining these developments:

1. Weed mitigation and monitoring: the MD weed crew already has enough invasive species to deal with; these projects need to be responsible for maintaining the property weed free.
2. Water quality and usage, protection of existing springs, wells etc.
3. Trespassing issues on neighbouring lands: how will they demarcate boundaries and rules of engagement. I.e. dogs on leash policies.
4. Road access and maintenance: who foots the bill for road maintenance, dust control and access.
5. Garbage disposal: who is responsible for garbage collection, picking plastic bags off the fences?.
6. **SAFETY:** As far as the Blak Star proposal, this property is in the H2S evacuation zone of the Pecten Plant (Paradaen), and I believe would cause issues if there were an incident at the plant. How would the plant know who to contact in case of evacuation.
7. Also concerning the Blak Star Plan, I disagree with llamas and alpacas as wildlife deterrants. Specially in the fall and late summer, they would be predator (bear) attractants.

Sincerely,
Anne Stevick
Division # 1 landowner

Sent from [Mail](#) for Windows

Carlson Ranches
Darryl and Val Carlson
Deley Ranches Ltd
Jode and Traci Deley
Pincher Creek, Alberta

RECEIVED

AUG 18 2022

M.D of Pincher Creek

August 17, 2022

ATTN:

Mr. Roland Milligan
Chief Administration Officer
MD Of Pincher Creek

And

Mr Rick Lemire
Reeve

RE: RESPONSE TO Land Use Bylaw Amendment – 1337-22 Public Hearing

This letter is in response to the proposed Bylaw Amendment on SE 15-4-30 W4th from Agriculture to Rural Recreation for the purpose of a campground as requested by Blak Star Globes. The proposal given to the MD of Pincher Creek was in the name of Blakiston and Company and Michael Olsen.

We, as a family, strongly OPPOSE the proposed amendment for several reasons.

The proposed campground was initially presented to the MD of Pincher Creek April 20, 2022, in the name of Blakiston and Company. The Proposed Bylaw is in the name of Blak Star Globes. Who is actually requesting the amendment and who owns the companies? Michael and Becca Olsen? Is there foreign investment? Who is actually going to be responsible for the management of this proposed campground? Do they live here and contribute to our local economy, to our school systems, do they pay taxes to maintain our roads and manage our infrastructure? Our concern is an investor's only focus is the bottom line and the return they see on their money. They do not have regard for the impact on the community, our industries or the environment. We realize that the proposed globes within the campground are designed to be environmentally friendly but the negative impact that 30 – 40 people (second phase would be upwards of 125 people including staff) daily on trails, their vehicles coming in and out, the commercial traffic to service the campground, not to mention the negative environmental impacts on wildlife movement in our area will far exceed any solar powered designed building. It is also important to note, that there are several phases proposed to this campground and the bigger it gets, the more negative impact it is going to have.

Implementing a commercial project such as this brings a lot more concern for the neighbor's as well. What is now a relatively quiet area will be bombarded with tourist traffic. This increases the risk of trespassing on adjacent private lands, increased liability regarding traffic, cattle moves, and personal

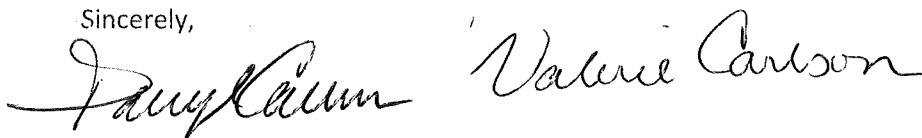
property. We will have to start locking the doors on our homes, vehicles, shops etc. Something we have never felt the need to do. Statistics Canada states that 37% of the population travel with their dogs. SE 15-4-30 W4th borders our calving fields. We, as landowners have the right to protect our livestock from any threat. It is also important to note that the area in question is also highly sought after hunting territory. The implementation of a campground with visitors that want to explore will exponentially increase the liability of all persons involved. This increased liability will likely cause insurance premiums to rise, an expense we should not have to bear.

The MD of Pincher Creek is located in a very strategic and special place. Particularly the lands located west of highway 6. This is the only remaining intact grassland area with a full complement of species in Western Canada. Please refer to the attached map provided by Nature Conservancy of Canada. If the MD council approves the rezoning of this existing Agricultural land you will be setting a precedence that will forever change the landscape as we know it. Once one commercial development is approved it will start a snowball that no one will be able to stop. The MD of Pincher Creek was built on the agricultural industry. We feel it is important for the MD to assist in protecting the ranching industry by protecting the lands needed to graze our cattle, the environment in which we strive to protect, and the community in which we live. We need to stop and think of what the future holds for the next generation. Do you want to pass down ranches fragmented by commercial campgrounds or do we want to hand down a protected land base, one that is still intact to encourage the way of life that we all love so much? Blak star Globes wants to invest in our area because of it's natural beauty, and vast land base that promotes a healthy ecosystem. One commercial campground and that beauty and healthy ecosystem will be forever jeopardized.

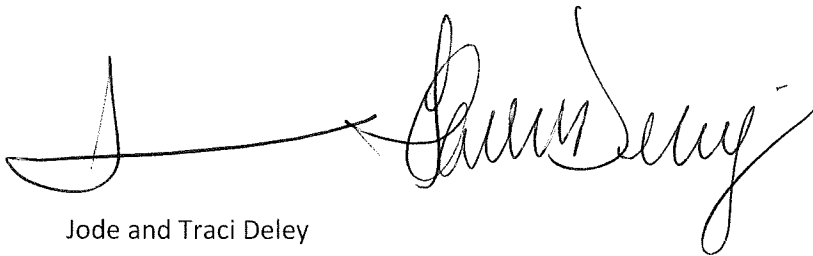
We are asking the councilors of the MD of Pincher Creek to stop and consider the long term ramifications this rezoning application will have. Once one campground in this region is approved it will only be a matter of time before we are littered with them. Please consider the negative ecological impacts on the grasslands, and the social and economic negative impacts on the ranching industry. Please don't be the council forever known as being responsible for the fragmentation of our beautiful landscape.

In summary, our family does NOT support the bylaw amendment to rezone SE 15-4-30 W4th from Agricultural to Rural Recreation.

Sincerely,

Handwritten signatures of Darryl and Val Carlson. The signature on the left is 'Darryl Carlson' and the signature on the right is 'Valerie Carlson'.

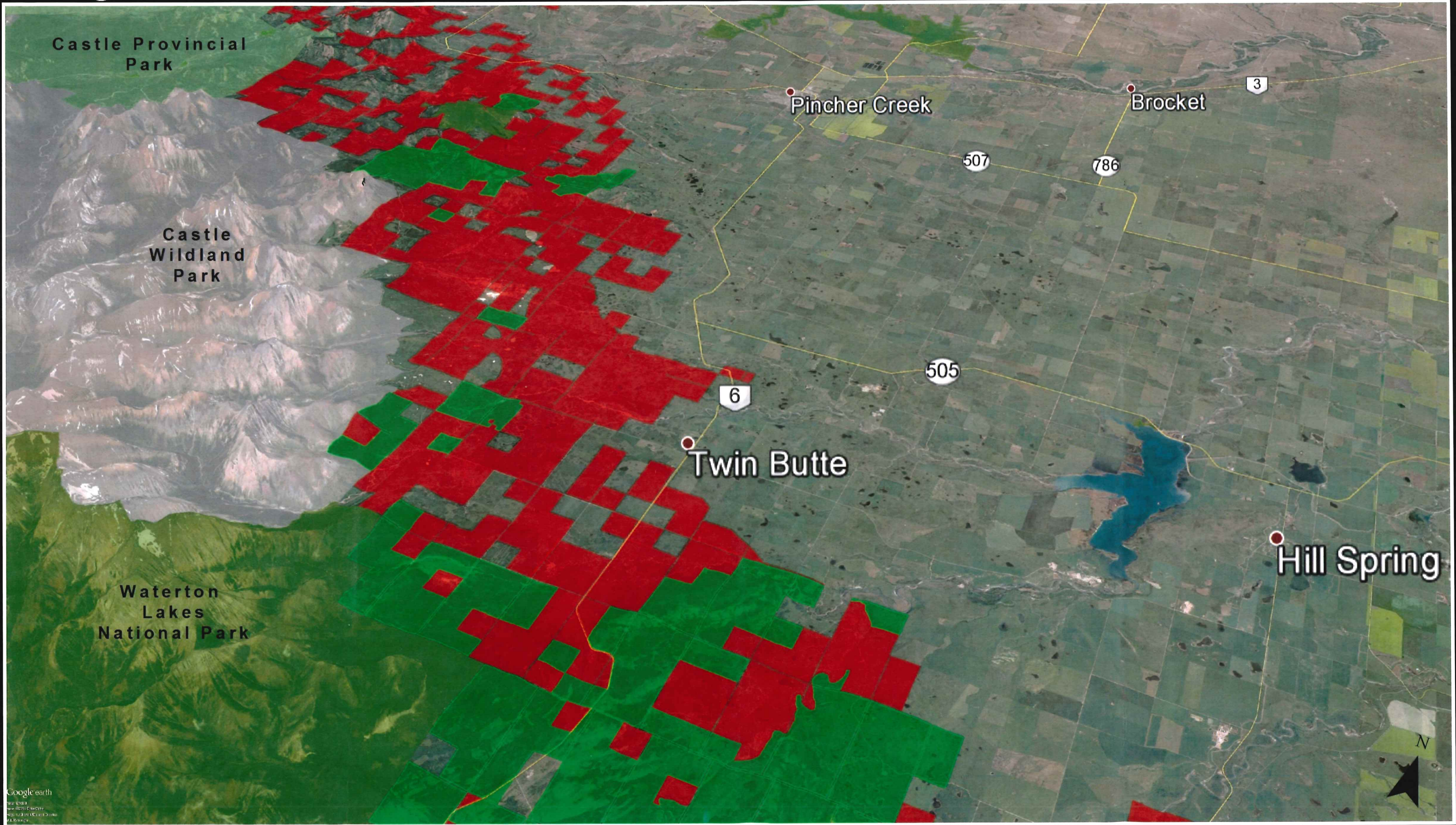
Darryl and Val Carlson

Handwritten signatures of Jode and Traci Deley. The signature on the left is 'Jode Deley' and the signature on the right is 'Traci Deley'.

Jode and Traci Deley

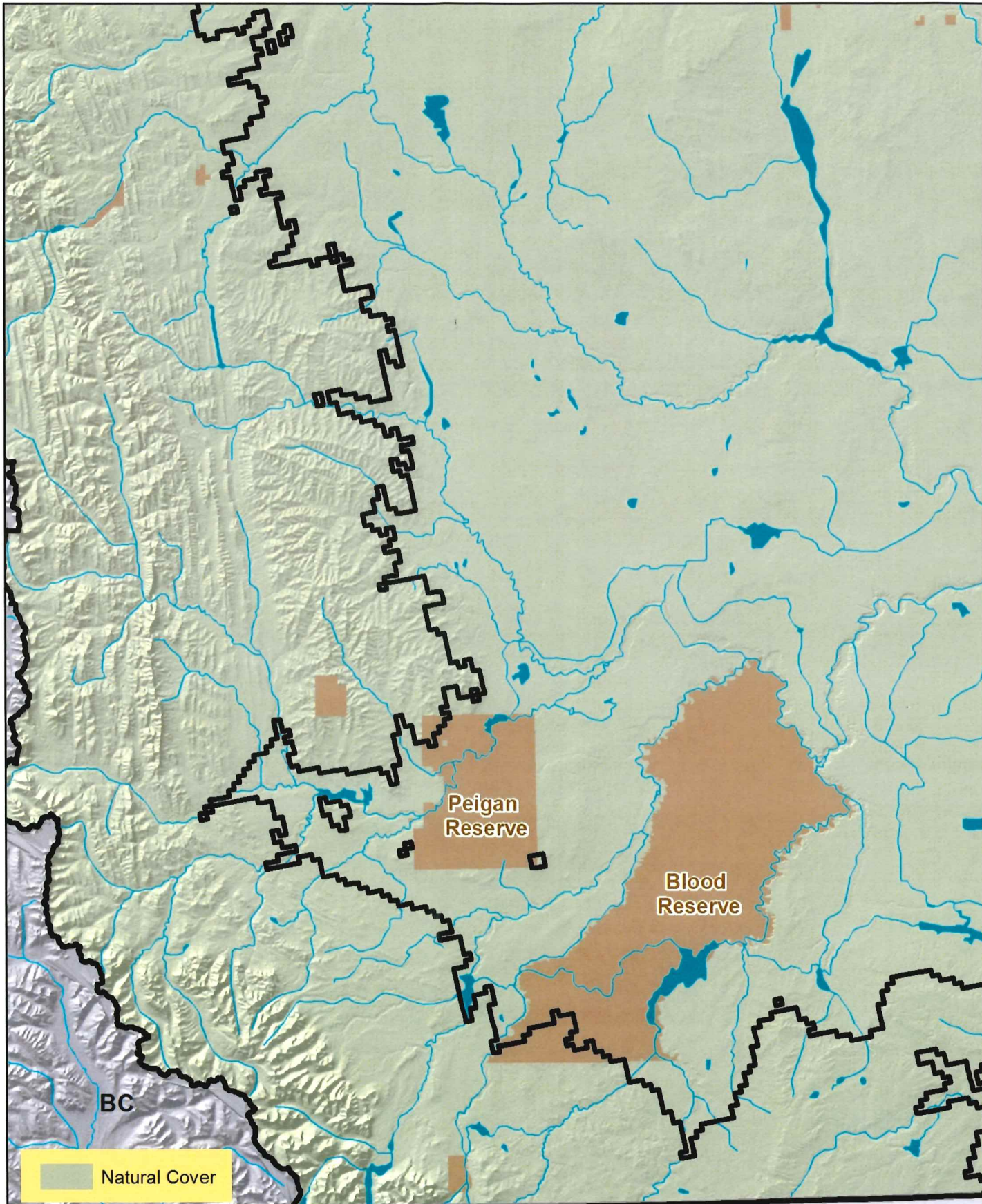
Castle Wilderness and Connected Private Lands of High Conservation Value

- Castle Provincial Park
- Castle Wildland Park
- NCC Conservation Land
- Parks and Protected Areas
- Private Land (High Ecological Value)

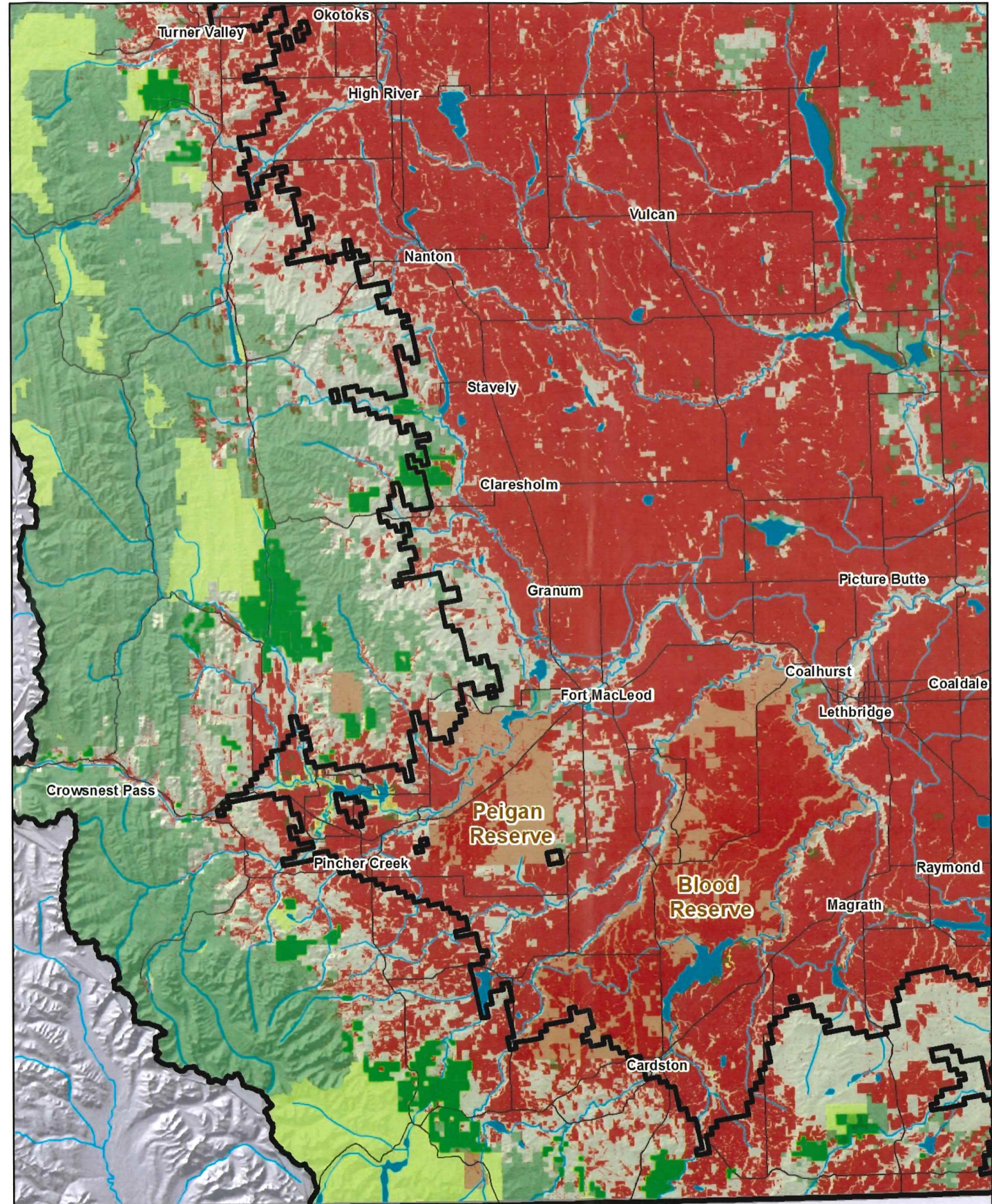


Southern Alberta Headwaters

Human Altered Landscape



Last Ice Age - 1877 (Treaty 7 is signed) 0 5 10 20 Km




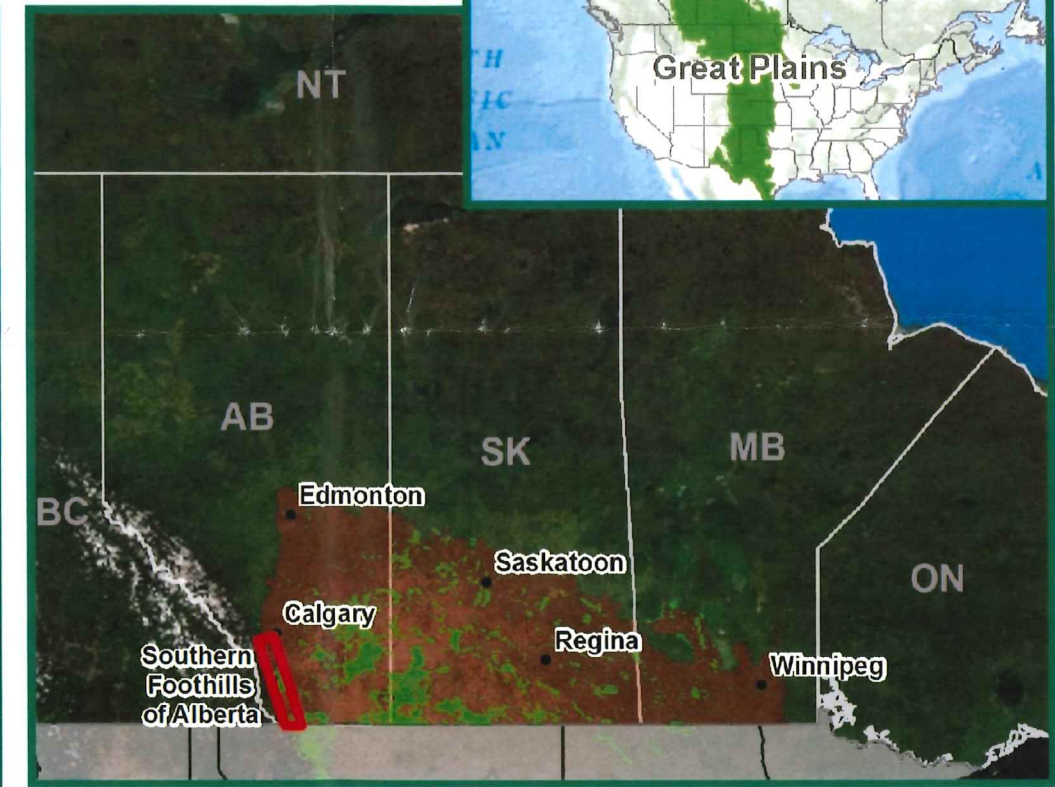
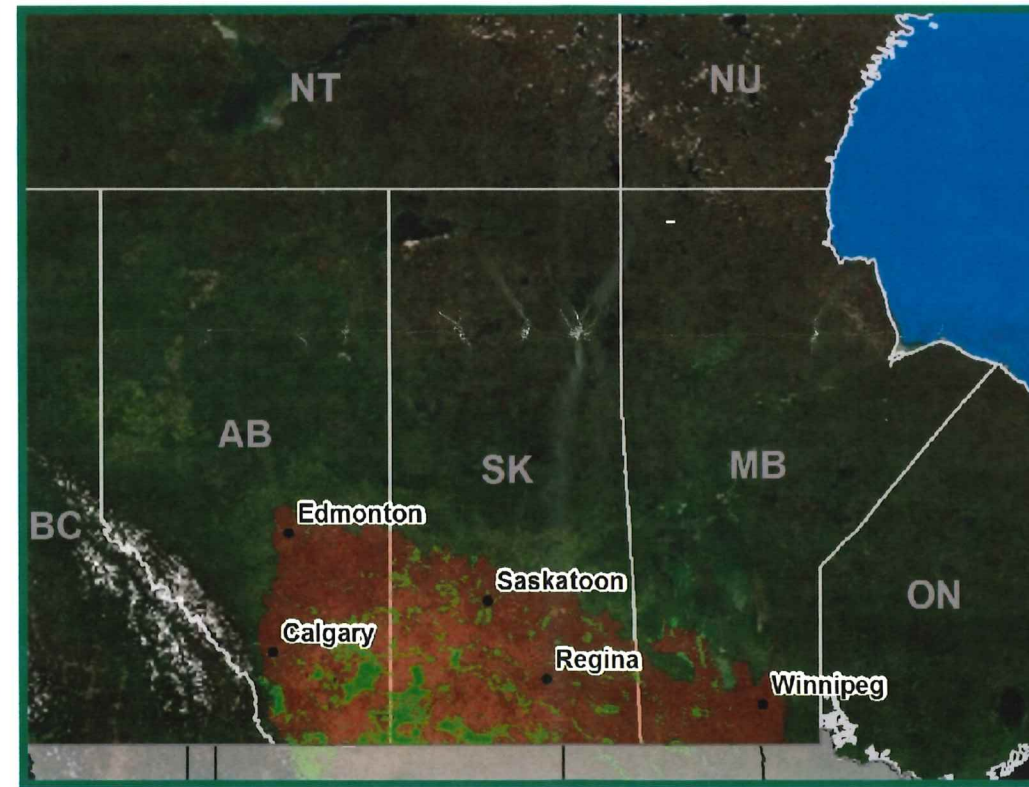
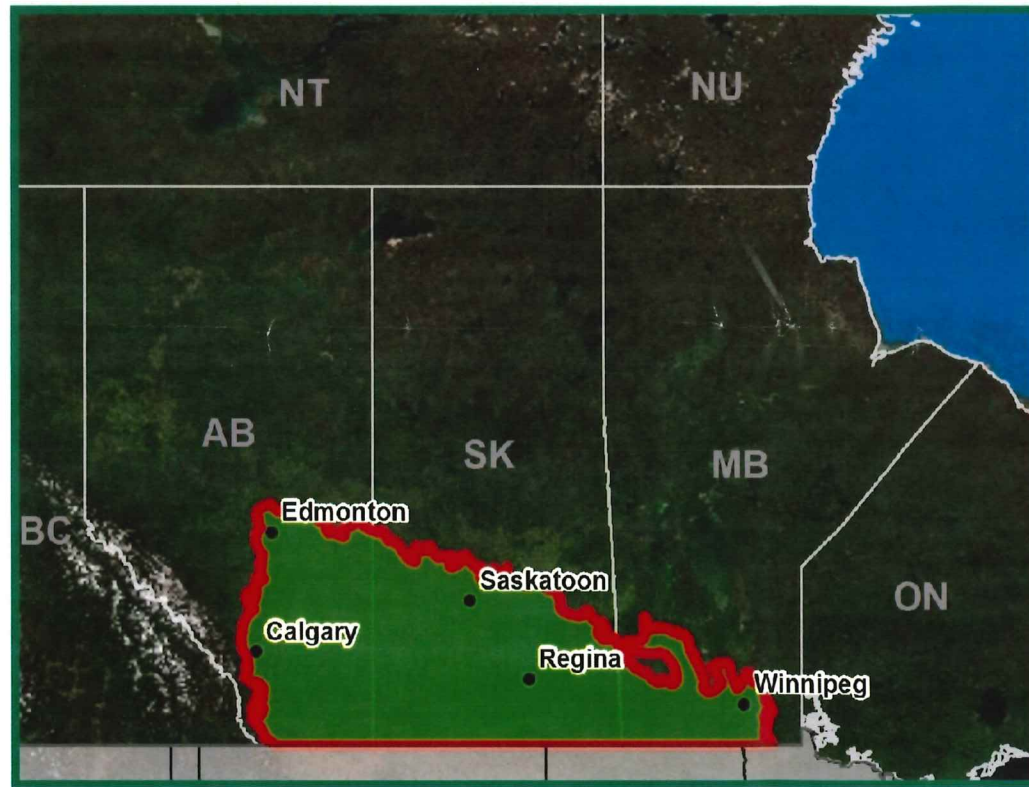
1877 - Present Human altered landscape courtesy of the ABMI human footprint data. 0 5 10 20 Km

Great Plains of Canada

 Intact Grassland

 Altered Land

 Remaining Intact Grassland Areas with Full Complement of Species



Original Extent of Great Plains in Canada with Full Complement of Species - Circa 1867

Remaining Intact Grassland Areas - Circa 2013

Remaining Intact Grassland Areas with Full Complement of Species - Circa 2013

RE LAND USE BYLAW AMENDMENT 1337-22

Justin Thompson <justin@salts.land>

Thu 2022-08-18 2:34 PM

To: Dir Dev Com Ser <AdminDirDev@mdpincercreek.ab.ca>

Cc: clayfarm@xplornet.ca <clayfarm@xplornet.ca>

Dear Roland,

SALTS was recently informed of this proposed Bylaw Amendment. SALTS has a conservation easement in place with Barrie Clayton on the lands directly adjacent and to the east of the property for which the amendment is proposed. We understand that Barrie has provided some feedback and concerns with respect to the proposed amendment and we echo a number of these concerns. We also appreciate what appear to be sincere efforts by the proponent to design a development that tries to minimize environmental impacts. However, from SALTS review of the proposal the potential impacts of this particular development on the environment and surrounding properties are difficult to properly quantify without a more detailed understanding of the ultimate volume, frequency, and nature of the recreational use that would occur. It also seems that a number of the mitigations that would be required regarding fire, wildlife conflict, and trespass will rely on the proper education and good behaviour of the clients staying at the property. Many of these individuals will not likely have the experience or background of a rural landowner when it comes to these important behaviours.

Perhaps of more significance than the particulars of this proposal is the precedence of the land use change in this area of the MD. If approved, it is not unreasonable for landowners to expect that other similar proposals in the future should also be approved. This could create a planning challenge for the MD in terms of assessing the cumulative impacts of successive proposals and having to decide at what point the land use changes lead to a more fundamental change in the nature of the agricultural land use in an area.

The area in which the property sits is of high ecological significance. It is within AEP's Key Wildlife and Biodiversity Zone and is identified in the Alberta Environmentally Significant Areas (see maps below). When close up, the Key Wildlife and Biodiversity Zone looks extensive but when you zoom out you see that it is fairly limited area in southern Alberta. There is also no question that the Drywood Creek Valley, to which the property is directly adjacent, is a wildlife corridor and depending on the frequency, volume and nature of the recreation taking place it could both impact wildlife use of the valley and also increase human wildlife conflict, particularly with large carnivores.

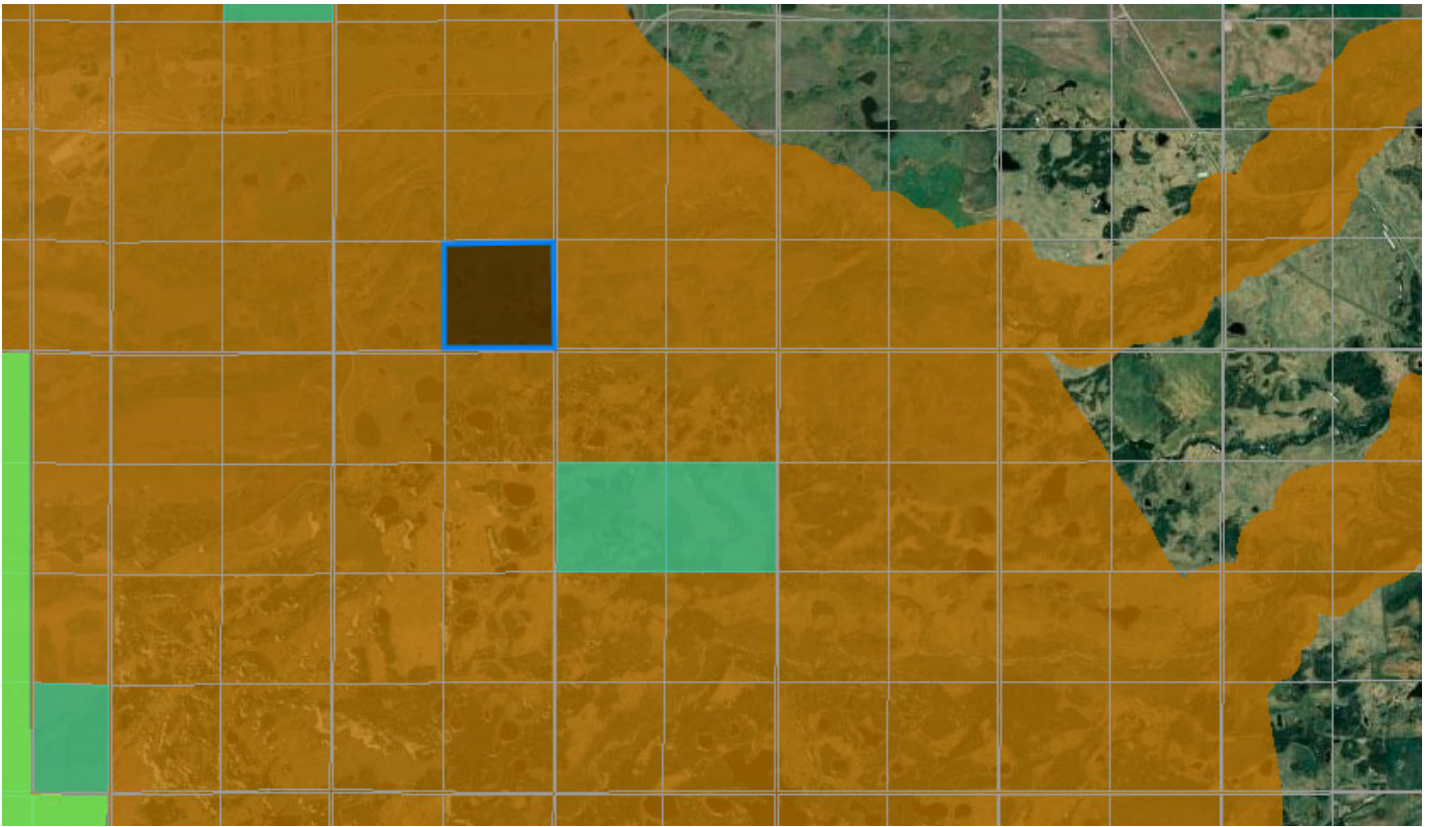
SALTS is not opposed to low impact forms of recreation, especially if they can lead to a greater appreciation of the natural world and/or agriculture. It is also likely that there will be a significant increase in the demand for this kind of development/recreation in the coming years. The challenge for the MD is how to balance this effectively with the agricultural and conservation values of an area, along with the rights of adjacent landowners. This would seem to be a significant policy and planning decision that SALTS would suggest may require some additional work before moving forward, as opposed to trying to address it on a case by case basis.

We hope that this feedback is helpful in the discussions and we appreciated you considering our input.

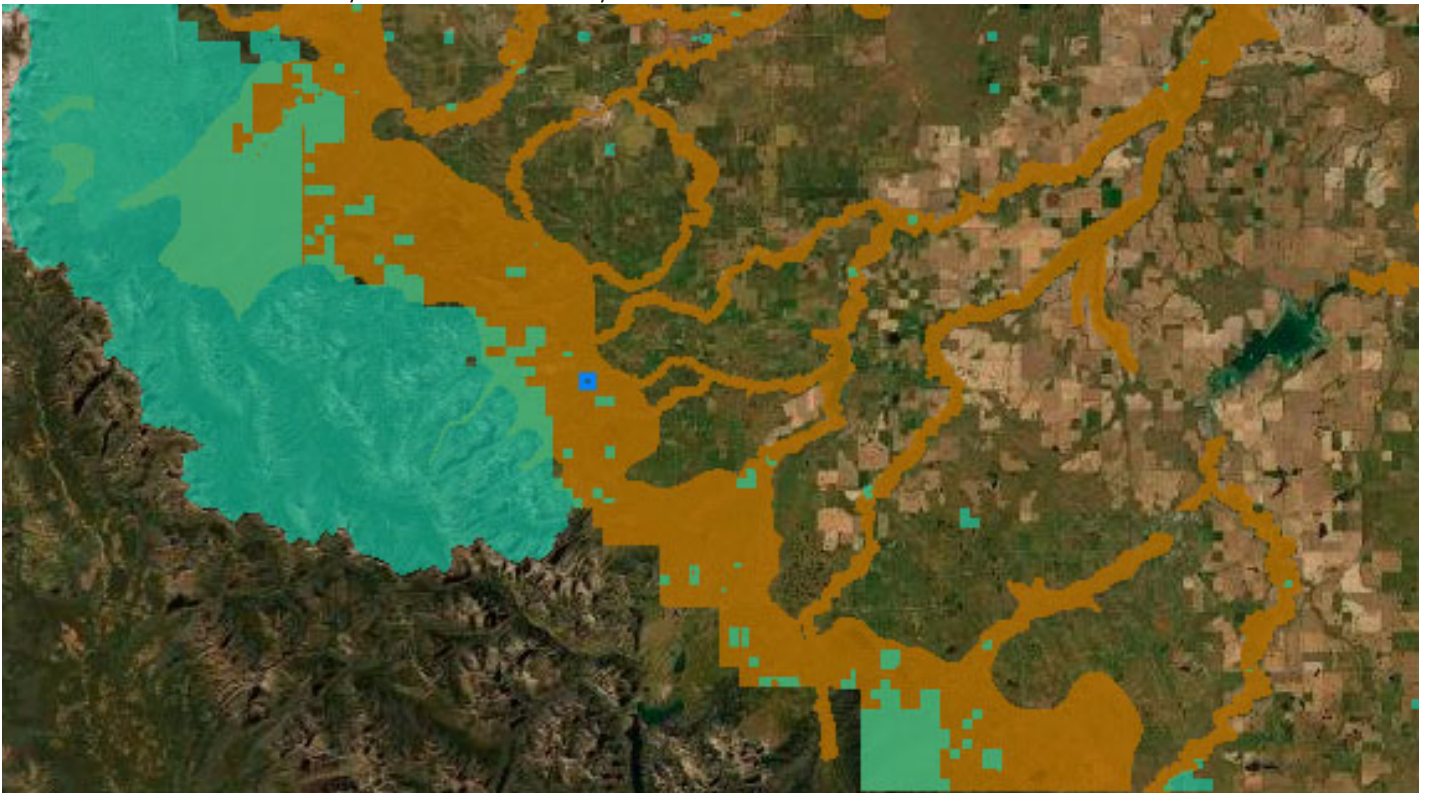
Respectfully,

Justin Thompson
Executive Director
Southern Alberta Land Trust Society
Cell: (403)819-1633
Main Office: (403)652-9998
www.salts.land

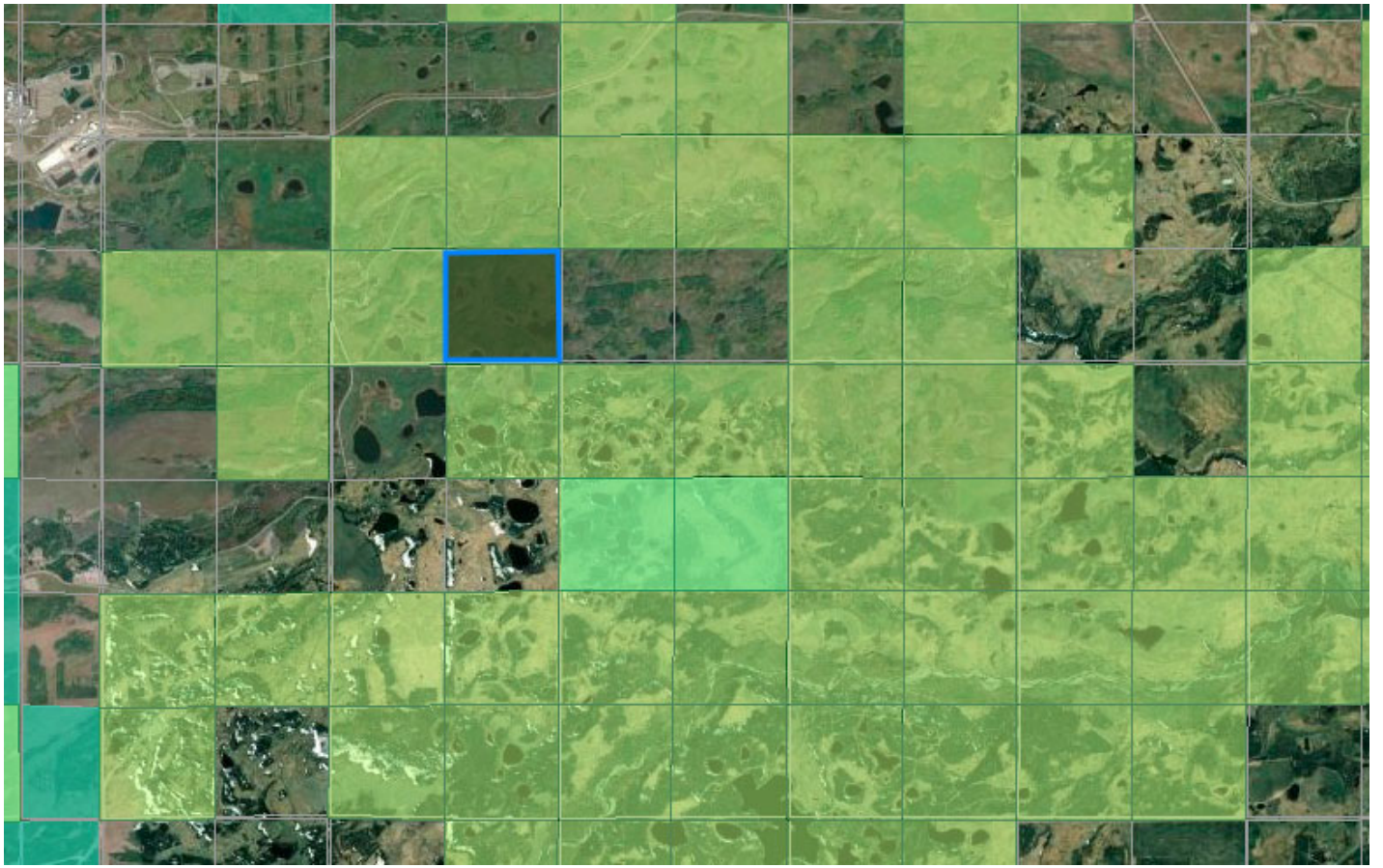
Brown layer is AEP Key Wildlife and Biodiversity Zone (blue is property proposed for re-zoning)



Zoomed out shows limit of AEP Key Wildlife and Biodiversity Zone



Alberta Environmentally Significant Areas (The criteria for which the property Scored highest in the ESA report were Criteria 3 “Areas with Ecological Integrity” and 4 “Areas that Contribute to Water Quality and Quantity” both of which may be affected by the proposed land use change)



PUBLIC HEARING
Municipal District of Pincher Creek No. 9
Bylaw No. 1339-22
Tuesday, August 23, 2022
6:10 pm

B2a

1. Call Public Hearing to Order
2. Advertising requirement
3. Purpose of the hearing

The purpose of Bylaw No. 1339-22 being the bylaw being the bylaw for the purpose of closing to Public Travel and creating title to and disposing of the following described highways, subject to rights of access granted by other legislation.

ALL THAT PORTION OF GOVERNMENT ROAD ALLOWANCE EAST OF SE 4-7-2-5 AND FORMING PART OF LOT 1, BLOCK 1, DESCRIPTIVE PLAN _____ CONTAINING 1.50 HECTARES (3.71 ACRES) MORE OR LESS EXCEPTING THEREOUT ALL MINES AND MINERALS

4. Presentations:

VERBAL:

WRITTEN:

- Ken Croteau
- AZ Lawyers (on behalf of Michael Monaghan)

5. Closing Comments
6. Adjournment from Public Hearing

**MD OF PINCHER CREEK NO. 9
BYLAW NO. 1339-22**

A BYLAW OF MD OF PINCHER CREEK NO. 9 FOR THE PURPOSE OF CLOSING TO PUBLIC TRAVEL AND CREATING TITLE TO AND DISPOSING OF PORTIONS OF A PUBLIC HIGHWAY IN ACCORDANCE WITH SECTION 22 OF THE MUNICIPAL GOVERNMENT ACT, CHAPTER M26, REVISED STATUTES OF ALBERTA 2000, AS AMENDED.

WHEREAS, the lands hereafter described are no longer required for public travel,

WHEREAS, application has been made to Council to have the roadway closed, and

WHEREAS, the Council of MD OF PINCHER CREEK NO. 9 deems it expedient to provide for a bylaw for the purpose of closing to public travel certain roads or portions thereof, situated in the said municipality and thereafter creating title to and disposing of same, and

WHEREAS, notice of intention of Council to pass a bylaw has been given in accordance with Section 606 of the Municipal Government Act, and

WHEREAS, Council was not petitioned for an opportunity to be heard by any person claiming to be prejudicially affected by the bylaw

NOW THEREFORE BE IT RESOLVED that the Council of MD OF PINCHER CREEK NO. 9 in the Province of Alberta does hereby close to Public Travel and creating title to and disposing of the following described highways, subject to rights of access granted by other legislation.

ALL THAT PORTION OF GOVERNMENT ROAD ALLOWANCE LYING EAST OF SE 4-7-2-5 AND FORMING PART OF LOT 1, BLOCK 1, DESCRIPTIVE PLAN _____, CONTAINING 1.50 HECTARES (3.71 ACRES) MORE OR LESS EXCEPTING THEREOUT ALL MINES AND MINERALS

Received first reading this _____ day of _____, 20__.

Chief Elected Official *Seal*

Chief Administrative Officer

Approved this ___ day of _____, 20__

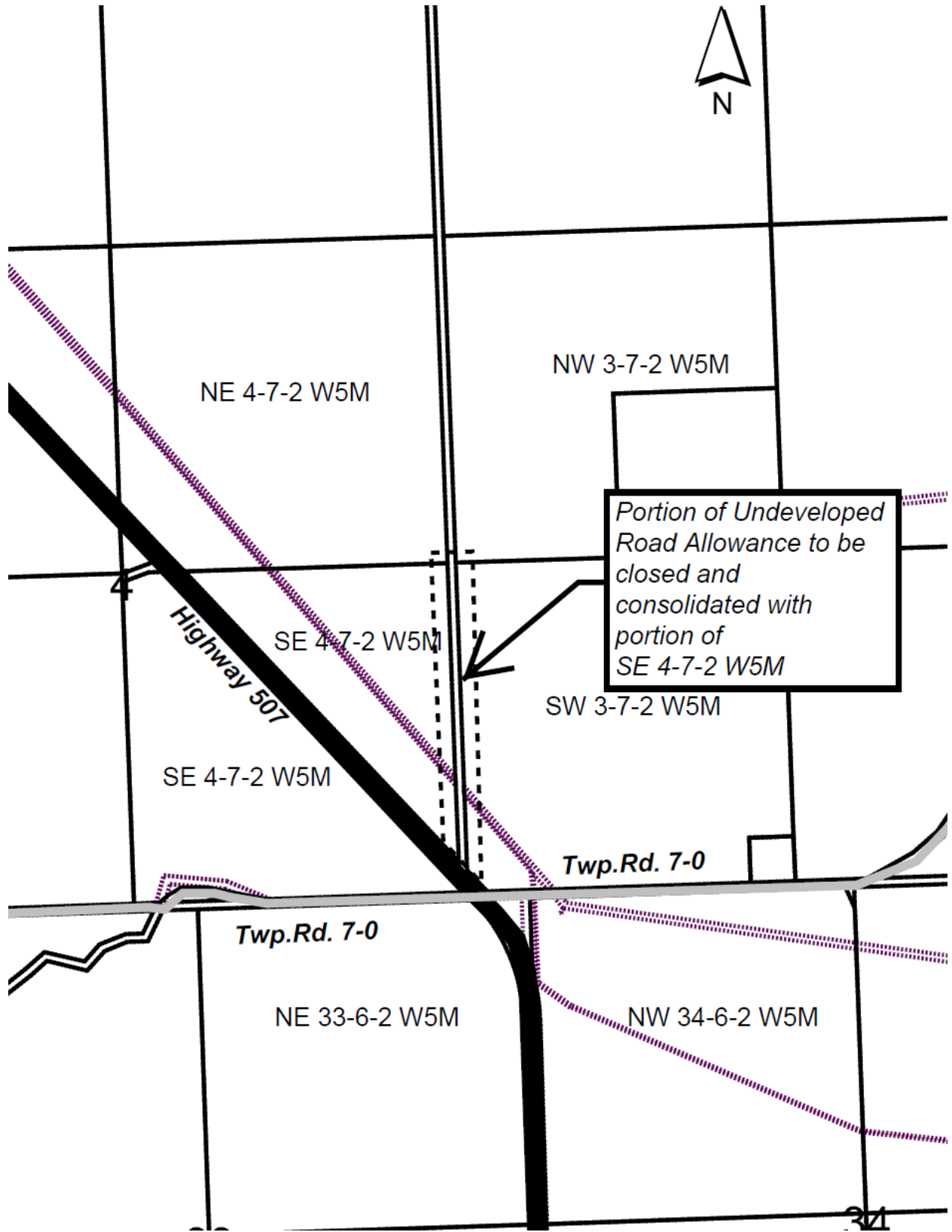
Minister of Transportation

Received second reading this _____ day of _____, 20__.

Received third reading and finally passed this _____ day of _____, 20__.

Chief Elected Official *Seal*

Chief Administrative Officer



Roland Milligan

From: ken croteau <
Sent: August 7, 2022 6:00 PM
To: Roland Milligan
Subject: Bylaw 1339-22 - Road Allowance closure and sale objection

We are writing in response to the letter we received dated July 27, 2022 (received Aug 2, 2022) regarding MD of Pincher Creek Council meeting of June 28 2022 - first reading of Bylaw 1339-22 - Road Allowance closure and sale of Road Allowance lying east of SE 4-7-2 W5M without providing alternate access to land to the north.

We object to the closure and sale of above road allowance. If a suitable alternate road allowance through SW3-7-2-W5M was traded for the existing road allowance, we may be in favour.

Presently the owners of SE9-7-2-W5M (and other land along section of road allowance north of the proposed closure) access their land through NE4-7-2 W5M. As there is no habitation on these lands, access is allowed. If a home is built on any of these Quarters, an access road will be required. Due to the topography in the area, the only reasonable access is through the Road Allowance which is proposed for closure.

Regards
Joy and Ken Croteau

Please confirm that you have received this e-mail.



537 7 St S
Lethbridge, Alberta
T1J 2G8
Canada

Our File:221008/CRKH
Writer's Email: colin@azlawyers.ca
Writer's Assistant: Ani Kumar
Assistant's Email: ani@azlawyers.ca

August 17, 2022

Via Email

**Municipal District of Pincher Creek
Box 279
1037 Heron Avenue
Pincher Creek AB, T0K 1W0**

RE: Closure of Statutory Road Allowance SW 3-7-2 W5M

Please be advised that I have been retained to represent Michael Monaghan with respect to the proposed Road Closure Bylaw No. 1339-22 brought before the Municipal District of Pincher Creek No. 9 (the "Municipality").

Mr. Monaghan's property is directly north of the current statutory road allowance SW 3-7-2 W5M, thus he is a party that would be affected by the proposed closure and sale of the road allowance located on SW 3-7-2 W5M (the "Road Allowance"). Mr. Monaghan opposes the closure of the Road Allowance for the reasons set out below.

Background

A similar proposal was made by Peter Maloff on December 12, 2018. A copy of this proposal is attached as **Tab A**. The key difference with the former proposal was that a replacement road allowance would be established on SW 3-7-2 W5M. A sketch of the new road allowance under this previous proposal is found below:



The Council elected to table this first proposal and it was never brought forward for a third reading. This amounts to a *de facto* rejection of the former proposal.

As a result of Mr. Monaghan's participation in Mr. Maloff's previous proposal for closure of the Road Allowance, he learned that Mr. Maloff had erected a large barn on the Road Allowance. Mr. Monaghan has repeatedly asked the Municipality to advise whether Mr. Maloff had obtained a building permit for this building and, if not, whether there were any sanctions imposed on Mr. Maloff for constructing this structure unlawfully. To date, the Municipality has provided no response.

Mr. Monaghan has discussed the possibility of applying to construct a roadway on the Road Allowance with the Municipality's Director of Development and Community

Services. In these discussions, Mr. Monaghan was advised that any application to build a roadway through the Road Allowance would likely be denied.

Procedural Fairness

Prior to dealing with the substantive aspects of this matter, it is necessary to address several procedural shortcomings on the part of the Municipality.

The letter sent by the Municipality on July 27, 2022, (the "July 27 Letter") failed to include required relevant materials. This missing information and documentation includes:

- (a) the Recommendation to Council regarding the proposed closure of the Road Allowance;
- (b) Confirmation that Peter Maloff is the party proposing the closure of the Road Allowance and provide a copy of their written proposal; and
- (c) Failing to identify or provide *Policy 123 Purchase, Sale, and Disposal of Road Allowance* as the policy setting out the framework to be used by Council when assessing this proposed road closure and providing the same (*Policy 123*).

It does not appear that the Municipality is adhering to the procedural framework set out in the July 27 Letter. I have attached as **Tab B** a copy of the Council Meeting on March 22, 2022. At 7:55 pm the Council goes *in camera* to discuss the proposal for closure of the Road Allowance, following it passes a motion to grant the Applicant's request for closure of the Road Allowance and sale of those lands to the Applicant. There are numerous issues with the actions the Council took on March 22, 2022, including:

- (a) Council improperly invoked Section 17 of the *Freedom of Information Act* as grounds for going *in camera*. The application to close the Road Allowance does not contain personal information that is protected by Section 17. Section 17 (2) reads in part:
 - i. A disclosure of personal information is not an unreasonable invasion of a third party's personal privacy if...
 - (i) the information is about a license, permit, or other similar discretionary benefit relating to real property, including a development permit or building permit, that has been granted to the third party by a public body,

...and the disclosure is limited to the name of the third party and the nature of the license, permit or other similar discretionary benefit.
- (b) Council passed a motion to close the Road Allowance without notice to any interested parties and without approval of the Minister of Transportation, in contravention of Section 22 of the *Municipal Government Act*.

- (c) The fact that the Council has already passed this motion called into question the purpose of this Public Hearing. A reasonable person is likely to include that this hearing is perfunctory and that the Council has prejudged this matter.
- (d) The actions of Council create a reasonable apprehension of bias. An application to close the Road Allowance was brought more than two years beforehand and during that process the Council was informed that numerous interested individuals had serious concerns with the closure of the Road Allowance. These concerns ultimately lead Council to table this application. For Council to then determine it was appropriate to pass a motion approving the closure of the Road Allowance without notice of consultation of any of these individuals is of significant concern.

In light of the procedural issues outlined above, we request that the Public Hearing be postponed until:

- (a) All relevant materials are provided to my client and all other interested parties.
- (b) The Council passes a motion reversing the approval of the Road Closure passed on March 22, 2022 or declaring it *void ad initio*.
- (c) A representative of the Municipality is able to be present at the Public Hearing to answer questions about the procedural issues and the potential presence of reasonable apprehension of bias.

Substantive Submissions

Test for Closure

Notwithstanding that we are unable to access a current copy of *Policy 123*, we understand it sets out a two-part test for determining whether a road allowance or roadway should be closed. The party seeking the closure must demonstrate that (1) there is a clear benefit to the Municipality at large and (2) the closure does not adversely affect the legal or physical access to other lands.

Benefit to Municipality at Large

The Recommendation of Council, a copy of which is attached as **Tab C**¹, provides no explanation or evidence for why this road allowance closure benefits the Municipality at large. It is particularly troubling since the Council already determined that closing this particular road allowance did not benefit the Municipality at large when it refused to ratify Mr. Maloff's proposal in 2019. Should Council elect to approve the Road Allowance closure now, the procedural fairness requires the Council to explain the reasons or circumstances for the change in their position.

¹ This was located by my client at pages 77 and 78 of the Council Meeting Minutes for June 28, 2022.

Prima facie, the only party benefiting from the Road Allowance closure is Mr. Maloff. The owners of the adjacent properties would have few options for accessing their properties and consequently would likely see a drop in their property values.

Adverse Effect to Legal or Physical Access

The Council has not taken into consideration the impact that the Road Allowance closure would have on other landowners in the area, including Mr. Monaghan, and their ability to access their lands. If there is an unreasonable adverse effect of the legal or physical access for these landowners, then the proposal should be rejected.

Mr. Maloff previously proposed an alternative road allowance on SW 3-7-2 W5M. No such alternative road allowance is present in the current proposal. There are presently only two other road allowances that could be developed to provide access for Mr. Monaghan. Neither of these options are viable from a geological perspective.

There is a road allowance that runs through NW 8-7-2 W5M, but the terrain is rocky, undulating and near areas susceptible to flooding. Mr. Monaghan's understanding is that development of a roadway there would be cost prohibitive, if it is even technically feasible.

There is a road allowance that runs through NW 10-7-2 W5M, NE 11-7-2 W5M, and NW 11-7-2 W5M and connects to Township Road 7-0. This terrain is rocky and undulating and would require development of a roadway that is three times longer than the Road Allowance. The cost to construct such a lengthy roadway over difficult terrain makes this option not viable.

Mr. Monaghan has no ability to access his lands through any registered easements. If the Road Allowance were closed, this would render Mr. Monaghan's lands *de facto* landlocked. It is of particular importance for these proceedings to take note that Mr. Maloff could grant an easement across SW 3-7-2 W5M that would address all of these access issues but has repeatedly chosen not to do so.

It is apparent that the Road Allowance closure would significantly restrict Mr. Monaghan's ability to legally and physically access his lands and as a consequence would dramatically reduce the value of his properties.

Concluding Remarks and Next Steps

As stated above, we ask that the Public Hearing be adjourned to allow for production of the relevant documents and for the Municipality to address concerns about reasonable apprehension of bias. In addition, we ask that the Municipality provide additional information regarding the building on the Road Allowance, including whether a building permit was granted for its construction and, if not, the enforcement steps taken by the Municipality to have the building removed.

It is my intention to attend personally at the Public Hearing on behalf of Mr. Monaghan. In order to avoid wasting my time or Mr. Monaghan's money, I request that you advise in

advance if the Public Hearing will be postponed so I can determine whether I need to attend on August 23, 2022.

Should anyone at the Municipality wish to speak with me, I am reachable on my cell at 403-360-0760 or via email at colin@azlawyers.ca

Yours truly,

AZ LAWYERS LLP



Per:

COLIN R.K. HIRANO
Barrister & Solicitor

/ak
Encl.

Attachment No. 2

Peter Maloff

December 12, 2018

Attention: MD of Pincher Creek Reeve and Council

M.D. of Pincher Creek No. 9
1037 Herron Avenue
PO Box 279, Pincher Creek, AB T0K 1W0
Ph: 403.627.3130 Fx: 403.627.5070

RE: Road closure and replacement within SW3-7-2-W5M and SE4-7-2-W5M

Dear: Reeve Quentin Stevick, Councillor Bev Everts, Councillor Brian Hammond, Deputy Reeve Rick Lemire and Councillor Terry Yagos

Please accept this letter as an application to close the segment of road allowance that travels through my farmyard and please consider replacing that road allowance segment within the area along the north boundary on the SE4-7-2-W5M as per the attached drawings.

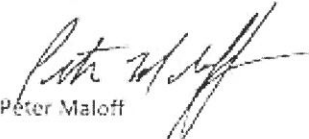
I did have consultation with Alberta Transportation with this matter.

I am prepared to cover all costs associated with this change and there will be no burden upon the MD of Pincher Creek.

Upon the road closure, I would expect to consolidate the closed allowance segment to the SE4-7-2-W5M creating a regular quarter section boundary, remaining as 2 titles. It is imperative to continue with the separate titles as my farmstead in the SW3-7-2-W5M will exchange to my daughter and her family. The SE4-7-2-W5M will accommodate my later years in life.

Please find this application with my best intention and do not hesitate to contact me at your convenience

Kind regards


Peter Maloff

Attachment No. 2

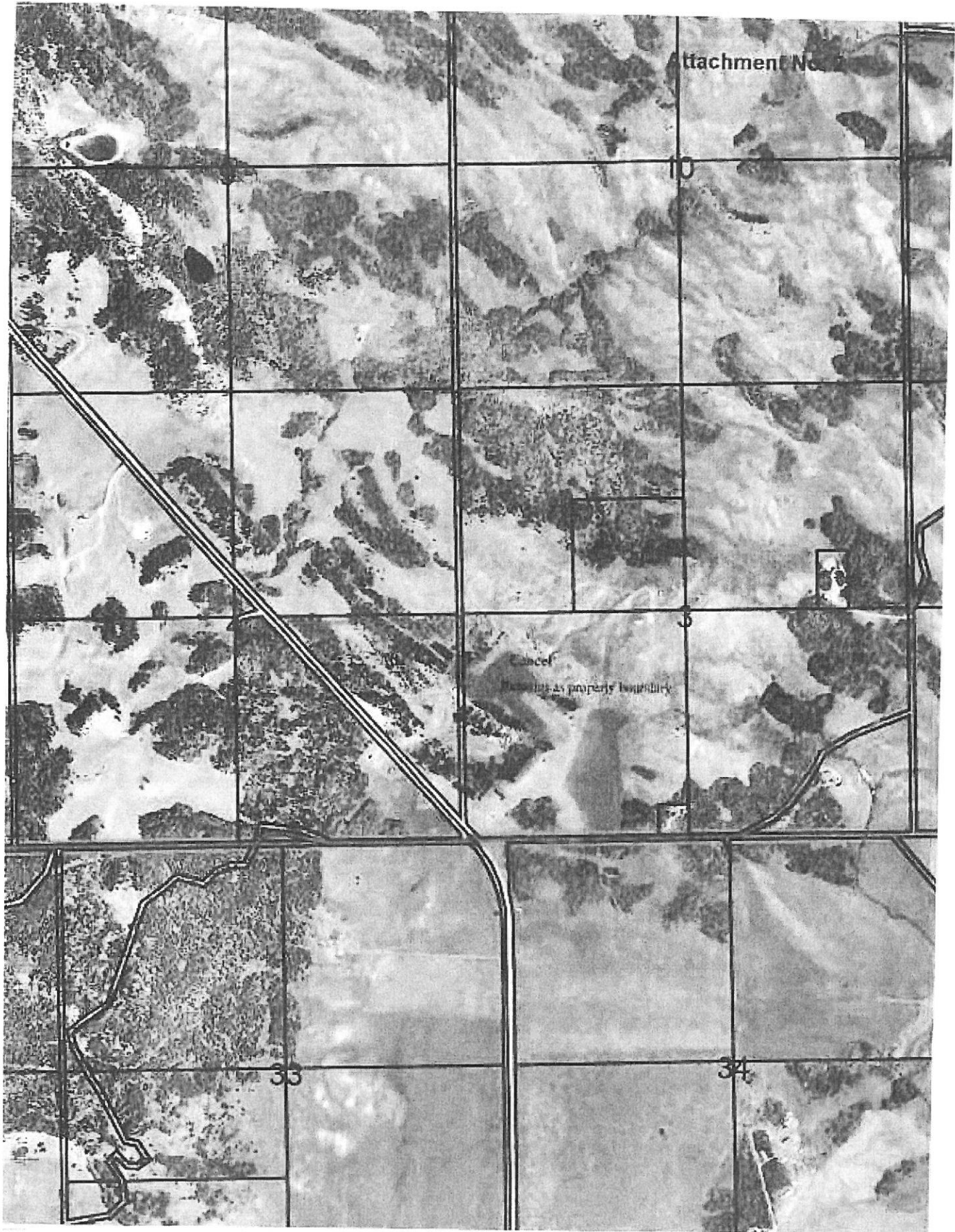
10

5

Cancel
this lot as property boundary

33

34

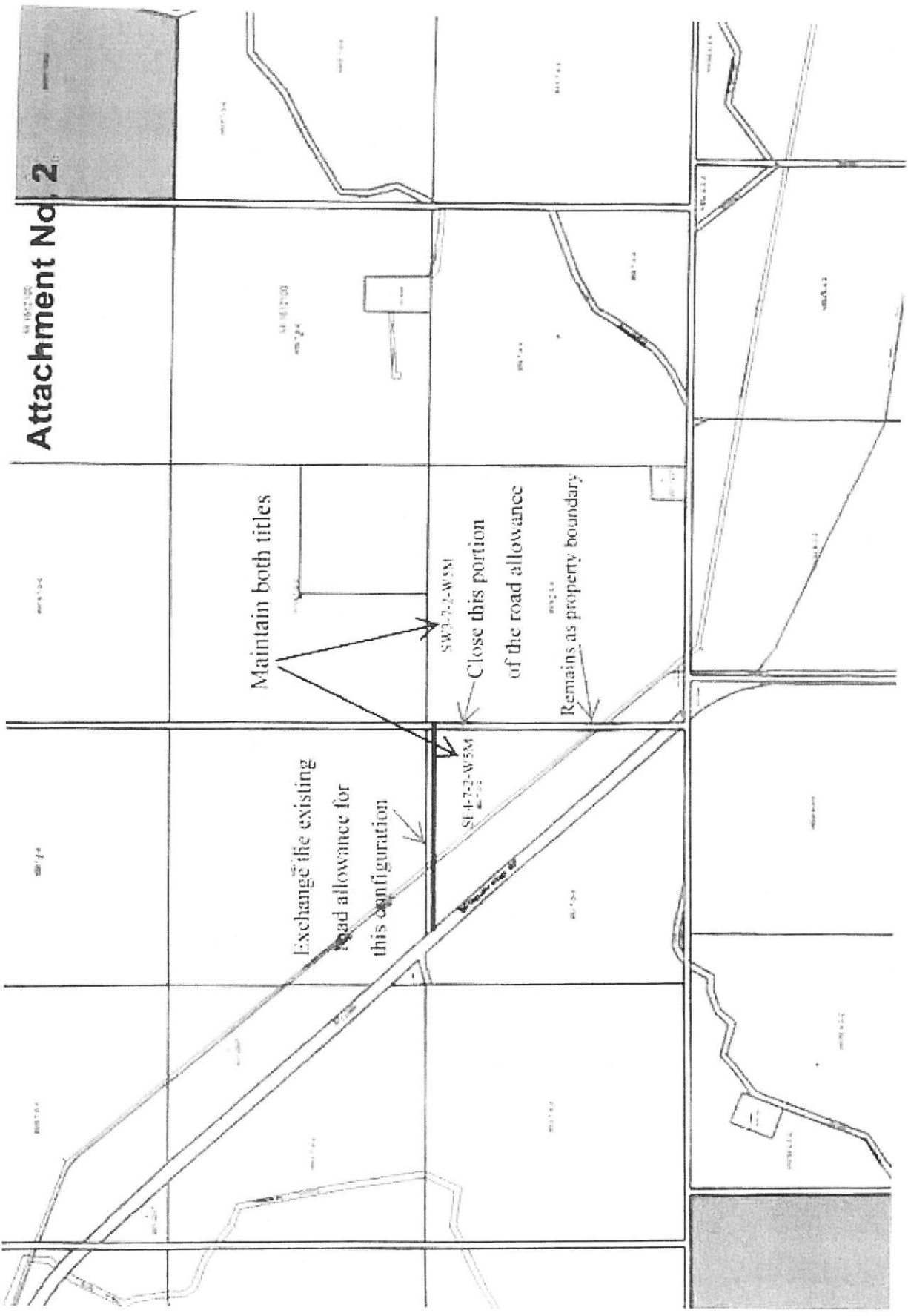


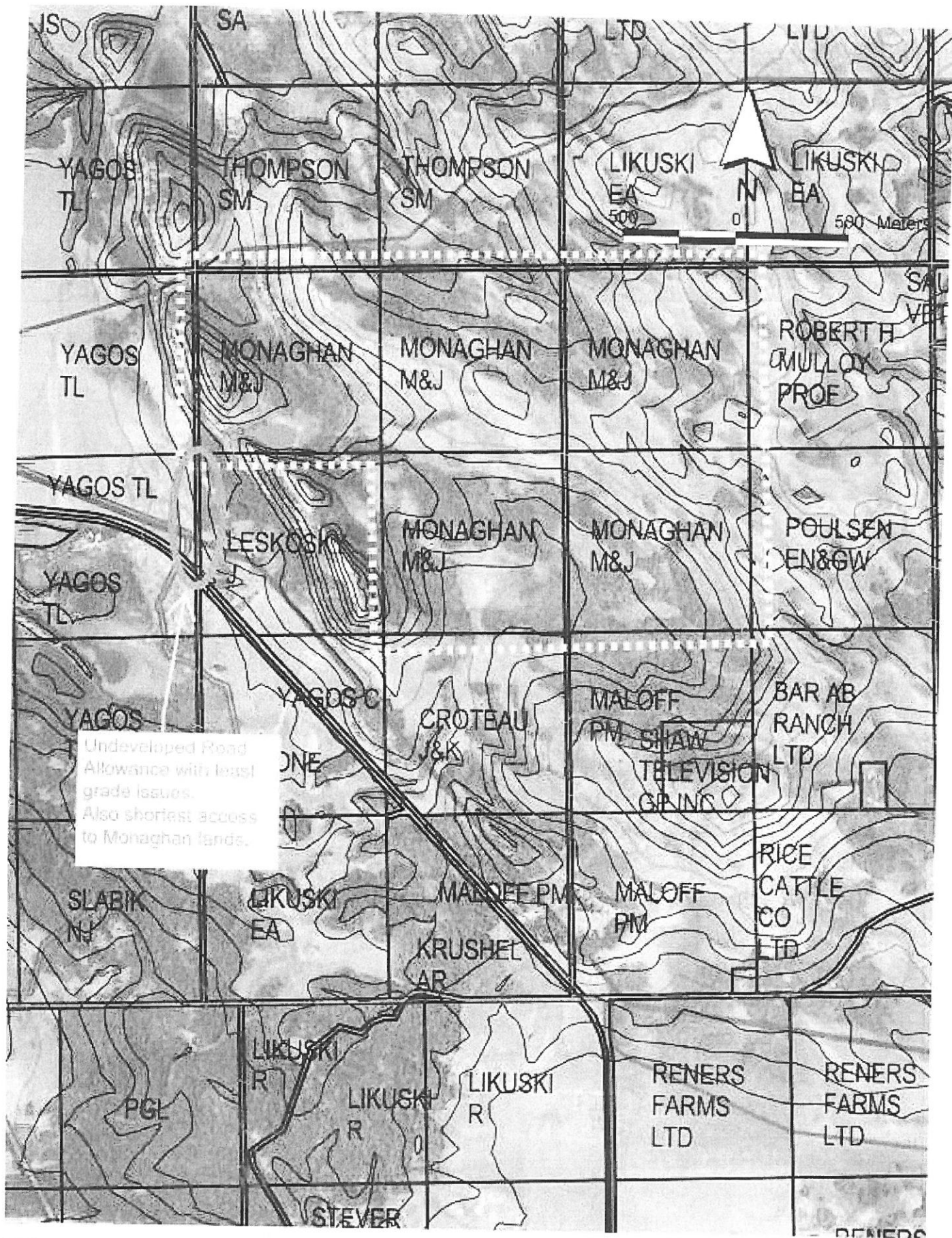
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Attachment No. 2





**MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
REGULAR COUNCIL MEETING
MARCH 22, 2022**

9526

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, March 22, 2022, at 6:00 pm, in the Council Chambers of the Municipal District Administration Building, Pincher Creek, Alberta.

PRESENT Reeve Rick Lemire, Deputy Reeve Tony Bruder, Councillors Dave Cox, Harold Hollingshead and John MacGarva.

CAO Troy MacCulloch, Director of Development and Community Services Roland Milligan, Director of Finance Meghan Dobie, Public Works Superintendent Eric Blanchard and Executive Assistant Jessica McClelland.

Reeve Rick Lemire called the meeting to order at 6:00 pm.

A. ADOPTION OF AGENDA

Councillor Harold Hollingshead 22/109

Moved that the Council Agenda for March 22, 2022 be amended to include:

Planning and Community Services:

- AES Report April 2022

Action:

- Alberta Health Services – Help Shape EMS in Alberta

And that the agenda be approved as amended.

Carried

B. DELEGATIONS

C. MINUTES

1. Special Committee Meeting Minutes - March 8, 2022

Councillor Harold Hollingshead 22/110

Moved that the Special Committee Meeting Minutes of March 8, 2022 be approved as presented.

Carried

2. Special Council Meeting Minutes - March 8, 2022

Councillor Harold Hollingshead 22/111

Moved that the Special Council Meeting Minutes of March 8, 2022 be approved as presented.

Carried

3. Special Council Meeting Minutes - March 10, 2022

Councillor Harold Hollingshead 22/112

Moved that the Special Council Meeting Minutes of March 10, 2022 be approved as presented.

Carried

4. Special Council Meeting Minutes - March 15, 2022

Councillor Harold Hollingshead 22/113

Moved that the Special Council Meeting Minutes of March 15, 2022 be approved as presented.

Carried

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 March 22, 2022

D. BUSINESS ARISING FROM THE MINUTES

- a) Citizens Supportive of Crowsnest Coal - Letter and draft motion from Citizens Supportive of Crowsnest Coal

Councillor John MacGarva declared a conflict of interest and left the meeting at 6:19 pm.

Councillor Tony Bruder 22/114

Moved that the Municipal District of Pincher Creek is not opposed to Coal Mining providing the projects are proven environmentally responsible and pose no negative impacts within our headwaters.

Defeated

Councillor John MacGarva returned to the meeting, the time being 6:20 pm.

E. UNFINISHED BUSINESS

- a) H3TDA Annual General Meeting – April 1, 2022 10:00 am to 12:00 pm

Councillor Dave Cox 22/115

Moved that any interested Councillor be authorized to attend the H3TDA Annual General Meeting on April 1, 2022.

Carried

F. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1
 - a) Agricultural Service Board
 - b) Landowner phone calls re: kudos and roads
2. Reeve Rick Lemire – Division 2
3. Councillor Dave Cox– Division 3
 - a) Family and Community Services
 - b) Alberta Tourism seminar
 - c) Beaver Mines Community Association
4. Councillor Harold Hollingshead - Division 4
 - a) Oldman Watershed Council
 - b) Agricultural Service Board
 - c) Alberta Tourism seminar
5. Councillor John MacGarva – Division 5
 - a) Lundbreck Citizens Council

Councillor Tony Bruder 22/116

Moved to accept the Committee Reports and information.

Carried

G. ADMINISTRATION REPORTS

1. Operations

- a) Operations Report

Councillor Tony Bruder 22/117

Moved that Council receive the Operations report, which includes the call log, for the period March 9, 2022 to March 22, 2022 as information.

Carried

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 March 22, 2022

2. Finance

3. Development and Community Services

a) AES Report – April 2022

Councillor Harold Hollingshead 22/118

Moved that the AES Report for April 2022 be received as information.

Carried

4. Municipal

a) Chief Administrative Officer Report

Councillor John MacGarva 22/119

Moved that Council receive for information, the Chief Administrative Officer's report for the period of March 9, 2022 to March 22, 2022.

Carried

H. POLICY REVIEW

I. CORRESPONDENCE

1. For Action

a) Cowboy Show Sponsorship Letter - Request for Sponsorship

Councillor Dave Cox 22/120

Moved that Council sponsor the Pincher Creek Ranch Rodeo in the amount of \$1000, to be taken from account 2-75-0-770-2765 Grants to Groups.

Carried

b) Economic Development Week – May 9 – 13, 2022

Councillor Tony Bruder 22/121

WHEREAS, the International Economic Development Council is the largest professional economic development organization dedicated to serving economic developers; and
 WHEREAS, for almost 50 years, Economic Developers Alberta has been Alberta's leading economic development network, committed to advancing the economic development profession by providing resources, professional development and networking opportunities; and

WHEREAS, economic developers promote economic well-being and quality of life for their communities by creating, retaining, and expanding jobs that facilitate growth, enhance wealth, and provide a stable tax base; and

WHEREAS, economic developers stimulate and incubate entrepreneurship in order to help establish the next generation of new businesses, which is the hallmark of Alberta's economy; and

WHEREAS, economic developers are engaged in a wide variety of settings including rural and urban, local, state, provincial, and federal governments, public-private partnerships, chambers of commerce, universities, and a variety of other institutions; and

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 March 22, 2022

WHEREAS, economic developers attract and retain high-quality jobs, develop vibrant communities, and improve the quality of life in their regions; and
 WHEREAS, economic developers work in the Municipal District of Pincher Creek and
 NOW, THEREFORE, BE IT RESOLVED that the Reeve does hereby recognize May 9-13, 2022 as “Economic Development Week” in the MD of Pincher Creek, and remind individuals of the importance of this community celebration which supports the expansion of career opportunities and improving quality of life.
 BE IT FURTHER RESOLVED that the Reeve is authorized and directed to transmit an appropriate copy of this resolution to Economic Developers Alberta in support of these provincial celebrations.

Carried

c) AHS – Help Shape EMS in Alberta

Councillor Tony Bruder 22/122

Moved that any interested Councillor be authorized to complete the “Current State Survey” from Alberta Health Services.

Carried

d) Pincher Creek & District Chamber of Commerce Trade Show

Councillor Tony Bruder 22/123

Moved that administration pursue options as discussed for the MD of Pincher Creek to participate in the Pincher Creek & District Chamber of Commerce Trade Show on April 29, 2022 and April 30, 2022.

Carried

2. For Information

Councillor Harold Hollingshead 22/124

Moved that the following be received as information:

- a) Grant Specialist Report for January 2022
- b) Eastern Slopes watershed values—the view from Crowsnest Pass - Email from David McIntyre
- c) Alberta Energy Regulator Presentation
 - General Stakeholder Engagement Session on Directive 088
 - Q&A Information Session
- d) Altalink Update
 - Chapel Rock to Pincher Creek Area Transmission Development Project Update
 - Intertie Restoration Project Update
- e) Giving Together publication - Newsletter from Community Foundation

Carried

J. NEW BUSINESS

K. CLOSED SESSION

Councillor Harold Hollingshead 22/125

Minutes
Council Meeting
Municipal District of Pincher Creek No. 9
March 22, 2022

Moved that Council move into closed session to discuss the following, the time being 7:55 pm:

- a) Road Closure and Purchase Request (SW 35-5-29 W4M)– FOIP Sec. 17
- b) Road Closure and Purchase Request (between W 3-7-2 W5M and E 4-7-2 W4M) – FOIP Sec. 17

Carried

Councillor Dave Cox 22/126

Moved that Council open the meeting to the public, the time being 8:13 pm.

Carried

- a) Road Closure and Purchase Request (SW 35-5-29 W4M)

Councillor John MacGarva 22/127

Moved that Council grant the applicant's request to close and purchase abandoned Road Plan No. 558BM within the SW-35-5-29 W41VI, with the applicant being responsible for all costs involved.

Carried

- b) Road Closure and Purchase Request (between W 3-7-2 W5M and E 4-7-2 W4M)

Councillor John MacGarva 22/128

Moved that Council grant the applicant's request to close and purchase the undeveloped Statutory Road Allowance located between the SE 4-7-2 W5M and the SW 3-7-2 W5M, with the applicant being responsible for all costs involved.

Carried

L. ADJOURNMENT

Councillor Harold Hollingshead 22/129

Moved that Council adjourn the meeting, the time being 8:15 pm.

Carried



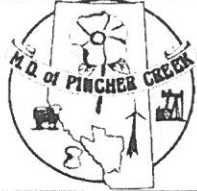

 REEVE



 CHIEF ADMINISTRATIVE OFFICER

Recommendation to Council

G3c

TITLE:		<p style="text-align: center;">Road Closure Bylaw 1339-22 Portion of Statutory Road Allowance East of SE 4-7-2 W5M</p>		
PREPARED BY: Roland Milligan		DATE: June 23, 2022		
DEPARTMENT: Planning and Development				
Department Supervisor		Date		ATTACHMENTS: 1. Descriptive Plan for Proposed Consolidation 2. Bylaw No. 1339-22
APPROVALS:				
Roland Milligan 		_____ 2022/06/23		
Department Director		Date		CAO
				Date

RECOMMENDATION:

That Council give first reading to Road Closure Bylaw No. 1339-22, and further;

That Council set the date and time for the required Public Hearing for August 23, 2022, at 6:00pm.

BACKGROUND:

On March 22, 2022, the MD approved the proposal from landowner Peter Maloff, requesting to close and purchase a portion of undeveloped MD road allowance located between the SE 4-7-2 W5M and the SW 3-7-2 W5M.

The applicant has submitted the required road closure fee and engaged the services of an Alberta Land Surveyor. The MD has received a description for the required road closure bylaw and from the ALS.

The ALS has also supplied a copy of the descriptive plan showing the closed road being consolidated with the adjacent title (*Attachment No. 1*).

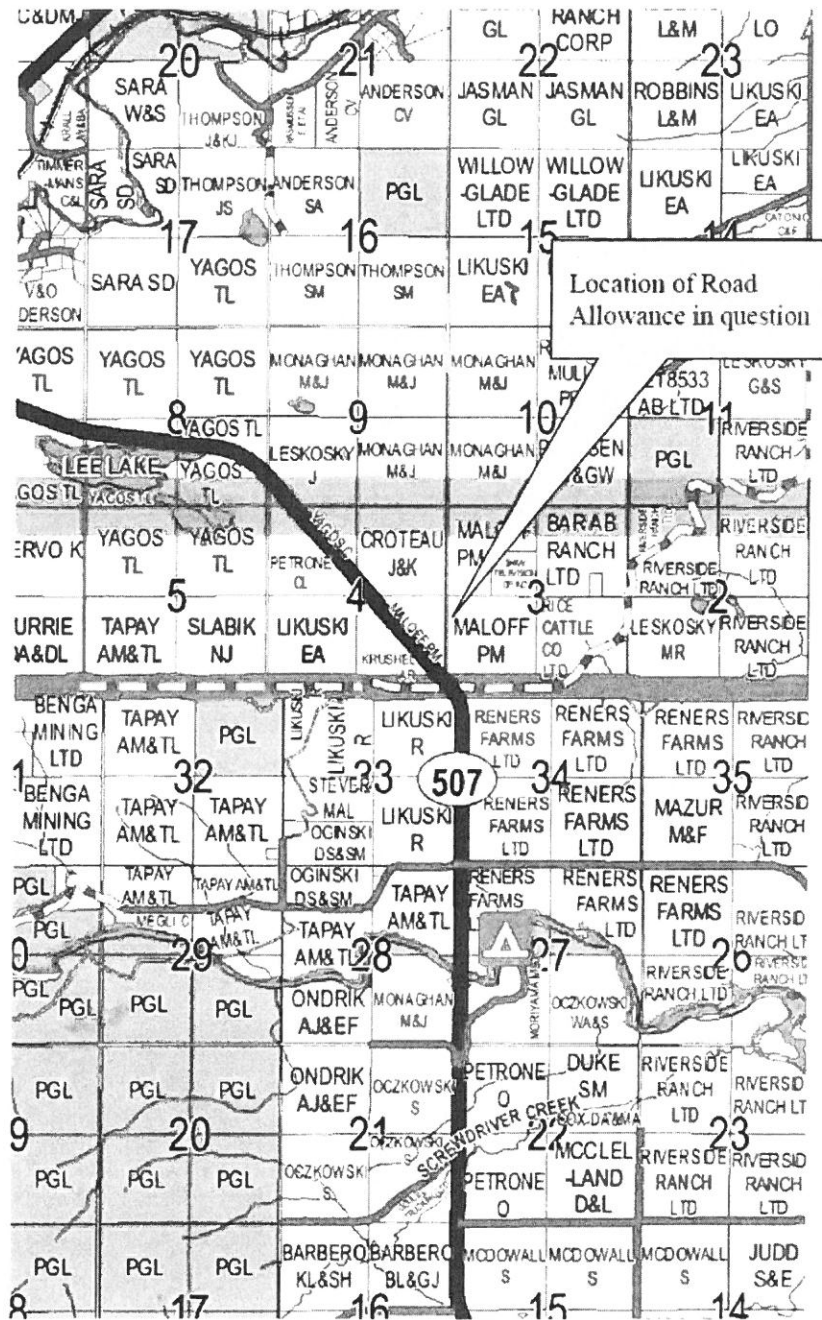
Road Closure Bylaw No. 1339-22 (*Attachment No. 2*) has been prepared and is being presented for first reading.

FINANCIAL IMPLICATIONS:

None. The applicant is responsible for all costs regarding this proposal.

Recommendation to Council

Location of Request



MINUTES
REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
Tuesday, July 12, 2022 3:00 pm
Council Chambers

Present: Deputy Reeve Tony Bruder, and Councillors Dave Cox, Harold Hollingshead, John MacGarva, Reeve Rick Lemire attended via speakerphone.

Staff: Interim CAO Roland Milligan, Director of Finance Meghan Dobie, David Desabrais Utilities & Infrastructure Specialist, and Executive Assistant Jessica McClelland.

Deputy Reeve Tony Bruder called the meeting to order, the time being 3:00 pm.

1. Approval of Agenda

Councillor Dave Cox

Moved that the agenda for Council Committee Meeting on July 12, 2022 be amended with the following changes:

- Closed session:
 - ICF – FOIP Sec. 17
 - Council Remuneration Policy – FOIP Sec. 19

AND THAT the agenda be approved as amended.

Carried

2. Delegations

a) Crowsnest Pincher Creek Waste & Recycle Centre

Dean Bennett, Manager of the Crowsnest Pincher Creek Waste & Recycle Centre , attended the meeting at this time to discuss with Council the letter regarding waste being blown into neighboring resident's lands. He explained that due to the weather in 2021, the landfill needed to close its gates more than previous years for safety reasons. He advised that the debris has been cleaned up on the land and it will continue to be monitored.

Council also discussed the process of the landfill taking in contaminated soil from industrial sites and concerns surrounding liability in the future.

Dean Bennett left the meeting at this time, the time being 3:37 pm.

b) Cowley Lions Club

Ken Clinton and Earl Johnson with the Cowley Lions Club attended the meeting at this time to request to Council for a financial contribution towards the project for tree removal.

REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
TUESDAY, JULY 12, 2022

Based on an inspection, the Lions club spent upwards of \$28,173 to have the cottonwood trees from the campground area removed.

Council discussed that the Lions Club should have approached Council prior to starting the project, not after the fact, as the MD could have provided machinery and manpower to assist. It was also suggested that the Lions Club could apply for Joint Funding to assist with the costs.

Ken Clinton and Earl Johnson left the meeting at this time, the time being 3:55 pm.

c) SASCI Board Members

Director Dan Crawford, Chairperson James Van Leeuwen, Treasurer David Simmons, Grant Specialist Liza Dawber, and Carrie Cooley SASCI Admin attended the meeting at this time to update Council on SASCI.

SASCI (Southern Alberta Sustainable Community Initiative) was formed in October 2003 to allow a dialogue between local government, industry and local stakeholders. SASCI's main purpose was to research projects and pass the information that was found, on to the community.

Two examples of SASCI projects are: A Values Assessment done in the mid 2000's to try and determine what issues and values people living in the MD of PC thought were most important, and more recently, a Socio - Economic Impact Analysis of what our community would look, like if and when the Shell (now Pieridae Energy Ltd.) plant closes.

SASCI has also offered many training programs for the community such as: Governance Capacity Building, Conflict resolution and Volunteer management. More recently, we have been using our Society Status to assist various Agent Partners to access funding for their organizations needs.

Today, they are working with several Agent-Partners: Adaptable Outdoors Recreation Society, Grasslands Restoration Forum, Health Professional attraction and Retention Society, The Maker Center, PC Chamber of Commerce, PC Watershed and the Twin Butte Society

Dan Crawford, James Van Leeuwen, David Simmons, Liza Dawber, and Carrie Cooley left the meeting at this time, the time being 4:20 pm.

3. Round Table

4. Closed Session

Councillor Harold Hollingshead

Moved that Council move into closed session to discuss the following, the time being 4:22 pm:

REGULAR COUNCIL COMMITTEE MEETING
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
TUESDAY, JULY 12, 2022

- a. ICF – FOIP Sec. 17
- b. Council Remuneration Policy – FOIP Sec. 17

Reeve Rick Lemire

Moved that Council move out of closed session, the time being 5:19 pm.

Carried

5. Adjournment

Councillor Harold Hollingshead

Moved that the Committee Meeting adjourn, the time being 5:20 pm.

Carried

MINUTES
MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
REGULAR COUNCIL MEETING
JULY 12, 2022

The Regular Meeting of Council of the Municipal District of Pincher Creek No. 9 was held on Tuesday, July 12, 2022, at 6:00 pm, in the Council Chambers of the Municipal District Administration Building, Pincher Creek, Alberta.

PRESENT Deputy Reeve Tony Bruder, Councillors Dave Cox, Harold Hollingshead and John MacGarva, and Reeve Rick Lemire attended via speakerphone.

STAFF CAO Roland Milligan, Director of Finance Meghan Dobie, Public Works Superintendent Eric Blanchard, David Desabrais Utilities & Infrastructure Supervisor, and Executive Assistant Jessica McClelland.

Reeve Rick Lemire was attending via speakerphone, Deputy Reeve Tony Bruder chaired the meeting, and called the meeting to order at 6:00 pm.

At the start of the meeting, MD Council and staff took part in a moment of silence to acknowledge the loss this past week of two community minded citizens. Prior MD Councillor Grant McNab passed away on July 1, 2022, current Town Councillor Wayne Elliot passed away on July 9, 2022.

A. ADOPTION OF AGENDA

Councillor Dave Cox

22/297

Moved that the Council Agenda for July 12, 2022 be amended to include:

- Correspondence Action
 - Affordable Housing
- Correspondence Information
 - Road Use Agreement
 - Eco Waste Funding
- Closed Session
 - Pincher Creek & District Landfill Association – FOIP Sec. 17

And that the agenda be approved as amended.

Carried

B. PUBLIC HEARING BYLAW 1338-22

Planner Gavin Scott and applicant Glenda Kettles attended the meeting at this time.

1. Call Public Hearing to Order

Deputy Reeve Tony Bruder called the public hearing to order at 6:03 pm.

2. Advertising requirement

Deputy Reeve Tony Bruder stated that this Public Hearing has been advertised in accordance with Section 606 of the Municipal Government Act. This Public Hearing was advertised in the Shootin the Breeze and Pincher Creek Echo on June 29, 2022 and July 6, 2022, as well as the MD website and MD Social Media pages.

3. Purpose of the hearing

Deputy Reeve Tony Bruder stated that the purpose of Bylaw No. 1338-22 being the bylaw to amend Bylaw 1289-18 (being the Land Use Bylaw) to change the land use designation of lands legally described as a portion of Block OT, Plan 2420JK within NE 27-4-28 W4M from “Agriculture - A” to “Rural Recreation 1 – RR1”; and whereas the purpose of the proposed amendment is to allow for the development of a campground.

Planner Gavin Scott then provided an overview of the bylaw, as well as to the written presentations that spoke too the Bylaw change from Alberta Environment and Parks, Alberta Transportation and neighboring residents Will and Donna Bilozir.

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 July 12, 2022

4. Presentations:

APPLICANT:

Applicant Glenda Kettles was in attendance and spoke to the proposal, as well as answered additional question Council had on future utilities and flooding.

VERBAL:

Deputy Reeve Tony Bruder asked if anyone in the audience wishes to make a statement. No one had further comments.

WRITTEN:

Deputy Reeve Tony Bruder stated that 3 written presentations were received, Alberta Environment and Parks, Alberta Transportation and neighboring residents Will and Donna Bilozir. The Bilozir presentation is attached to and forming part of these minutes.

Deputy Reeve Tony Bruder asked if any other submissions have been received, no further submissions were received.

5. Closing Comments

Deputy Reeve Tony Bruder asked if Council has any further questions, Council had no further questions.

6. Adjournment from Public Hearing

Deputy Reeve Tony Bruder adjourned the Public Hearing, the time being 6:23 pm.

Gavin Scott and Glenda Kettles left the meeting at this time, the time being 6:24 pm.

C. DELEGATION

D. MINUTES

a) Committee Meeting Minutes – June 28, 2022

Councillor John MacGarva 22/298

Moved that the Council Meeting Minutes of June 28, 2022 be approved as presented.

Carried

2. Council Meeting Minutes – June 28, 2022

Councillor Harold Hollingshead 22/299

Moved that the Council Meeting Minutes of June 14, 2022 be approved as presented.

Carried

E. BUSINESS ARISING FROM THE MINUTES

F. UNFINISHED BUSINESS

a) Appointment of CAO

Councillor Harold Hollingshead 22/300

Moved that Council ratify the Employment Agreement, dated July 7, 2022, and appoints, as the Chief Administrative Officer for the Municipal District of Pincher Creek No. 9, Roland Milligan, effective May 31, 2022.

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 July 12, 2022

Carried

G. COMMITTEE REPORTS / DIVISIONAL CONCERNS

1. Councillor Tony Bruder – Division 1
 - a) Agricultural Service Board
 - b) Virtual Regional Partnerships and Collaboration Seminar

Councillor Harold Hollingshead 22/301

Moved that Councillor Dave Cox be paid for his time during the Virtual Regional Partnerships and Collaboration Seminar.

Carried

2. Reeve Rick Lemire – Division 2
 - a) Canada Day Celebration at Kootenai Brown Pioneer Village
 - b) PCREMO
3. Councillor Dave Cox– Division 3
 - a) ICF with Town
 - b) Canada Day Celebration at Kootenai Brown Pioneer Village
 - c) Beaver Mines Community Association Meeting
 - d) Pincher Creek Foundation
4. Councillor Harold Hollingshead - Division 4
 - a) Farm Family Awards
 - b) Dangerous Animal Complaint
5. Councillor John MacGarva – Division 5
 - a) Blue Weed Concern

Reeve Rick Lemire 22/302

Moved to accept the Committee Reports as information.

Carried

H. ADMINISTRATION REPORTS

1. Operations

- a) Operations Report

Councillor Harold Hollingshead 22/303

Moved that Council receive the Operations report, which includes the call log, for the period June 28, 2022 to July 6, 2022 as information.

Carried

Leo Reedyk attended the meeting at this time.

- b) Airfield Lighting Replacement – Tender Update

Councillor Dave Cox 22/304

Moved that Council approve an additional \$125,000 for capital work for the Airport Airfield Lighting Replacement with said funds coming from the Municipal Sustainability Initiative.

Carried

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 July 12, 2022

Leo Reedyk left the meeting at this time, the time being 7:30 pm.

c) 10 Year Bridge Structure Asset Management Plan

Councillor John MacGarva 22/305

Moved that Council receive the Bridge Structure Asset Management Plan; 10 Year Prioritization Plan as information.

Carried

d) BF 76294 Range Road 15 over a 2nd Tributary to Castle River

Councillor Dave Cox 22/306

Moved that Council approve \$30,000 in 2022 engineering funds for BF 76294; Range Road 15 over a 2nd Tributary to Castle River with said funds coming from the Municipal Sustainability Initiative.

Carried

2. Finance

Brendan Schlossberger attended the meeting at this time.

a) Municipal Asset Management Program Grant Application

Councillor Harold Hollingshead 22/307

Moved that Council direct Administration to apply for a grant opportunity from the Federation of Canadian Municipalities Municipal Asset Management Program for Infrastructure Inventory Collection & Condition Assessment;

AND THAT the MD of Pincher Creek commits to: conducting data collection on municipal infrastructure including bridges, cattle guards, culverts, guardrails, signs, and snow-fence in its proposed project submitted to the Federation of Canadian Municipalities' Municipal Asset Management Program to advance our asset management program;

AND FINALLY THAT the MD of Pincher Creek commits \$9,000 from its 2023 operating budget to be put towards the costs of this Asset Management initiative.

Carried

Brendan Schlossberger left the meeting at this time, the time being 8:15 pm.

3. Development and Community Services

a) AES June/July Activity Report

Councillor Dave Cox 22/308

Moved that Council accept for information AES June and July Activity Report.

Carried

4. Municipal

a) Chief Administrative Officer Report

Reeve Rick Lemire 22/309

Moved that Council receive for information, the Interim Chief Administrative Officer's report for the period of June 23, 2022 to July 7, 2022.

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 July 12, 2022

Carried

b) Art for Municipal Building

Councillor John MacGarva

22/310

Moved that administration be directed to invite the Allied Arts Council to attend a future Council meeting to discuss the idea of local artists with art representing the MD to participate in our art project.

Carried

I. POLICY REVIEW

a) Corporate Policies C-FIN 529 & C-PW-001

Councillor Dave Cox

22/311

Moved that Council table policies C-FIN-529 Fees and Charges, and C-PW-001 Driveway Maintenance, until the meeting of August 23, 2022, pending changes as discussed.

Carried

J. CORRESPONDENCE

1. For Action

a) RMA Fall 2022 Convention Invite - Invitation to meet with Minister McIver

Councillor Harold Hollingshead

22/312

Moved that administration be directed to reply and request a meeting with Minister of Municipal Affairs during RMA Fall Convention with the following topics:

- Safety Codes Service Provision
- Implementation of the Alberta Incident Management System (AIMS)
- Funding Allocations

Carried

b) South West Waste Management concerns - Letter received June 30, 2022

Councillor John MacGarva

22/313

Moved that administration be directed to send a letter back to South West Waste Management regarding their concerns about the MD of Pincher Creek having a conflict of interest.

Carried

c) Ag for Life – Connecting Kids to Agriculture - Request for Funding

Councillor John MacGarva

22/314

Moved that Council approve a donation of \$1500 to Ag for Life towards their program of Agriculture in the Classroom,

AND THAT the allocation be in the annual budget for 2022 through 2025.

Carried

d) Affordable Housing

Minutes
 Council Meeting
 Municipal District of Pincher Creek No. 9
 July 12, 2022

- Councillor Dave Cox 22/315
- Moved to accept the affordable housing package as information.
- Carried
2. For Information
- Councillor Dave Cox 22/316
- Moved that the following be received as information:
- a) Allied Arts Council
 - MD Invitation to Balcony Concerts
 - Balcony Concert Information
 - b) Alberta Transportation Southern Region Open Golf Tournament
 - Invitation to attend Golf Tournament August 16, 2022
 - c) Road Use Agreement
 - d) Eco Waste Funding
- Carried
- K. NEW BUSINESS
- L. CLOSED SESSION
- Councillor John MacGarva 22/317
- Moved that Council move into closed session to discuss the following, the time being 8:43 pm:
- a) Employer Labor Negotiations Committee – FOIP Sec. 17
 - b) Pincher Creek Emergency Services Funding – FOIP Sec. 17
 - c) Pincher Creek & District Landfill Association – FOIP Sec. 17
- Carried
- Reeve Rick Lemire 22/318
- Moved that Council open the meeting to the public, the time being 9:58 pm.
- Carried
- a) Employer Labor Negotiations Committee
- Councillor Dave Cox 22/319
- Moved that Reeve Rick Lemire and Councillor Harold Hollingshead participate as members of the Employer Labor Negotiations Committee for the 2023 to 2026 Canadian Union of Public Employees (CUPE) Local 927 Collective Agreement negotiations.
- Carried
- M. ADJOURNMENT
- Councillor Harold Hollingshead 22/320
- Moved that Council adjourn the meeting, the time being 10:00 pm.
- Carried

Minutes
Council Meeting
Municipal District of Pincher Creek No. 9
July 12, 2022

|

CHIEF ADMINISTRATIVE OFFICER

Public Hearing
Written
Submission C.

Will & Donna Bilozir
28224 Highway 505
M.D. Pincher Creek, AB
T0K 1W0
Mailing Address
Box 240
Hill Spring, AB
TOK 1E0

403-627-1803

Re: Bylaw No. 1338-22

Roland Milligan;

We received the notification for the Bylaw Amendment 1338-22. Since we are the residents most affected by this change in land use, we think that we should make our concerns known to you.

We recently moved to our home on NE 27, 4, 28 W4, from a farm on the Highwood River. We were well aware of the Provincial campsite across the road from our house and were not too concerned because our research found that the campsite is closed from September to May and it is not heavily used. We were further reassured by the fact that the campsite is supervised by Albert Parks and/or Alberta Fish and Wildlife, so unruly or unlawful activity would be curtailed.

We believe in a live and let live axiom when it comes to rural development with a few exceptions. The development of a private campsite (PC) adjacent to the Provincial campsite (PR) is puzzling unless the PC can offer something that the PR cannot. What will this PC offer to attract renters?

After reviewing the land use information and maps supplied with the notification, seven things become apparent.

1 There appears to be no access to the Waterton Reservoir from the PC, which means that the campers in the PC will be using the PR boat launch and dock for water access. This will cause traffic issues with a large number of vehicles with trailers entering and exiting the PC and PR. The risk of accidents, especially during peak usage in the summer, and other problems with increased traffic in a small area (in front of our house) are a concern. There are already a large number of campers at the established campsite on the East end of the Waterton Dam, that use the PR boat launch and dock.

2 The access for the PC to Highway 505 is on a blind corner, in a location where considerable construction of an access point would be necessary for large, heavy vehicles like motor homes to be able to exit and enter the Highway without blocking traffic. We trust that Alberta Transportation will be involved in the approval of any amendment.

3 Who will be responsible for onsite policing and supervision at the PC? Will there be a person in a permanent camper for the season that will act as a security guard? Will there be a daily visit by someone responsible for the upkeep, sanitation and safety at the PC? If there are no provisions for daily supervision of the PC, the results could be unpleasant to criminal.

4 Will the PC offer permanent campsites for rental year-round? Will the PC be seasonal to coincide with the operating period for the PR? We would object to the PC being open year-round because this could provide for up to 10 permanent residents living adjacent to our home, with no responsibility for sanitation, upkeep or taxes. We would have no objection to a single permanent residence adjacent to us on that property, but what is being proposed appears to be what is essentially a subdivision with the potential for 10 residences.

5 It appears that the PC will be adjacent to the crown land to the south of the property. Will there be an environmental assessment of the impact of the PC on the property and the adjacent crown land? Will we be provided with a copy?

6 Because the PR has a large, well-established hedge and windbreak, noise from the PR is not usually a problem. Quiet enjoyment of our property is only compromised on long weekends in the summer, of which there only a few, so we accept the situation. The PC has no windbreak or hedge, and even if one is planted it will be 10 years before it can effectively dampen the noise from the PC. Construction of a high fence may be the solution, but it could cause serious drifting of snow and visibility problems in winter.

7 We noticed cattle grazing on the property earlier this year. Because of our farming experience, we know that if the entire property is left ungrazed after the development of the PC, it becomes a serious fire hazard with the accumulated grass of several seasons eventually threatening the adjacent PR and our property across the road. We would strongly suggest that the PC area and access road be fenced so that cattle can graze on the remainder of the property.

We plan to attend the public hearing on July 12 to hear what the developer for the PC proposes. We hope that you will ask some of the questions we have put forward in this letter. Alternatively, we hope to have the opportunity to ask the developer questions and receive answers about our concerns.

Yours Truly,

Will & Donna Bilozir

Cowley Lions Club
PO Box 53
COWLEY, Alberta
T0K 0P0

June 2, 2022

MD of Pincher Creek #9
PINCHER CREEK, Alberta
T0K 1W0

To Whom It May Concern:


The Cowley Lions Club would like to inform the MD of Pincher Creek that approximately 60% of the large cottonwood trees from the Castle River Rodeo and Campground area have been removed. The remainder of the cottonwood trees will be removed in the next year or two,.

Please see the attached copies of the invoices that the Cowley Lions Club have paid for the removal of the trees. The total cost of the removal is \$28,173.70 . There has also been volunteer hours from our club members that amount to approximately 320 hours.

The Cowley Lions Club is requesting that the MD look at these invoices and if they could help with any financial assistance.

Thank you in advance.

Ken Clinton
Chairman, Campground Committee





P.O. Box 265
Lundbreck, Alberta
T0K 1H0

Invoice

403 627-8955

Date	Invoice #
4/28/2022	1614

Invoice To
Castle River Rodeo Campground C/O Cowley Lions Club Ken Clinton Lundbreck, AB T0K 1H0 403-627-7539

Ship To
Castle River Rodeo Campground C/O Cowley Lions Club Ken Clinton Lundbreck, AB T0K 1H0 403-627-7539

P.O. No.	Terms	Rep	Ship	Via	F.O.B.	Project
			4/28/2022			

Quantity	Item	Description	Price Each	Amount
		Clean up branches and wood from roadways and piles throughout camground.		
1	3000	April 25/22 - Labor x 4 guys /day	1,500.00	1,500.00
7	3017	April 26/22 Skid Steer with grapple / hr.	125.00	875.00
1	3000	April 26/22 - Labor x 4 guys /day	1,500.00	1,500.00
1	3000	April 27/22 - Labor x 4 guys /day	1,500.00	1,500.00
6	3017	April 27/22 Skid Steer with grapple / hr.	125.00	750.00
1	3000	April 28/22 - Labor x 4 guys /day	1,500.00	1,500.00
6	3017	April 28/22 Skid Steer with grapple / hr.	0.00	0.00

Delivered Apr 28/22

E-mail
realmssoftheunknown@hotmail.com

Sales Tax Summary

GST (1) On Sales@5.0% 381.25
Total Tax 381.25

Please Make all checks payable to: Kerry Smyke	Total	\$8,006.25
--	--------------	------------

GST/HST No. 830321741

381.25
6 25 00



PO Box 2431
 Pincher Creek, AB
 T0K 1W0
 403-627-4832

Invoice

Invoice Date	Invoice #
2022-04-13	2501

Invoice To
Cowley Lions Club PO Box 53 Cowley, AB T0K 0P0 Canada

P.O. Number	Terms	Due Date
Castle River Camp...	Net 30	2022-05-13

Description	Quantity	Rate	Amount
April 7, 2022			
Supply 80 Ton Crane, Operator & Rigging: Travel & Set-up	2.5	345.00	862.50
Supply Rigger/Swamper: Travel & Set-up	2.5	60.00	150.00
April 8, 2022			
Supply 80 Ton Crane, Operator & Rigging: Tree Clean-up	7.5	345.00	2,587.50
Supply Rigger/Swamper: Tree Clean-up	7.5	60.00	450.00
Supply Rigger/Swamper: Tree Clean-up	7.5	60.00	450.00
April 11, 2022			
Supply 80 Ton Crane, Operator & Rigging: Tree Clean-up	10.5	345.00	3,622.50
Supply Rigger/Swamper: Tree Clean-up	10.5	60.00	630.00
Supply Rigger/Swamper: Tree Clean-up	10.5	60.00	630.00
April 12, 2022			
Supply 80 Ton Crane, Operator & Rigging: Tree Clean-up	9.5	345.00	3,277.50
Supply Rigger/Swamper: Tree Clean-up	9.5	60.00	570.00
Supply Rigger/Swamper: Tree Clean-up	9.5	60.00	570.00
April 13, 2022			
Supply 80 Ton Crane, Operator & Rigging: Tree Clean-up	7	345.00	2,415.00
Supply Rigger/Swamper: Tree Clean-up	7	60.00	420.00
Supply Rigger/Swamper: Tree Clean-up	7	60.00	420.00
GST on sales		5.00%	852.75

#555 Apr 29/22

Thank you for your business.	Total	\$17,907.75
.ll Invoices 30 days past due are subject to a 1.75% Service Charge. Credit Card & E-transfer accepted at: admin@jbeeztruckandcrane.ca	Balance Due	\$17,907.75

85275
1705500



P.O. Box 2302
 Pincher Creek, AB T0K-1W0
 403-627-2854 phone
 403-627-3424 fax

Status: Closed

Invoice #: 38873
 Invoice Date: 4/14/2022
 Date Out: Wed 4/ 6/2022 04:00 PM

Operator: JORDAN GERVAIS
 Terms: On Account

Cowley Lions
 General Delivery
 box 53
 cowley, AB T0K 0P0

Customer# 165
 403 627-5428

DELIVERY

Delivery Date: Wed 4/6/22 8:06 AM

Contact: ken
 Phone: 403 627-7539

Address: ;
 cowley lions campground

Qty	Key	Items Rented	Status	Returned Date	Price
1	0809	LIFT, BOOM, S65, 4WD, DIESEL, 07 Meter out: 3702.0 Meter in: 3727.0 Total hours on meter: 25.0 1Day \$550.00 1Week \$1,675.00 4Wks \$5,050.00 +4Wks \$5,050.00 OPERATION AND SAFETY MANUAL ARE WITH THE MACHINE - READ THEM	Returned	04/13/2022 3:35:00PM	\$1,675.00
Qty	Key	Items Sold	Status	Each	Price
1	DELPERHRHB35c	DELIVERY PER HOUR SEMI	Delivery	\$150.00	\$150.00
1	PICKPERHRHB57	PICK UP PER HOUR SEMI	Delivery	\$150.00	\$150.00
77	DIES	DIESEL, PER LITER	Pulled	\$2.30	\$177.10

Thank you for your business.

RENTAL CONTRACT

This is a contract. The back of this contract contains important terms and conditions including lessor's disclaimer from all liability for injury or damage and details of customer's obligations. These terms and conditions are a part of this contract - READ THEM!

If equipment does not function properly notify lessor within 30 minutes of occurrence or no refund or allowance will be made. If this is a reservation, a reservation cancellation fee up to 1/2 of the total amount may be charged if reservation is cancelled within 72 hours of the scheduled "time and date out".

I certify that I have read and agree to all terms of this contract.

Rental:	\$1,675.00
Damage Waiver:	\$0.00
Sales:	\$177.10
Delivery Charge:	\$300.00
Misc. Charges:	\$0.00
Subtotal:	\$2,152.10
GST #R101413060:	\$107.60
TOTAL:	\$2,259.70
PAID:	\$0.00
AMOUNT DUE:	\$2,259.70

SIGNATURE:

Cowley Lions

THE CROWSNEST/PINCHER CREEK LANDFILL ASSOCIATION
MINUTES
June 15, 2022

The regular meeting of The Crowsnest/Pincher Creek Landfill Association was held at 8:30 am
 Wednesday June 15, 2022 at the Cowley Community Hall.

Present: John MacGarva, Municipal District of Pincher Creek #9
 Dean Ward, Municipality of Crowsnest Pass
 Dave Filipuzzi, Municipality of Crowsnest Pass
 Doreen Glavin, Municipality of Crowsnest Pass
 Mark Barber, Town of Pincher Creek
 Dave Slingerland, Village of Cowley
 Dean Bennett, Landfill Manager
 Jean Waldner, Landfill Office Supervisor

AGENDA

Dave Slingerland

Moved the agenda be adopted as presented.

Carried. 06.15.22-2038

MINUTES

Dave Filipuzzi

Moved the minutes of May 20, 2022 be adopted as circulated.

Carried. 06.15.22-2039

MANAGER'S REPORT

-We have made great progress in cleaning the fugitive waste from the Landfill. With user groups, our employees picking paper, new and different techniques to capture waste, the purchases of 250 feet of catch fence, and 800 feet of hail fencing.

We are hoping that all these efforts we should be able to significantly reduce the amount of fugitive waste leaving the Landfill. Attached is the letter I sent to the MD of Pincher Creek addressing their letter of concern with the fugitive waste. We are hoping we can work together in the future to address everyone's ongoing concerns.

-The MSW is staying busy as expected for this time of year.

-The Industrial cell on good dry day can see an average of 30-40 trucks per day.

-With being extremely busy in our industrial cell we are showing an increase on our financial statement. Keep in mind we have a lot of equipment on order and the excess funds will be allocated to that.

-With the start up of the new Eco Center in Pincher Creek I have been looking desperately for bins.

I have converted a couple of C-Cans we had to bins to save us money. But we will need additional bins Both at the Landfill and the Eco Center. Please see a quote handed out from Universal Handling Equipment. I'm asking the Board to approve at least 2 of the 4 bins we desperately need.

Mark Barber

Moved that the board approves all 4 of the bins on this quote. Carried. 06.15.22-2040

-Recycling has remained very busy. We shipped 2 semi trucks of Cardboard out last week.

We are accumulating a lot of large bundles of plastic, still looking for a place to recycle them.

-We received a request from the MD of Pincher Creek to pick up their small carts from the dog park in Lundbreck. Once we have our new F-550 waste truck it should be able to empty the carts without damaging them. We will provide that as an in kind donation once a month for the MD.

Mark Barber

Moved the Managers report be accepted as information Carried. 06.15.22-2041

FINANCIAL REPORT

Administration went over the Income Statement and balance sheet from June 9, 2022. And answered any questions from the statements.

Dave Slingerland

Moved the financial reports be accepted as information. Carried. 06.15.22-2042

DONATION REQUEST FROM SOUTH WEST RURAL CRIME WATCH ASSOCIATION

The South West Rural Crime Watch Association is a new volunteer based committee that is being started to educate, assist the RCMP, and help the community to prevent crime in our area.

Mark Barber

Moved that we donate \$500.00 to help this association get started. Carried. 06.15.22-2043

DONATION REQUEST FROM THE BELLCREST COMMUNITY ASSOCIATION

The Bellcrest Community Association is asking for help keeping their scheduled events going for 2022.

Dave Filipuzzi

Moved that a donation of \$500.00 be made to help this organization keep doing all their great community events. Carried. 06.15.22-2044

DONATION REQUEST FROM THE PINCHER ARCHERY CLUB

The Pincher Archery Club is requesting a donation to help support their family archery events and participate in a national competition.

Dave Filipuzzi

Moved that a donation of \$500.00 be made to help this organization with their family events. And participate in the national competition. Carried. 06.15.22-2045

DONATION REQUEST FROM THE TOWN OF PINCHER CREEK RECREATION DEPARTMENT

The Town of Pincher Creek recreation department was asking for funds to help put on their annual Children's Festival August 14th.

Dave Filipuzzi

Moved that a donation of \$500.00 be made to help the Town of Pincher Creeks Recreation Department with their Children's Festival. Carried. 06.15.22-2046

Correspondence: Thank you emails from Pole and Spur Committee, and the Pincher Creek Dolphin swim team.

NEXT MEETING DATES

July 20, 2022

August 17, 2022

September 21, 2022

October 19, 2022

November 16, 2022

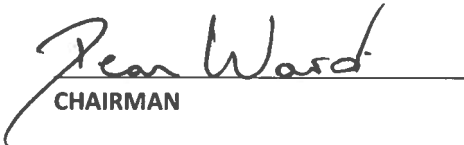
December 21, 2022


ADJOURNMENT

Dave Filipuzzi

Moved the meeting adjourn at 9:00 am

Carried. 06.15.22-2047


CHAIRMAN


ADMINISTRATION

**THE CROWSNEST/PINCHER CREEK LANDFILL ASSOCIATION
MINUTES
July 21, 2022**

The regular meeting of The Crowsnest/Pincher Creek Landfill Association was held at 8:30 am
Thursday July 21, 2022 at the Cowley Community Hall.

Present: John MacGarva, Municipal District of Pincher Creek #9
Dean Ward, Municipality of Crowsnest Pass
Dave Filipuzzi, Municipality of Crowsnest Pass
Doreen Glavin, Municipality of Crowsnest Pass - Absent
Mark Barber, Town of Pincher Creek
Dave Slingerland, Village of Cowley
Dean Bennett, Landfill Manager
Jean Waldner, Landfill Office Supervisor

AGENDA

Mark Barber

Moved the agenda be adopted as presented.

Carried. 07.21.22-2048

MINUTES

Mark Barber

Moved the minutes of June 15, 2022 be adopted as circulated.

Carried. 07.21.22-2049

MANAGER'S REPORT

- Now that all the plastic/paper has been cleaned up, I have had calls from the adjacent landowners saying they are happy now. I took this opportunity to let them know we are adding steps to try and make sure this doesn't happen again.
- I invited Councillor Harold Hollingshead from the MD of Pincher Creek to the Landfill. On July 7, 2022 I took him on a tour, he said he would recommend that all councillors take a Landfill tour.
- I met with the M D Council on July 12, 2022 at their council meeting to go over some of the issues that seemed to be unclear to them. After several questions I believe they were satisfied with what we are doing at the Landfill.
- The addition of 250' of catch fence is really doing its job. It is catching about 90% of the refuse waste before it gets a chance to get airborne. Saving us a lot of time and money. The additional catch fence that will go in on top the hill will be installed as soon as we receive some Fortis poles.
- The MSW Cell is still consistently busy, about 125 – 180 vehicles per day across the scale. I've redesigned the entrance to the MSW Cell to be more efficient.
- The industrial cell is still very busy, we are implementing a new plan to shed water cutting down on Leachate as well this new plan will minimize the time the dozer will have to work there.

The new roll off bins that were approved last meeting have been ordered. I'm changing to a new color with our new logo on them. We need to differentiate from everyone else bins.

Eventually all our bins will be repainted the new color with our new logo on them.

-The new F-550 garbage unit has been delivered to Haul-All last Friday and is already in the shop getting the body and right-hand steer installed. We should expect deliver in 4 weeks.

-Received the 2 used c-cans to replace 2 roll off bins for on-site usage. We will do some slight repairs to the c-cans. This will free up the 2 roll off bins to be used off-site.

-Recycling has not changed, the amounts are very similar every month. Every 2 – 3 days the bins are full. The M.D. of Pincher Creek asked if we could move the existing bins out of the Co-op mall down to the new site before the 15th of the month as the Co-op no longer wanted them in their parking lot.

So now the cardboard and multi bin are down at the new Eco center.

It was brought up at this meeting that residents have complained that the glass jars and bottles are being left behind at the recycling sites. The manager explained unfortunately we don't recycle glass.

And our recycle trucks that pick up the bins don't have a place to bring glass back to the landfill.

He asked all councillor's to please advertise and let their communities know not to leave glass at our recycle drop off locations. And we will put it on our website and Facebook also.

-I've been doing some research on how to clean contaminated soil. My theory is if its possible to clean the soil, we could reuse the clean soil and possible sell it. The company ReClaim is working on this technology, they are a new company and I will continue to investigate into this technology to reclaim contaminated soil and keep the board posted on future findings.

-Training is behind as most places because of covid restrictions. But now that things are opening up we are looking into Freon/Household Hazardous/and Basic Landfill Operators training.

-The new Recycle attendant is working out very well. He is ambitious and mechanically inclined and makes a big effort to complete the tasks handed to him.

-We had a safety incident with the scale. (See photo handed out.) I have given you all a quote from Randy Rinaldi Welding to come and fix the scale so we don't have any more incidents.

Mark Barber

Moved to repair the scale exit as soon as possible.

Carried. 07.21.22-2050

Dave Filipuzzi

Moved that the Manager's report be accepted as information.

Carried. 07.21.22-2051

FINANCIAL REPORT

Administration went over the Income Statement and balance sheet from July 14, 2022. And answered any questions from the statements.

Chairman Dean Ward made a suggestion that some of the extra funds be allocated to short term GIC's or term deposits. The manager responded that administration will look into it, but most of the extra funds are allocated for new equipment in the near future.

Administration reminded the MD of Pincher Creek that she just paid the last installment of the Landfill Road Maintenance Agreement that expires this year.

Dave Slingerland

Moved the financial reports be accepted as information.

Carried. 07.21.22-2052

CHAIRMAN - BYLAW CONCERNS

With recent concerns brought to the Chairman of the Landfill Boards attention, he did some research into our old and new bylaws. And in retrospect any council member that has a concern with how the Landfill is being ran should first bring their concerns to their member on the Landfill Board of Directors to try and answer that question. If the Landfill Board of Director doesn't have the answer they will take any question or concern to a Landfill board meeting to discuss and get back to that councillor. That is the proper flow of order in our bylaws and the Chairman of the Board for the Landfill would like this brought back to each members next committee meeting so everyone understands the proper order and procedures of addressing Landfill concerns.

The Directors for the Landfill would like to see another regional meeting take place. The Landfill Chairman will bring that up at their next council meeting. Also possibly an open house at the Landfill so any councillor and residents can come and see how we run the Landfill.

The Landfill is also working on updating our Website and Facebook sites to educate the public.

Dave Filipuzzi

Moved these concerns be accepted as information.

Carried. 07.21.22-2053

DONATION REQUEST FROM ABUNDANT SPRINGS COMMUNITY CHURCH

The Abundant Springs Community Church request a donation for their Community Family BBQ event. Administration did send them our new Donation policy telling them about our Paper picking opportunities to earn money. But they felt they can't find enough people interested to come pick paper.

Dean Ward

Moved that we remind all user groups that we do have fundraising opportunities for them to earn money. And that the board feels this event doesn't fit in our donation curriculum. So no funds will be issued at the time.

Carried. 07.21.22-2054

CLOSED IN CAMERA SESSION

Time In 9:56 AM

Moved by Dave Filipuzzi

Carried. 07.21.22-2055

Time Out 10:07 AM

Moved by Dave Filipuzzi

Carried. 07.21.22-2056

Mark Barber

Moved that a service payroll bonus may be issued to implement the time frame needed to change to a Live Payroll system and the bonus is not to exceed \$45,000.00.

Time Back In 10:09 AM

Moved by Dave Slingerland

Carried. 07.21.22-2057

Time Out 10:28 AM

Moved by Dave Filipuzzi

Carried. 07.21.22-2058

John MacGarva

Moved the purchase of used D8 Cat Track Dozer with the trade in of our D7E Cat Track Dozer.

Also a purchase of a new Manager pick up truck, as the F150 Ford Lease is coming up for renewal.

Correspondence: Thank you and a donation confirmation from the Crowsnest Pass Health Care Foundation. Also an expense breakdown report and Thank you from Kids Kollege Nursery School.

NEXT MEETING DATES


August 17, 2022	November 16, 2022
September 21, 2022	December 21, 2022
October 19, 2022	

ADJOURNMENT

Dave Filipuzzi

Moved the meeting adjourn at 10:33 am

Carried. 07.21.22-2059


CHAIRMAN


ADMINISTRATION



M.D. OF PINCHER CREEK NO. 9 OPERATIONS REPORT

Current Public Works Activity

- Road Maintenance – Public Works has Six (6) graders out on the roads doing road maintenance.
- Gravel Program started May 17, 2022 and was fully completed July 21st 2022.
- Spot Gravelling in progress Throughout the MD with our own gravel trucks.
- Dust Control program started June 06, 2022 in Division 4 and was fully completed July 28, 2022
- Dust control product trial of Brook 33 GT was completed August 2, 2022 by McCulloch pit and Kerr Road.
- Cold Mix repair has been completed on Gladstone valley road, Grumpy Road.
- Repair and Guard rail cleaning for Summerview road schedule to start on August 22nd 2022.
- Road side mowing in progress with 2 crews (4 mowers). Mowing started in division 2 making their way into division 3 and 4. +/- 25% completed to date.
- Lundbreck Shop floor has been completed August 14, 2022.
- Permanent snow fence repair and installation schedule to start when repair work on Summerview road has been completed.
- Drainage improvement and ditching has been completed at the intersection of Breckenridge and 3rd street on August 17, 2022.
- Gravel crushing schedule to start mid-September at the summerview pit moving to Livingstone Pit and Vantol Pit afterward.
- Cattle guards around the Olin Creek and Cabin creek area have been completed.
- Reclamation in progress at drain pit in Division 5.
- Road rehabilitation, Reshape Road surface and create drainage on Twp road 7-4 (Boat Club). ISL engineering has been hire to perform a full geotechnical assessment between the Alberta transportation gravel pit and the CWP boat club. 3 Sink holes has been identified along the shoulder of the road in the past month.
- Bridge and cattle guards' inspection for 2022 has been completed.
- MD has retained the service of CPP to provide environmental and engineering services for the reclamation of Carbondale pit and Castle fall pit within the park boundaries.
- Few culverts and 2 more Cattle guards has been replaced throughout the MD.
- Working on Budget preparation for Capital equipment purchase/upgrade and Capital Road improvement.
- Traffic counters are out and collecting data on Maycroft and Christie Mine Road.
- Eco Station site has been completed and Landfill schedule to move bins and start operation August 17, 2022.
- Garbage, Recycling, water to the airport... being done weekly by PW crew.
- Working on call log items daily.

Capital Projects Update - Bridges

- **Bridge File 75377 – Local Road over Screwdriver Creek, NW-08-06-02-W5M**
 - Construction awarded to 2nd lowest bidder
 - East Butte: **\$306,011 (Eng. Est./Don Boyce \$309,044)**
 - Option Excavating Inc. \$287,675.00
 - Elite Site Services \$320,605.00
 - DeGraaf Excavating Ltd.: \$378,125
 - JA Building Services \$407,046.89
 - Usurpassable Construction Ltd. \$567,625.00
 - Low bidder did not have a history of completing culvert projects. Disqualified due to lack of relevant work.
 - Project has gone back to Council and is deferred until Aug. of 2022. MD has issued payment to Armtec for the culvert. The culvert will stay in the PW yard until installed in the Summer of '22.
 - Don Boyce (2nd lowest contractor on original bid) has confirmed he is available to do the job and has confirmed his pricing
 - Culvert was damaged in 2022, needs to be replaced
 - Replacement culvert ordered, construction likely to take place in August, 2022
 - Don Boyce chose to retire prior to contract award. Project re-tendered, bids received Aug 9th.

- **Bridge File 75265 – Local Road over Heath Creek, NE-11-10-01-W5M**
 - Tender awarded for engineering in 2021
 - Roseke Engineering at **\$52,162.00 (Budget \$53,000.00)**
 - Tender cancelled for construction in 2022
 - Low Bid at **\$491,297 (Eng. Estimate \$384,700)**
 - Construction set to commence in 2022
 - Roseke Engineering has been instructed to complete the bridge design detail as well as provide engineering and construction estimates for an adjacent stream bank protection work.
 - Survey has determined that the whole bridge and road is off the road right of way. Roseke Engineering will provide the MD with a survey plan to use for land negotiations.
 - The Historical Resources Application for this project has been approved.
 - Land is purchased and agreements are signed. Title registration may take a few months
 - Tender opening on the 26th/27th was significantly over budget & STIP funding has not been received. Tender cancelled, to be retendered this Winter for 2023 construction, apply for STIP

- **Bridge File 7743 – Local Road over Gladstone Creek, SW-23-05-02-W5M**
 - Tender awarded for engineering in 2021
 - Roseke Engineering at **\$45,015.00 (Budget \$46,000.00)**
 - Tender awarded for construction in 2022
 - Volker Stevin at **\$267,700 (Budget \$280,500)**

- The contractor has indicated that work is underway.
 - Construction set to commence in 2022
 - Coring has been scheduled following changes to Alberta Transportation changes to inspector ratings.
 - Coring has been completed with favourable results.
 - A tender package is to be completed by the end of November for Budgeting and allocation of Gas Tax Funds. AT has confirmed this bridge is not eligible for STIP-LRB funding given its current condition rating.
 - Preliminary report & design review received December 6.
 - Council approval of increased scope January 11, 2022.
 - All affected landowners/stakeholders contacted regarding anticipated 3 day closure.
 - Council approved \$79,000 in additional 2022 funds for full strip-deck replacement on this bridge April 21, 2022.
 - Tender released April 29th, 2022. Tenders opened May 26th, 2022. Tender awarded to low bidder
 - Construction expected late Summer/early Fall
 - Contractor planning to start work mid-October with staged construction approach, minimizing closure to less than an hour.
- **Bridge File 2488 – Fisher Bridge, NW-26-07-02-W5M**
 - Engineering to be completed in 2021 due to change in rating since first inspected
 - Construction/replacement/removal options to be presented to Council for action in 2022
 - The STIP-LRB grant application for this project has been submitted.
 - Pending AT Grant and Council approval this bridge can be built outside of the Restricted Activity Period (RAP) as no contact with the water is needed
 - STIP funding has been approved (was submitted by ISL Engineering). Revised proposal, schedule, & estimate received from ISL. Within budget & STIP grant funding allotment
 - ISL awarded Supply-Build Engineering contract
 - Design, Supply, & Fabrication of Prefabricated Bridge awarded to Algonquin Bridge (Cost: \$458,040. Eng. Est: \$638,000).
 - RFPQ (Request for Contractor Pre-Qualification) for Installation has been sent out and closed July 26th. Installation RFQ pending supply drawings (expected Aug 19th), expected release week of council meeting to qualified contractors
 - **Bridge File 74260– Tributary to Foothills Creek, SW 13-05-029-W4M**
 - Budgeted for engineering completion in 2022 with construction in 2023
 - Proposal received from Roseke Engineering June 21st, 2022 to complete initial design services. Preliminary Engineering & Design Awarded to Roseke July 14, 2022.
 - Preliminary survey & drafting complete, Preliminary Engineering & Design underway
 - **Bridge File 76294– 2nd Tributary to Castle River, SW 32-006-01 W5M**
 - Approved for engineering completion in 2022 with expected construction in 2023 by council July 12th, 2022

- Preliminary Engineering & Design awarded to Roseke July 14, 2022.
- Preliminary survey & drafting complete, Preliminary Engineering & Design underway
- **Watercourse Crossing Inspection & Remediation Project – 100% Grant funded**
 - \$150,000 in grant funding awarded for Year 1 of this program
 - **Fintegrate** awarded initial contract to assess all MD crossings, prioritize for remediation, & perform detailed regulatory authorizations
 - Alignment with 10 year bridge study to be completed where feasible
 - Work has begun on prioritization & initial assessment, 000 175+ crossings reviewed
 - 4-5 crossings have been identified to date that are in poor structural condition and have serious fish passage concerns
 - Contractor has completed initial assessments for priority areas. Top 25 crossings identified. Awaiting Alberta Environment input prior to completing one or two detailed assessments to feed into additional funding asks

Roads

- **Range Road 1-2 (Bitango Road) - Engineering 2022 – Budget \$40,000 - Const. 2023**

Replace 64m of culvert 24" culverts with a 36" diameters culvert. Repair slides and sink holes on side slope.

- Engineering Proposals have been submitted by 3 different firms and is under review by Public Work. Engineering contract will be awarded in 2022.
- Service agreement for professional service has been signed with ISL Engineering and Land Services LTD on February 23rd 2022.
- Geotechnical Boring scheduled for April 05, 2022.
- Site Visit was held April 21st 2022.
- Environmental Scientist was on site June 29, 2022 to begin the environmental review.
- **Station Street (Pincher Station) - Engineering 2022 – Budget \$40,000 - Const. 2023**

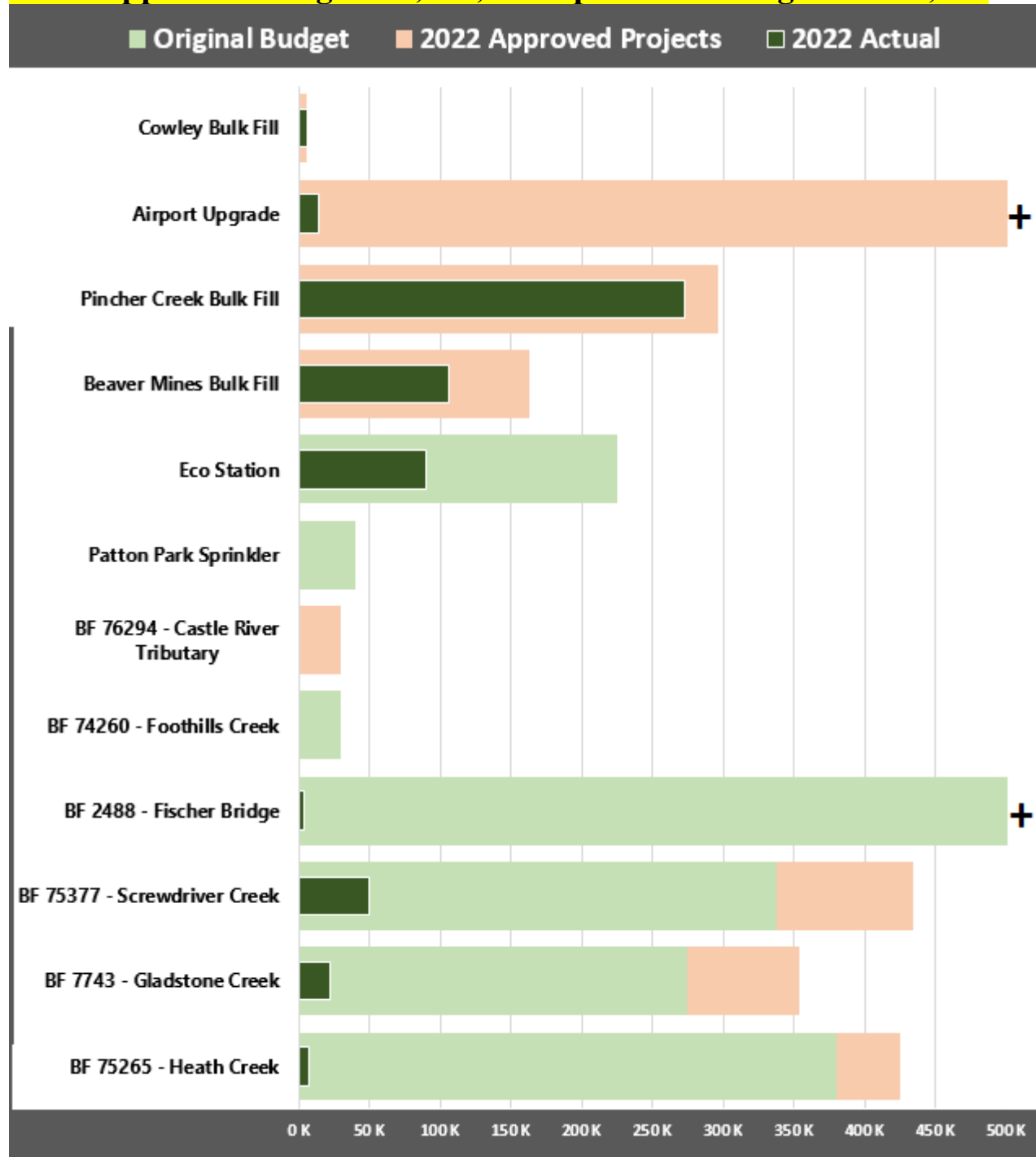
Repair subgrade and install new asphalt on approximately 70m on intersection of 3rd avenue and Station Street and approximately 360m on Station Street going east to seed cleaning plant. Install culvert across 3rd avenue to drain water from North side of Station Street.

- Engineering Proposals have been submitted by 3 different firms and is under review by Public Work. Engineering contract will be awarded in 2022.
- Service agreement for professional service has been signed with ISL Engineering and Land Services LTD on February 23rd 2022.
- Geotechnical Boring scheduled for April 05, 2022.
- Site Visit was held April 21st 2022
- Scope Change 1 (Utilities coordination, Hydrovac and Processing) has been approved July 18, 2022.
- Utility Crossing agreements signed Aug 03, 2022.

- **Cabin Hill Road - *Engineering 2021 , Construction moved to 2023***
 - Wood Engineering to design the Local Road - Design option have been reviewed.
 - I approved SC#2 to include post construction legal survey. Topographic survey was completed April 8-9 and Geotechnical drilling was completed April 15-16
 - Detailed design and C-estimate has been received June 23rd 2021.
 - Preliminary design drawing have been reviewed and accepted September 27, 2021
 - Council approved a motion to move the construction to 2023.

Large Capital and other Water Projects

Total Approved Budget: \$4,270,700. Spend as of Aug 15: \$572,101



- **Airport Lighting – Construction 2022 - Budget \$917,000**

Install Airport Airfield Lighting Replacement, with portion of funds from STIP

- **Design-build contract awarded to Black & McDonald (Cost: \$979,600, Original Budget: \$867,000)**
- Contractor (Leo Reedyk) engaged to manage tendering, project award, construction, commissioning, etc.

- Tendered, site visit complete with prospective bidders. Bids due back June 30th. Recommendation expected by July 8th
- Tenders received and qualification completed. **Tender higher than original budget. Council approved \$125,000 in additional funding during July 12th meeting**

Tristar Electric Inc	Mississauga, ON	\$1,577,136.00
Signal Electric Ltd.	Sidney, BC	\$1,412,133.60
Western Pacific Enterprises Ltd.	Nisku, AB	\$1,648,590.09
Black and McDonald Ltd.	Ottawa, ON	\$979,600.00
SVEMY Construction Ltd.	Calgary, AB	\$1,983,600.00

- **Planning underway. Awaiting recommendation on full length runway, report expected prior to end of August prior to proceeding with Engineered Design.**
- **Lundbreck Shop Floor - Construction 2022 – Budget \$30,000**

Install concrete floor and sumps into the Lundbreck shop.

- Quotes and estimates from local contractor are being requested, and review for construction to begin Spring of 2022.
- **Work has been completed August 14, 2022**

- **Patton Park Sprinkler System - Construction 2022 – Budget \$40,000**

Connect the Patton Park Sprinkler and drip system to the Municipal Water distribution line.

- Construction awarded to Scenic Landscaping at **\$37,105 (Budget \$40,000)**
- Construction to begin Summer of 2022.
- Construction scheduled to **start by Council Meeting**

- **ECO Station**

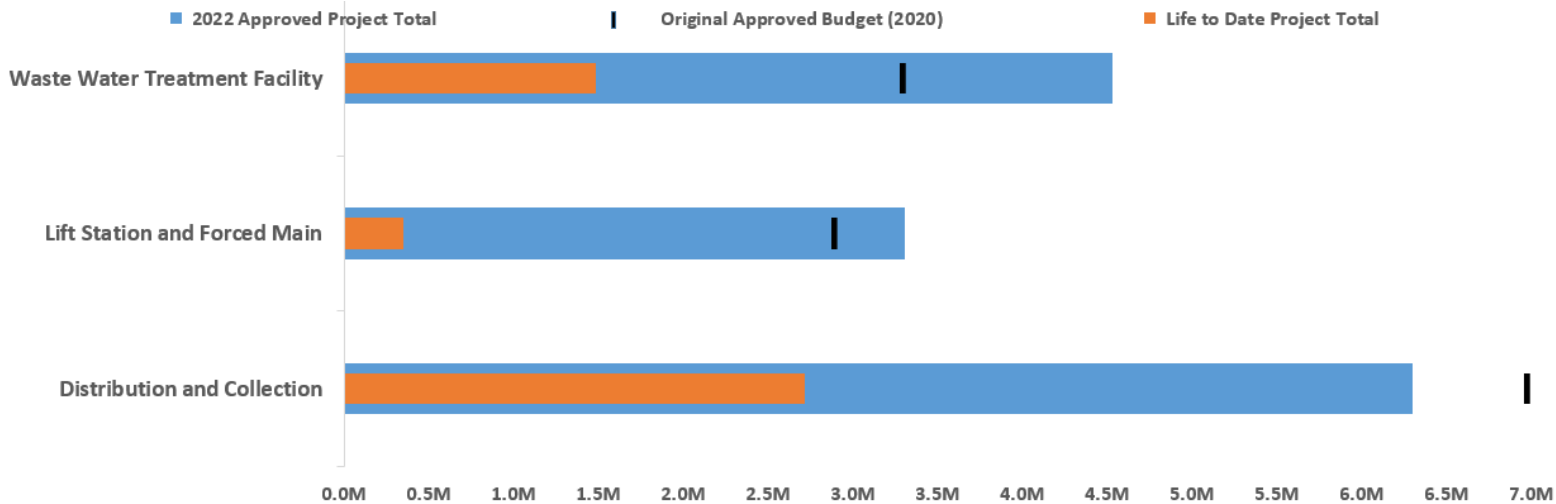
- IMDP Committee passed a resolution stating they have no concerns with this development.
- Continued work with AEP for approval process and issuing of MD Development Permit
- September 17, 2021, project information sent to Alberta Health Services for comment.
- September 22, 2021, letters requesting consent to vary the *Subdivision and Development Regulation's* 300m setback requirement from a Storage Site were sent via registered mail

to all landowners within the 300m radius of the site. Many have been returned with positive endorsement of this project and agreement to the waiver.

- AEP information circulation process completed.
- Direction from MDPC to submit to AEP for variance on development permit on Dec 08. Submission currently being worked on by Director Milligan. Construction in Spring 2022
- Pronghorn standpipe operational as of May 2nd, 2022. Construction underway
- Concrete work delayed due to contamination found at site. Testing & excavation of contamination complete per direction by Environmental Consultant. Final clearance report received
- Site office purchased, delivered, & landed
- Grading, Fencing & Electrical work complete with exception of lighting and camera installations expected to begin week of July 12th-council meeting after additional grading work for site office and levelled fencing is complete
- Site is occupant ready. Minor work remaining (solar, lights, camera, as-built engineering)

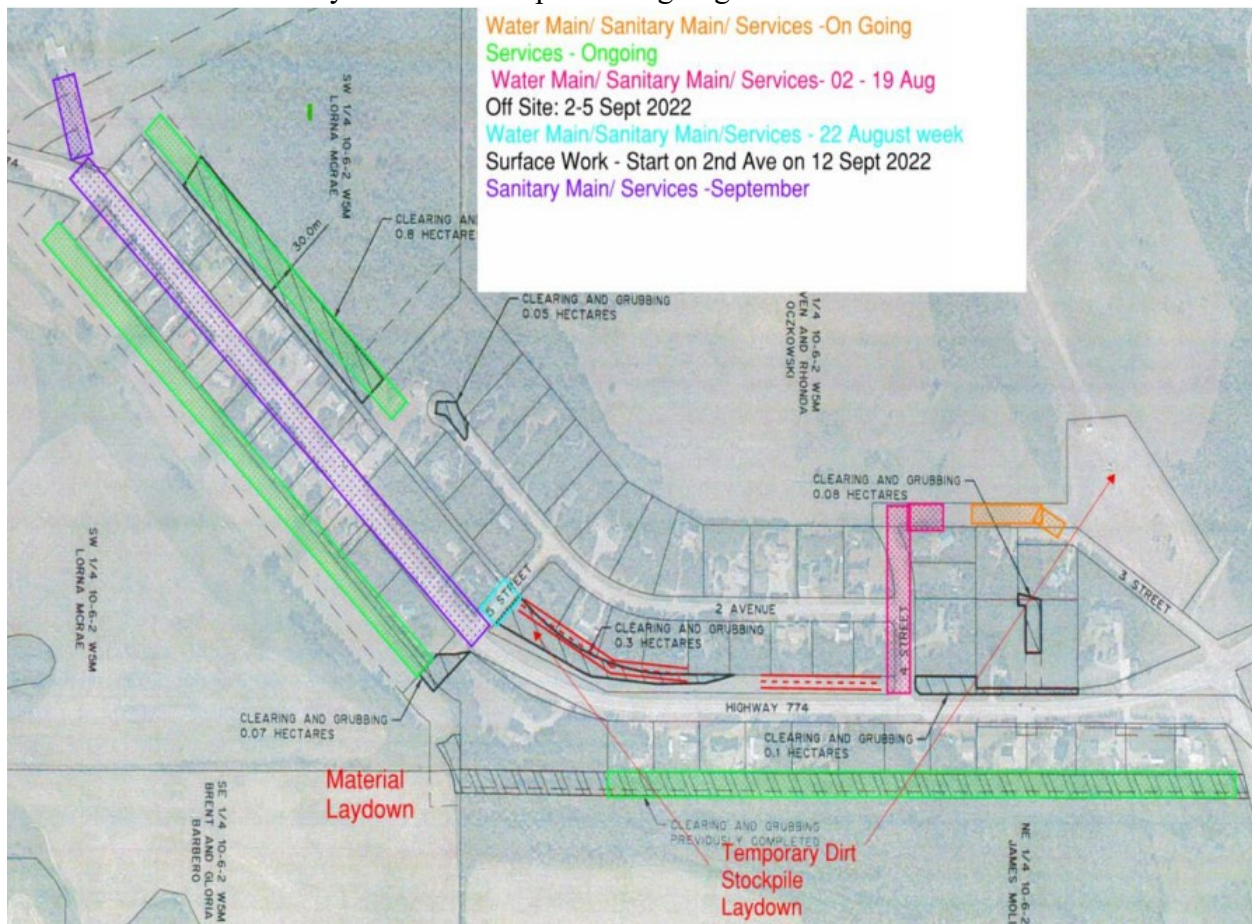
BEAVER MINES

Total Appr, Budget: \$14,133,352. Spend as of Aug 15: \$4,547,500



- **Beaver Mines Water Distribution, Collection System.**

- Tender was awarded to BYZ on July 21, 2021.
 1. BYZ Enterprises Inc. **\$5,468,977.50 (Budget \$6,251,600)**
- Virtual discussion meeting held with BMCA & Beaver Mines residences May 18th with good attendance and many takeaways
- Bi-weekly construction updates ongoing



- ATCO gas line strike occurred June 16th. Locates were completed and did not identify gas line as the machine did not pickup tracer wire
 - Continued engagement from Beaver Mines Community
 - Majority of servicing work along 2nd Avenue completed. BYZ to start on highway work in September. Contractual date for underground completion is September 30th, 2022, this date is at risk.
- **Beaver Mines Waste Facility/System**
 - Tender was awarded to BYZ on May 31, 2022
BYZ Enterprises **\$2,338,309.00 (Original Budget \$2,076,999)**
 - Anticipating minor changes post-Tender regarding control system integration with WTP and building envelope
 - Waste System will not be ready until 2023 at the earliest to allow for the AEP Approval Process to run its course
 - Tender opening and contract signing completed
 - Construction kickoff completed June 17th with Banner, BYZ, & Parcon (mechanical contractor). Mobilization delayed due to weather & material
 - Mobilization not expected until September, drawing approval and preliminary work underway
 - **Beaver Mines Forcemain & Lift Station**
 - Tender was awarded to Parcon for Lift Station June 15th **\$2,326,091 (Original Budget: \$2,220,000)**
 - The tender package for the forcemain work was sent out
 - Bids received, expected to be awarded by council meeting (awaiting recommendation letter). Expected to be under budget.
 - Pre-construction kickoff completed June 23rd, 2022 for Lift Station
 - Site mobilization for lift station expected mid July. Long lead generator could be of concern, working with contractor on solution
 - Lift Station excavation complete, dry/wet well & foundation construction underway.
 - Scope change approved to ensure wet well is not filling with groundwater & additional contingency added to ensure storm water drainage not added to neighboring properties

24 August, 2021 – Appellants withdraw their request for “a stay” in regards to our construction based upon the proposed build schedule. Where the Force Main and Waste Water Facility will be later in 2022 and 2023, it is felt that there is enough time for the Appeal to run its natural course without impacting our proposed construction schedule. This approach by the Appellants was very much appreciated by the MD.

Our first pre-meeting with the Board was Dec 8th, 2021

Our first Mediated Meeting with the Board and the Appellants is Dec 15th, 2021. (Calgary)

First meeting was held and follow up meeting is slated for February 23, 2022. Meeting with the Board was on Feb 23rd

Second mediation took place August 10th, 2022. Legal/MD response underway.

This is a multi-month process, so it is hoped our Appeal process will conclude within this timeframe and any direction by the Appeal Board in the manner of additions to our project, can be treated as change orders.

- **Standpipes (Cowley, PC and new site in BM)**

- BM standpipe coin & credit is fully operational.
 - Work remains to extend/grade corners and install bollards
- PC standpipe coin & credit is fully operational.
- Cowley interface upgrade has been completed. Coin and credit/debit cards accepted.
- Complaints have been received regarding inaccurate volumes at Pincher fill station. The site has been calibrated various times. Cost effective solution awarded to Flowpoint, awaiting material arrival for installation in PC and BM's
- BM and Cowley sites had multiple operational issues in late July and early August. No complaints received regarding implemented fixes since August 4th, 2022. All sites fully operational

Recommendation:

That the Operations report for the period July 7th – August 17th is received as information.

Prepared by: Roland/Eric/David

Date: August 17th, 2022

Submitted to: Council




Date: August 23rd, 2022

	DIVISION	LOCATION	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	FOLLOW UPDATE	COMPLETION DATE
3138	Division 1	SW4 T4 R29 W4	Re wanting to clean ditch for drainage to direct water from his property to drain into the culvert	Jonathan	-	August 30, 2021	Meet with him, might have to wait till spring 2022	-
3178	Division 2	SE25 T5 R30 W4	Requested Grader to level his field after fence has been removed.	Eric/John	Complete	September 20, 2021	Met with Mick on July 5, 2022. Will get quotes from local contractor to complete the work.	July 21, 2022
3233	Division 1	SE27 T5 R30 W4	Permanent snow fence is in bad condition due to the wind	Eric	-	November 29, 2021	Met with Paul on July 20th 2022. Fence to be remove and disposed by MD crew. Wont be rebuilt before we try a few winter without it.	-
2022-58	Division 1	SE19 3 29 W4	Old Snow Fence falling/inquiring about rebuild	Don J	-	January 26, 2022	Old snow fence have been cleaned up. First call has been submitted for the rebuild.Will be looked after when gravel program is completed.	-
2022-103	Division 5	Rock Creek Rd	Requested bus turnaround at end of Rock Creek Rd.	John/Eric	Complete	March 8, 2022	Went to visit site May 17, 2022. Will be built before start of next School year.	August 17, 2022
2022-156	Division 1	NE10-4-29-W4	North end of snow fence broken	Tony N	-	May 25, 2022	Will be look after when Gravel program is completed	-
2022-178	Division 5	Lundbreck	Request Driveway Grading	Dave S	Complete	June 9, 2022	form has been received. Grader to get it done when in area.	July 12, 2022
2022-190	Beaver Mines	Park	Outhouses Need Pumping out Playground/Swings Need fresh gravel screen on top of gazebo chimney bin at the gate needs to be emptied be cut and general land maintenance	Jon	Complete	June 20, 2022	Most item completed, Outhouse schedule to be pumped out July 7, 2022	July 14, 2022
2022-197	Division 1	Fish Lake Road	Would like someone to check out Fish Lake Road.	Eric B	Complete	June 22, 2022	Spoke to him, will be meeting in the next week or 2 to look at potential improvement.	July 20, 2022
2022-201	Division 4	1017 TWP 9-3	Old snow fence / debris still left in field and would like cleaned up.	Tony N	-	June 27, 2022	-	-
2022-213	Division 5	318 Railway Street	Brent would like to invite Eric out to his property to go over a drainage issue that he's having.	Eric B	Complete	July 5, 2022	Met with him July 6, 2022. Will bring 1 load a gravel to fill hole.	July 7, 2022
2022-215	Division 5	316 Breckenridge Ave	Water pooling in front of metal gate in ditches, would like it to flow for drainage and mosquito issue.	Eric B	Complete	July 6, 2022	Meet with him in the afternoon. Will look at minor ditch cleaning later this summer.	August 15, 2022
2022-218	Division 1	West Kerr Road	West Kerr Road needs grading	Brian L	Complete	July 6, 2022	-	July 11, 2022
2022-219	Division 2	East Crook Road	Requesting grading on Crook Road	Kent	Complete	July 11, 2022	-	July 11, 2022
2022-220	Division 3	Beaver Mine	Grass need to be cut in the park	AGS	Complete	July 12, 2022	Shane will schedule a crew to be completed before the weekend event at the park	July 14, 2022
2022-221	Division 4	Pincher Station	Starting hauling Grain, would like a grader to grade the station hill.	Jon	Complete	July 13, 2022	-	July 14, 2022
2022-222	Division 1	RR 30-3	In the cooley on RR 30-3 just north of TWP 4-4 road needs attention. Difficulty making it to work at Thanksgiving Ranch.	Brian L	Complete	July 13, 2022	Brian Graded it on July 13th, Tony to bring gravel on the 14th	July 15, 2022
2022-223	Division 2/3	Christie Mines Road	Dust is out of hand, affecting allergies.	Eric /Jon	Complete	July 13, 2022	Dust control has been applied	July 20, 2022
2022-224	Division 5	Cowley	ditch soaked near a manhole on RR 13 South of Cowley where our pipeline runs	Randy	Complete	July 13, 2022	-	July 14, 2022
2022-225	Division 5	Cowley	Requesting grading and Dust control on TWP 7-3 from HWY 3	Jon	Complete	July 14, 2022	-	July 19, 2022
2022-226	Town of PC	Recycling Bins	Recycling Bins full of garbage and misc non-recyclable items. Requested someone to deal with it so they could be used again.	Eric/Jon	Complete	July 18, 2022	Bins have been emptied	July 19, 2022
2022-227	Division 3	Beaver Mines Standpipe	Requesting grading around standpipe due to potholes	Glen	Complete	July 18, 2022	-	July 25, 2022
2022-228	Division 3	Beaver Mines Standpipe	Standpipe only working 2 / 5 times	Randy	Complete	July 18, 2022	His wife called back and stated his cc had been cancelled, that's why it wasn't working.	July 18, 2022
2022-229	Div 3	30-3A	Requested road grading	Tony T	Complete	Juny 19, 2022	Shawn in the area and graded within the hour!	July 19, 2022
2022-230	Div 2	TWP RD 6-1	Requested Road Grading	Kent	Complete	July 20, 2022	-	July 26, 2022
2022-231	Div 2	SE 12-6-28 W4	Snow Fence put up by MD is down, needs replacing or removal	Tony N	-	July 20, 2022		
2022-232	Div 1	1st left past Twin Butte	Very dusty, lots of trucks driving past the community hall.	Tony T	Complete	July 20, 2022	Dust control has been applied	July 25, 2022

	DIVISION	LOCATION	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	FOLLOW UPDATE	COMPLETION DATE
2022-233	Div 4	Pincher Station	Road going through Pincher 1 mile N of HWY needs grading again already.	Joh J	Complete	July 21, 2022	-	July 30, 2022
2022-234	Div 4	Pincher Station	Station Street has cold mix on it but has major potholes on it that need filling with gravel or mix asap	Eric/Jon	-	July 21, 2022	Hydrovac work to take place in August. Will be temporarily repair when completed	
2022-235	Cowley	Standpipe	Interac payment only received some of the time. Creating hassle.	David D	Complete	July 21, 2022	Transfer the information to David for his record.	July 27, 2022
2022-236	Div 5	#9 Burmis Estates	Burmis Community would like the small trees not mowed down this year in ditches. Call for exact location of trees	Tony N	Complete	July 25, 2022	Tony N talked to her. Mower to use caution	July 27, 2022
2022-237	Div 5	Beaver Mine	Wondered what could be done about road maintainace. Unsure of location - phone message from David D.	David D	Complete	July 27, 2022	This has been resolved. David D spoke with the individual and we will extend her driveway and it is part of the construction contract to keep the temporary road in useable shape.	August 4, 2022
2022-238	Div 4	Boat Club	Requested we call the boat club before future scheduled standpipe work in Cowley. David D told them we would do so going forward.	David D	Complete	July 27, 2022	-	July 27, 2022
2022-239	Div 3	Beavermines Standpipe	Standpipe is currently not accepting ANY form of payment.	David D	Complete	July 28, 2022	David D chatted with Mike & got a hold of Nayax to see what is going on and if there is anything we can do on the software end remotely to get these machines running well.	August 4, 2022
2022-240	Kerr Rd?	TWP RD 5-2 / RR 29-1	Very dusty... dangerous intersection where dust hangs in air for long time.	Tony T	Complete	July 28, 2022	Dust control was completed Aug 2, 2022	August 2, 2022
2022-241	Div 5	Burmis Mtn Estates	Called to cancel dust control before and it was done and billed to him.	Eric/Mike/Jeannie/D on	Complete	July 29, 2022	Gave communication emails to Mike. (Jeannie)	August 8, 2022
2022-242	Div 1	SE10-5-29-W4	Wind Fence Down at property and needs fixing. Few hundred feet on top of hill.	Tony N	-	July 29, 2022	-	-
2022-243	4	SW7-8-1-W5	Request Driveway Grading	Tony T	-	August 3, 2022	Pending Form	-
2022-244	Cowley	Cowley Standpipe	Standpipe Payment Methods not working.	David D	Complete	July 29, 2022	David D receiving multiple calls regarding payment issues at Cowley & Beavermines standpipes, he is working with tech support to resolve.	July 29, 2022
2022-245	Div 1	Spread Eagle Road	Washboard, needs grading (north & south of "T")	Brian L	Complete	August 8, 2022		August 9, 2022
2022-246	Div 2	Alberta Ranch Road	Grader driver not putting crown on road. Has phoned multiple times.	Shawn D	Complete	July 29, 2022	Wouldn't leave his name. Road has been graded multiple time since	August 16, 2022
2022-246	Div 1	Twin Butte	East of Twin Butte still very dusty for 1st approach on Left. Dust Control applied July 25, 2022. (Note: Verna is VERY hard of hearing.) Is it possible to put some water down in front of her place?	Eric	-	August 5, 2022	-	-
2022-247	Div 5	Gladstone	Requesting brush cutting. Please return call.	Jon	-	August 10, 2022	John called on Aug 16, they just need mowing and have their form in already	-
2022-248	Div 4	NW 01-07-30 W4	Driveway Grading Request	Shawn D	-	August 15, 2022	-	-
2022-249	Div 1	-	Requested gravel on Um-improved road 30-3	Eric	Complete	June 28, 2022	Met with Brad august 03, 2022	August 8, 2022
2022-250	Div 5	Lundbreck	Requested gravel along the Boulevard in fron of his house	Eric	Complete	August 15, 2022	Eric to meet with him August 16, 2022. Told them they could do the work but MD wont do it for them.	August 16, 2022
2022-251	Div 2	RR 29-3	Few concern on the road. Requested meeting	Eric	-	August 15, 2022	Met with him August 16, 2022. Work will need to be done on the road when the grass has been mowed in the fall or early spring.	-
2022-252	Div 5	Willow Valley	Wire fence broken last winter need repair	jon	-	August 15, 2022	Jon to meet with him August 16, 2022	-
2022-253	Div 2	-	Requested gravel on an undevelop road allowance	Eric	-	August 15, 2022	-	-
2022-254	Div 1	Mitchell Road	Requested gravel on road allowance at the end of mitchell road	Jon	Complete	July	-	August 8, 2022
2022-255	Div 5	Lundbreck Playground	Admin received a call about a birthday party that took place at playground and multiple children received slivers from playground equipment.	Eric/Jon	-	August 16, 2022	PW to inspect the equipment as soon as possible	-
2022-256	Div 3	SE 26-5-2 W5	Would like 30 yards of crush gravel when we are loading and hopes we could deliver or suggest a private truck to deliver. I don't know when or if we will be in that vantol or mcRae pit. Please call ahead to advise of hauling costs. He knows gravel is \$11. 50 / yd. (Mike K)	Jon/Tony	-	August 16, 2022	-	-
			Indicates Completed					

	DIVISION	LOCATION	CONCERN/REQUEST	ASSIGNED TO	ACTION TAKEN	REQUEST DATE	FOLLOW UPDATE	COMPLETION DATE
			Indicates Defered to Spring					
			indicates On the To Do List					

Recommendation to Council

TITLE: 2022 Mileage Rate Change			
PREPARED BY:		DATE: August 11, 2022	
DEPARTMENT:			
Department Supervisor		ATTACHMENTS: 1. Government of Canada – Reasonable per kilometre (km) allowance	
APPROVALS:			
	<u>Aug 15, 2022</u>		<u>2022/08/15</u>
Department Director	Date	CAO	Date

RECOMMENDATION:

That as of September 1, 2022, Council approve a mileage rate of \$0.61/km; and further

That Council direct Administration to draft a mileage policy.

BACKGROUND:

- Mileage is paid to MD Employees and Councilors at a rate of \$0.50/km. This rate was set in 2008 as part of res 08/509. Schedule A from the Policy – Schedule of Municipal Charges, has since been removed.

POLICY MANUAL APPENDIX "A"

Ted Smith

08/509

Moved that Council approve Appendix "A" – Schedule of Municipal Charges with the following amendments:

- Mileage – as per the Federal Government's Treasury Secretariats Rates compared annually (2008 - .505)
- The Government of Canada recommends that a reasonable allowance rate is \$0.61/km.
- Any mileage incurred prior to September 1, 2022 would be paid out at the previous rate.

FINANCIAL IMPLICATIONS:

TBD



Government
of Canada

Gouvernement
du Canada

[Canada.ca](#) > [Canada Revenue Agency](#) > [Payroll](#) > [Learn about taxable benefits](#)

> [Automobile and motor vehicle allowances](#)

Reasonable per-kilometre allowance

If you pay your employee an allowance based on a per-kilometre rate that is considered reasonable, **do not deduct** CPP contributions, EI premiums, or income tax.

The per-kilometre rates that we usually consider reasonable are the amounts prescribed in section 7306 of the Income Tax Regulations. Although these rates represent the maximum amount that you can deduct as business expenses, you can use them as a guideline to determine if the allowance paid to your employee is reasonable. The type of vehicle and the driving conditions are other factors used to determine whether an allowance is considered to be reasonable.

We consider an allowance to be reasonable if **all** of the following conditions apply:

- The allowance is based only on the number of business kilometres driven in a year
- The rate per-kilometre is reasonable
- You did not reimburse the employee for expenses related to the same use of the vehicle. This does not apply to situations where you reimburse an employee for toll or ferry charges or supplementary business insurance, if you determined the allowance without including these reimbursements

When your employees fill out their income tax and benefit return, they do not include this allowance in income.

Reasonable allowance rates

For 2022, they are:

- 61¢ per kilometre for the first 5,000 kilometres driven
- 55¢ per kilometre driven after that

In the Northwest Territories, Yukon, and Nunavut, there is an additional 4¢ per kilometre allowed for travel.




For prior-year rates, see [Automobile allowance rates](#).

► **Example: Employee who is paid an allowance at the prescribed rate**

Date modified:

2022-01-03

Recommendation to Council

TITLE: Waste Management and Recycling Fee on Utilities Invoice			
PREPARED BY:		DATE: August 12, 2022	
DEPARTMENT:			
Department Supervisor		ATTACHMENTS: 1. July Utilities Invoice	
APPROVALS:			
	AUG 12, 2022		2022/08/15
Department Director	Date	CAO	Date

RECOMMENDATION:

That Council direct Administration to write a letter to the Town of Pincher Creek, requesting that waste management and recycling charges, should be removed on utilities invoices to the MD as of September 1, 2022.

BACKGROUND:

- The MD pays a monthly utility invoice to the Town of Pincher Creek. This invoices contains fees for water, wastewater, waste management and recycling.
- The Town of Pincher Creek does not provide the MD with any waste management or recycling services. These services are provided to the community through the jointly funded Eco Centre. Costs associated with the Eco Centre are funded through a separate agreement.

FINANCIAL IMPLICATIONS:

Approximately \$250/year

UTILITY INVOICE



Town of Pincher Creek

P.O. Box 159
962 St. John Ave.
Pincher Creek, AB T0K 1W0
Canada

Statement Date: July 15, 2022

Billing Period: May 1, 2022 - June 30, 2022

Your account number: 0632000.010

For service at: Office 1037 HERRON AVENUE

Due Date: August 12, 2022

**MD OF PINCHER CREEK
BOX 279
PINCHER CREEK, AB T0K 1W0**

Questions?

Online: www.pinchercreek.ca
Email: utilities@pinchercreek.ca
Phone: 403-627-3156
Monday to Friday 8:00 am - 4:00 pm.
Closed Saturday, Sunday, and Stat. Holidays

Meter Reading and Usage Details this bill

Meter: 1850177701		
Reading on 6/30/2022	Actual	32,377
Previous reading on 5/3/2022	Actual	31,511
Amount of water you used		<u>866 M3</u>

Payment and Adjustment Details

Payment on 6/2/2022 -\$239.51

**E-BILLING AVAILABLE CALL OFFICE OR E-MAIL
utilities@pinchercreek.ca**

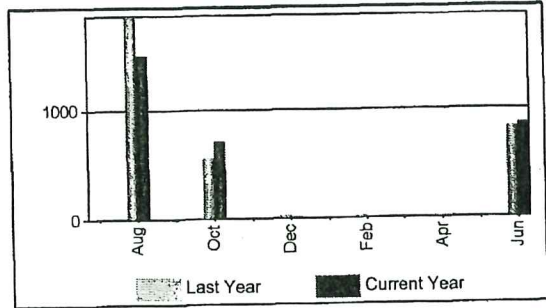
Amount Owing

Amount of your last bill	\$239.51
Adjustments processed	\$0.00
Late fees added	\$0.00
Payments we processed <i>Thank you</i>	-\$239.51
Past Due	\$0.00
New Charges	\$1,289.18
2" Water Meter Base Rate	\$170.06
Water Consumption	\$969.92
Wastewater Base Rate	\$12.96
2" Meter Wastewater Charge	\$114.00
Waste Management Base Rate	\$15.08
Recycling Fee Base Rate	\$7.16
Total Payment now due	\$1,289.18

Additional Billing Highlights

Number of days in the period: 61
Your average daily utility cost: \$21.13

Your Historic Usage



Payment Return Slip

Please complete and return this slip with your payment. Make your payment payable to Town of Pincher Creek. For other payment options, please contact us.

Your Account Number 0632000.010
Customer: MD OF PINCHER CREEK
Payment Due Date August 12, 2022




MD OF PINCHER CREEK
BOX 279
PINCHER CREEK, AB T0K 1W0

\$1,289.18 \$



Administration Guidance Request

H2c

TITLE: Request to Waive Tax Penalty – Tax Roll 6091.630			
PREPARED BY: Meghan Dobie		DATE: August 12, 2022	
DEPARTMENT: Finance			
		ATTACHMENTS: 1. Letter – J.Klooster	
Department Supervisor	Date		
APPROVALS:			
 <hr style="width: 100%;"/>	<u>Aug 12, 2022</u> <hr style="width: 100%;"/>	 <hr style="width: 100%;"/>	<u>2022/08/15</u> <hr style="width: 100%;"/>
Department Director	Date	CAO	Date

REQUEST:

That Council consider waiving the tax penalties of \$703.29 applied on tax roll 6091.630.

BACKGROUND:

- As per the letter, J.Klooster is asking the MD to waive late penalties applied to his account on the basis that he was not receiving tax notices due to an incorrect address filed by his lawyer and COVID-19.
- Per MD Bylaw 1264-15, a 2% penalty was applied in July, 4% in November and a 12% penalty in January on all outstanding balances. The penalty balance on the letter is different as he may not have factored in the July penalty.
- In 2021 the MD received returned mail from the address listed for J.Klooster. The MD confirmed the address was correct with land titles. In May of 2022 the mail was still being returned. The MD reconfirmed the address with land titles, again the address was still correct. In June of 2022 the MD searched and found a phone number for J. Klooster. A message was left, there was no response. Another message was left late in June, the call was returned. As J.Klooster requested, his tax notice was sent via email and a hard copy in the post. It was then determined the address with Alberta Land Titles was incorrect.

FINANCIAL IMPLICATIONS:

TBD

Jeff Klooster
134 Berkley Way NW
Calgary, Alberta, T3K 1B6

July 11, 2022

M.D. of Pincher Creek No. 9
P.O. Box 279
Pincher Creek, Alberta, T0K 1W0

Dear Council;

I was recently notified by the MD of Pincher Creek that my taxes are in arrears and penalties, totalling \$635.48, have been applied to my account for 2021 and 2022 tax years.

Upon investigation it was found that my address on title at Alberta Land Titles is incorrect. This was due to an error made by my lawyer's office at the time of title registration. My correct address is 134 Berkley Way NW and it was recorded as 143 Berkley Way NW. This error resulted in me not receiving my tax notices and not paying my taxes. I also thought the tax was prepaid a year ahead.

I feel that the MD of Pincher Creek should have made more of an effort to contact me when my tax account was not paid. I could have been contacted through the ski hill, my lawyer or thru Alberta Land Titles.

Given the circumstances of my tax arrears, I am requesting that Council eliminate, or at the very least, reduce the penalties.

This large debt of \$7,472.48 has caught me by surprise. On July 11th I paid \$2,200 toward the balance with a remainder of \$5,272.48 still to be paid. My income has not yet fully recovered from the COVID setback. I respectfully request a grace period from further penalties until such time that I am able to catch up with a monthly payment plan.

I appreciate your consideration on this matter.

Best regards,

Jeff Klooster

Jeff Klooster

AES, August, 2022

August 2022 Report for Weeds in our Area

Prohibited Noxious

1. Spotted Knapweed (**SKW**), mostly gone to seed by August 5, all gone to seed by August 18, will be looking to get regrowth days after a good rain, or patchy regrowth by September 1 if drought stress gets it going. Very thick seedling/first year growth in any established patches already, before seed set which is unusual. Hopefully will have a long fall season to get a second round of control done
2. Diffuse Knapweed (**DKW**), no new patches, but known patches (and areas) had spread, due to a few plants that tumbled and seeded out! Picking only, with area of larger patches sprayed after picked
3. Nodding Thistle (**NTH**), two different known areas and both have been picked and sprayed
4. Orange Hawkweed (**OHW**), a few patches found, some quite large, all have been dealt with
5. Russian Knapweed (**RKW**), old patches checked a few found and sprayed
6. Sulphur Cinqufoil (**SCQ**), none found
7. Common Crupina, none found for quite a few years
8. Meadow Hawkweed, none discovered in our area to date
9. Autumn Olive, none discovered in our area to date
10. Plumeless Thistle (**PTH**), a few plants found, looked like it hybridized with Bull Thistle so sprayed ALL thistles in area

Widespread Noxious

1. Canada Thistle (**CT**), areas not sprayed last year showing significant growth on shoulders
2. Houndstongue (**HT**), showing a bit of a comeback, biocontrol is spotty so far, a few reports of potential releases for 2023. I think our biocontrol has just ebbed due to lack of plants, as there are some with biocontrol on them.
3. Common Burdock (**CB**), not too many areas that we have to deal with it on MD land, but pooped up quite a bit inside of fences along crop.
4. Oxeye Daisy (**OD**), covered a wide area with landowners this year, with a very short spray season due to hot and dry conditions. May not see significant fall regrowth with the heat and drought but will spray as residual control has shown to work well even without significant regrowth in the fall.
5. Tall Buttercup (**TB**), had a fast season as well, with the good news being that it doesn't fare well with hot dry conditions.
6. Perennial Sowthistle (**PS**), out spraying for this as patches respond well to late summer spraying. Another weed that hates hot and dry and will naturally decrease as well.

Noxious

1. Wild Caraway (**WC**), was quite a bit this year but mostly handled with spot spraying

2. Blueweed (**BW**), had massive flowers (for it) making it highly visible this year but not overly rampant. Got some good control on areas this year with access being easier. Will need to start getting people in Burmis – Lundbreck corridor back on the wagon!
3. Leafy Spurge (**LS**), our biocontrol had a better year, the insects like this hot weather! Many patches showed early feeding with plants looking healthy but very stressed. Will consult with Ag Canada to see if they have any official opinion on this
4. Hoary Cress (**HC**), did significant spring spraying on known patches, hope to get to it in the fall but it may have died out by then with the heat and drought
5. Common (Yellow) Toadflax (**YT**), biocontrol test plots have done well in Gladstone Valley, with many spots hosting biocontrol. First check on it in three years! We otherwise only sprayed a few large patches this year, with most of this weed being in Gladstone and the Forestry
6. Scentless Chamomile (**SC**), found a few patches and sprayed but was pretty absent this year. Will fall spray if it shows up after a rain.
7. Field Scabious (**FS**), one of the few plants that followed a regular growing season, with Willow Valley showing significant improvement but with more scattered plants. Waterton River area will need some fall spraying.
8. Dame's Rocket (**DR**), only a couple of new patches, a couple of regrowing old patches overall not much trouble. Starting to get on the Pincher Creek though, downstream of town.
9. Dalmatian Toadflax (**DT**), biocontrol continues to work well with only five significant patches showing up.
10. Common Mullein (**CM**), this plant is spreading significantly throughout our gravelpits as well as the watercourses and roads. Very widespread in Forestry and Burmis – Lundbreck corridor
11. Field Bindweed (**FB**), just a few patches, tried Navius on it this year.
12. Common Tansy (**CT**), saw a reduction on the rivers but had a corresponding increase on plants outside of the known patches around the Crowsnest River
13. Baby's Breath (**BB**), sprayed the few plants we have, will pick any that regrow.
14. Black Henbane (**BH**), more of a normal year, very little seen this year, with the odd plant showing up here and there
15. Creeping Bellflower (**CB**), getting to be quite common, with it being widespread in town. Showing up on Pincher Creek downstream of town.
16. Yellow Clematis (**YC**), no recurrence of known patch, no new ones discovered
17. Japanese Brome (**JB**), will treat like Downy Brome
18. Downy Brome (**DB**), Esplanade effectiveness was patchy, was probably because of very high winds moving the gravel!
19. White Cockle (**WC**), no reported infestations

Weeds of serious concern

1. Queen Anne's Lace (**QL**), sprayed it heavily in June, picked some in July, will be back to it in September. Is responding well to Clearview.
2. Yellow Hawkweeds (**YH**), several small patches seen and sprayed but only significant infestations are all in the Forestry area.
3. Poison Hemlock (and native Hemlocks), no patches of invasive (Poison) Hemlock, significant growth of the native Hemlocks

4. Wild Parsnip, none yet in our MD, but only ID'ing if similar plants are spotted or reported




- August 1, STAT
- August 2, Budget, Nodding Thistle
- August 3, records and billing, river inspections & control (Castle), PW Safety meeting
- August 4, river inspections & control (Oldman)
- August 8, river inspections & control (Crowsnest, fishing pullouts focus)
- August 9, Crop Report – drought conditions are starting to show in areas, but crops are very good. The 6 – 8 inches of rain across the MD in late June/early July helped to make crops above average in most of the municipality. Conservative estimates are Barley averaging above 80 bushels, Wheat above 50 and Canola above 40. Hay was below average at 1.25 tonnes per acre. Greenfeed and silage were excellent to help offset this shortage. Soil Moisture – surface soil moisture is fair to poor except at elevation and a few other areas, moisture at 6" and lower is generally good to fair everywhere with a few select poor areas. I think the lack of wind (for us) has helped keep everything from being rated poor.
- August 10, Hoary Cress (**HC**), Blueweed (**BW**), Spotted Knapweed (**SKW**) assessment on provincial land around the Oldman Reservoir, river inspections & control (Oldman)
- August 11, informal, around gate areas, noticeable problem areas just looking for Clubroot
- August 15 – 18, brush spraying with Navius, **SKW** picking then spraying
- August 15, forestry work, all crews, morning, rivers, all crews, afternoon
- August 16, crew work plans for 2022, Gravel Pits (all crews), asset management meeting
- August 17, Grasshopper Count, weed inspections Divisions #4, 5, staff planning (Budget)
- August 18, Diffuse Knapweed (**DKW**) picking and spraying, Premix, AES Appreciation Lunch, last day for three crew members
- August 22 – 25, Canola field inspections (informal, around gate areas, noticeable problem areas)
- August 23, fertilize admin lawn & Patton Park
- August 24, Budget, reporting, equipment work (mostly livestock equipment for fall use)
- August 25, last day for two summer staff, clean out jug trailer, premix, billing
- August 29, formal Canola field inspections
- August 29 – 31, Fall Spraying – varying moisture conditions and lack of drying winds have blurred the lines for actual Fall Spraying to begin. Plant stages vary widely for some species making 'fall spraying' dependant on area.

Sincerely,

Shane Poulsen,
Agricultural Services Manager

Recommendation to Council

H3b

TITLE: LAND USE BYLAW AMENDMENT BYLAW No. 1340-22 SW 16-3-29 W4M			
PREPARED BY: Roland Milligan		DATE: August 17, 2022	
DEPARTMENT: Planning and Development			
			ATTACHMENTS: 1. Application for Amendment to the Land Use Bylaw 2. Applicant's Proposal 3. Bylaw No. 1340-22 4. GIS Aerial of Location
Department Supervisor	Date		
APPROVALS:			
			
Department Director	Date	CAO	Date

RECOMMENDATION:

That Council give first reading to Bylaw No. 1340-22, being a bylaw to amend Land Use Bylaw No. 1289-19, and set the time and date for the required Public Hearing.

BACKGROUND:

On August 15, 2022, the MD received an application for an amendment to the Land Use Bylaw from the Spearpoint Cattle Company Ltd. . The proposed amendment is for the change in land use designation of a portion of the SW 16-3-29 W4M from Agriculture – A to Rural Recreation 1 – RR1 (*Attachment No. 1*).

The purpose of the proposed amendment is to allow for the development of three recreational accommodations within a portion of SW 16-4-30 W4. The lands are located adjacent to the east side of Highway No. 6, approximately 5.6 km (3.5 miles) south of the Hamlet of Twin Butte (*See Figure 1*).

The parcel is currently designated as Agriculture – A within the LUB. To accommodate the proposed recreational accommodation area, the lands will have to first be redesignated to Rural Recreation 1 – RR1. While only a small portion of the parcel will be used for the cabins, the applicant is requesting the entire parcel be redesignated to “offer our guests space to explore the local area” (*Attachment No. 2*).

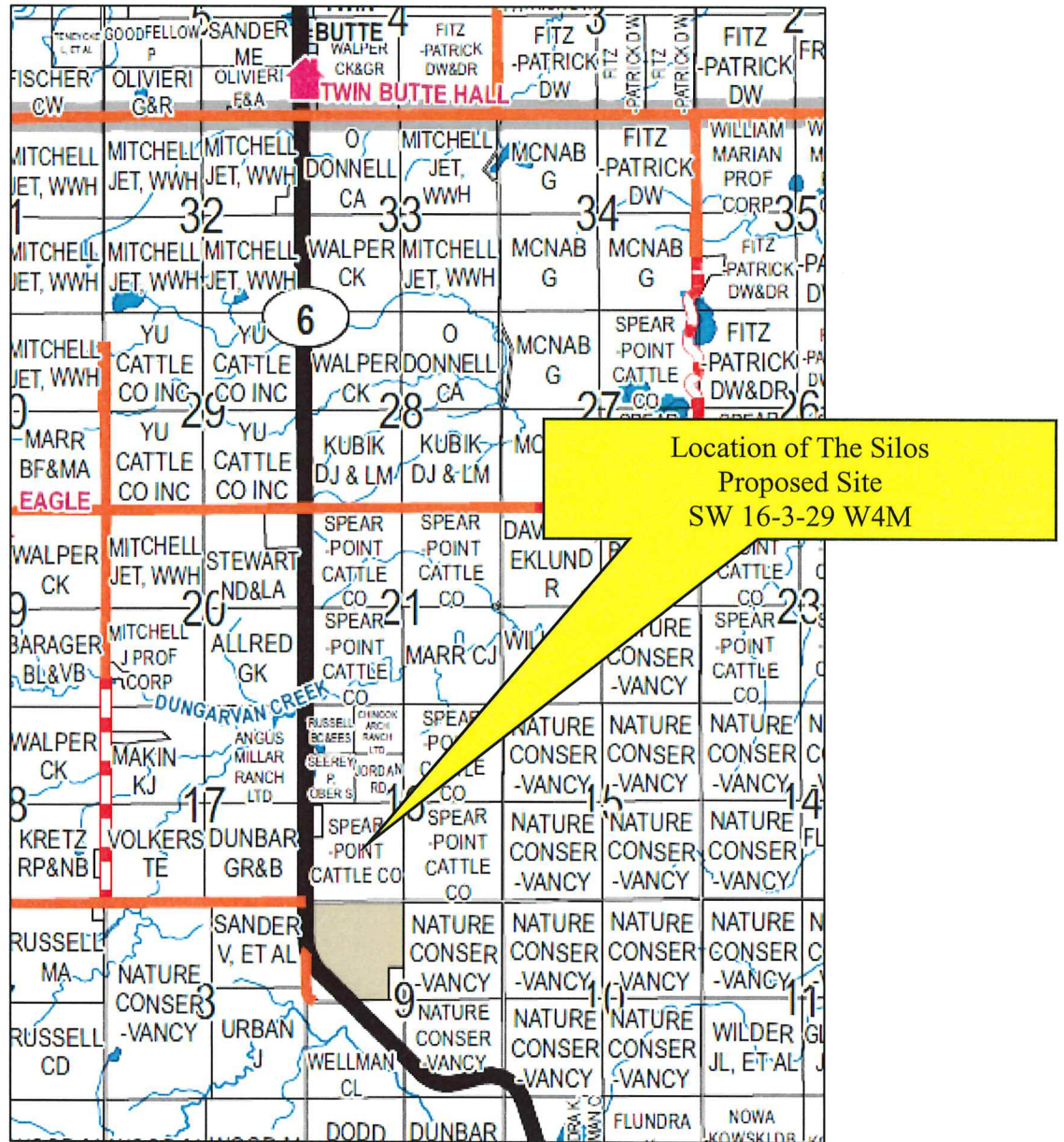
An amending bylaw, Bylaw No. 1340-22 has been prepared for Council’s consideration (*Attachment No. 3*). If council gives First Reading of the bylaw, the date for the required public hearing can be set.

Recommendation to Council

FINANCIAL IMPLICATIONS:

None at this time.

**Figure 1
Location**





MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

APPLICATION FOR AMENDMENT TO A MUNICIPAL PLANNING BYLAW

APPLICATION FEE \$600

RECEIPT NO. 55125

I/We hereby make application to amend the Bylaw No. _____.

Applicant: Spearpoint Cattle Company / C Marr

Address: Box 515 Twin Butte, AB Telephone: 403-627-4389

Owner of Land (if different from above): / spearpoint@jrtwave.com

Address: _____ Telephone: _____

Lot _____ Block _____ Registered Plan _____

or Certificate of Title _____

Quarter SW 16 Township 3 Range 29 Meridian W of 4th

AMENDMENT PROPOSED:

From: Agricultural

To: Recreational - Rural

REASONS IN SUPPORT OF APPLICATION FOR AMENDMENT:

I/We enclose \$ 600.00 being the application fee.

DATE: July 15. 22

Cindy and Clint Marr
Applicant

Spearpoint Cattle Company
Registered Owner

Information on this application form will become part of a file which will be considered at a public meeting.



* Image from <https://www.clorkformsilos.com/>

THE SILOS

Spearpoint Cattle Company Ltd. ("Spearpoint")
Prepared for: M.D. of Pincher Creek No. 9 Council
Valid as of August 15, 2022

The Silos Proposal	3
Objective	3
Re-zoning	3
Project Outline	3
Site Plans	6
Site	6
Roads and Parking	8
Land Use	8
Safety	8
Fire Safe	8
Bear Safe	8
Other	8
Water, Waste and Utilities	8
Water	8
Sewage	9
Garbage	9
Utilities	9

The Silos Proposal

Objective

The Silos is a business located where the mountains meet the prairies, situated below the Rocky Mountains and bordering Hwy 6 on the way to Waterton National Park. The peaceful and natural beauty of the land makes the location an ideal place to hold The Silos.

The additional accomodation in the area will encourage people to stay and contribute to the local economy. Additionally, we will provide our guests with pamphlets highlighting the many attractions, food joints and shindigs this area has to offer.

Re-zoning

To complete this project we require the rezoning of the parcel legally described as SW-16-03-29-W4 (150 acres, more or less) to Rural Recreation. Rezoning the entire parcel enables us to offer our guests space to explore the local area.

Project Outline

Our goal is to build 3 accommodations out of repurposed grain bins, with an additional grain bin to be used as a common space gazebo. Our use of repurposed grain bins allows us to build on the land without taking away from the rustic scenery. With the mountain viewscape and unique attractions, the area sees a multitude of local and non-local visitors year round. We wish to use the traffic that we already see and turn it into an experience people won't forget.

The Silos will be constructed from repurposed grain bins. They will be approximately 20ft wide x 20ft tall. Each bin will have 2 levels, the top being the bed room with a king-sized bed and amenities. The bottom level will consist of a small living room with a couch and chairs. The kitchen will consist of a countertop, sink, fridge, and microwave. The washroom will include a sink, shower, and toilet. Each bin will be fully insulated and suitable for 4 season living. The bins will be anchored to concrete pads as a foundation. Each bin will have its own electrical panel with full 120v service. Heat will be provided by small electric baseboard heaters, and AC will be provided by small window mounted units. There will be hot and cold water, with the hot water being supplied by on demand water heaters. Each silo will have a firepit and outdoor seating area.

THE SILOS

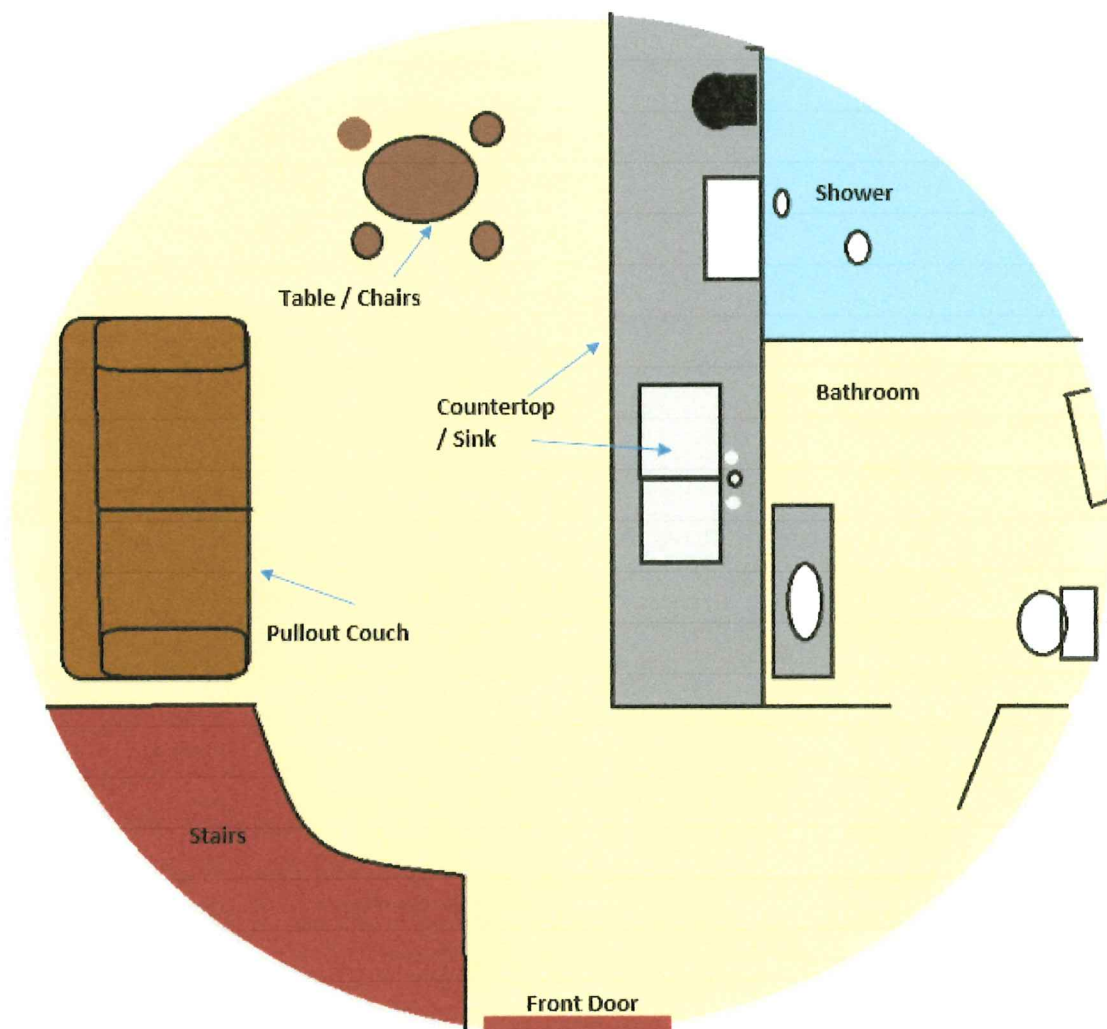
Additionally, the fourth bin will be converted into a community gazebo and barbequing area.

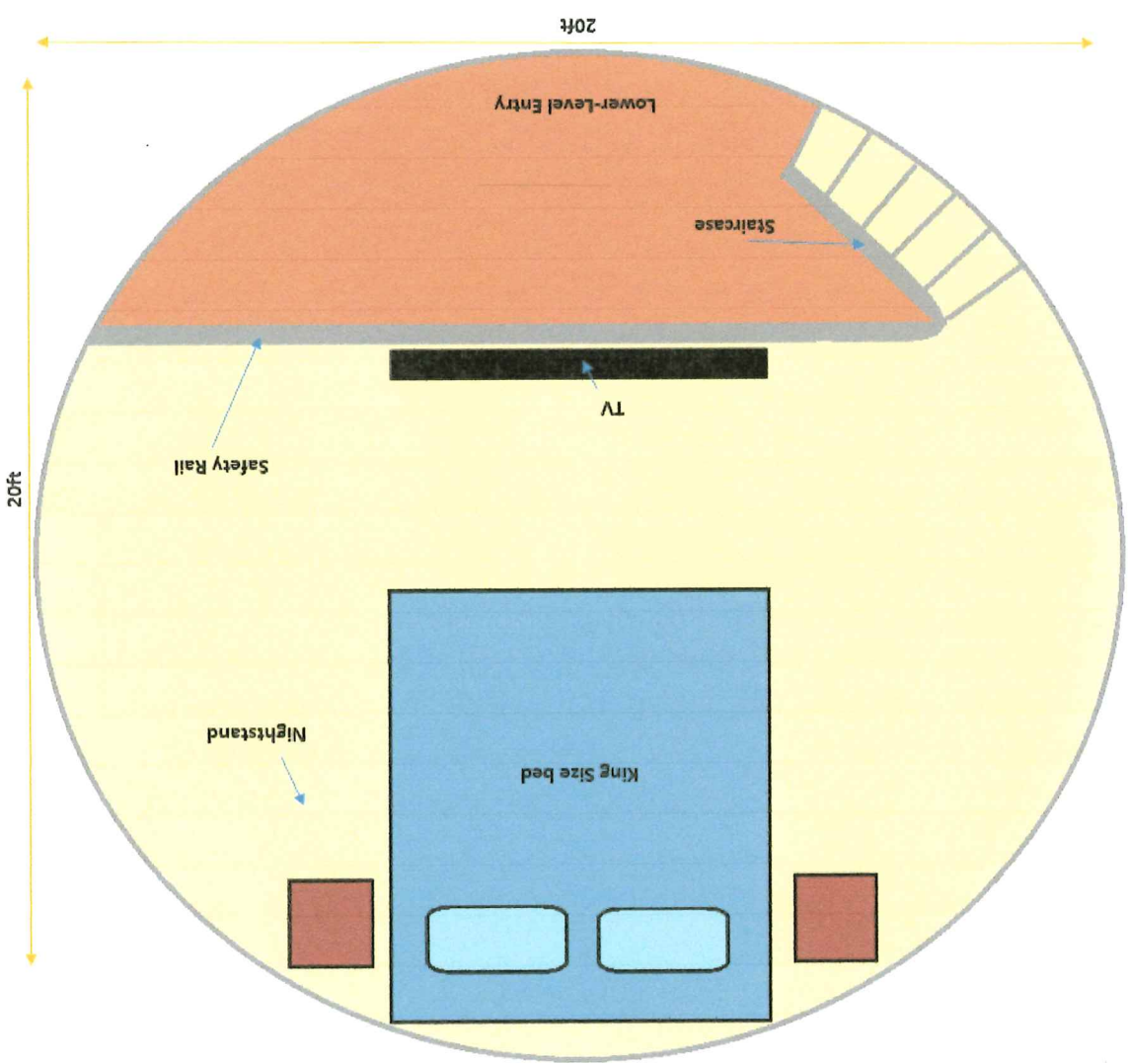
All structures will be built to meet the full effect of the *Alberta Building Code Requirements*.

At full capacity, there could be a maximum of 12 people occupying the property based on a 4 person per bin average.

Please see below sketches of the accommodations.

LOWER LEVEL

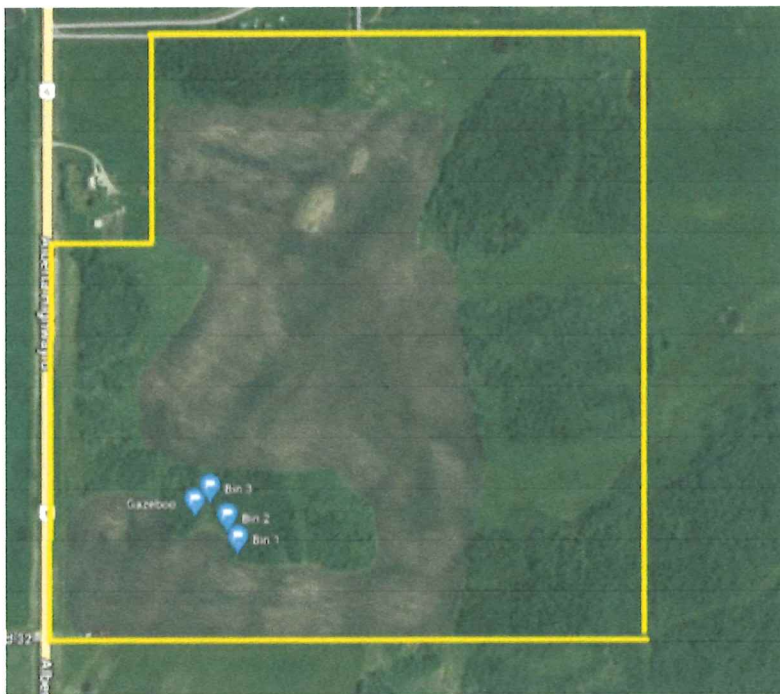




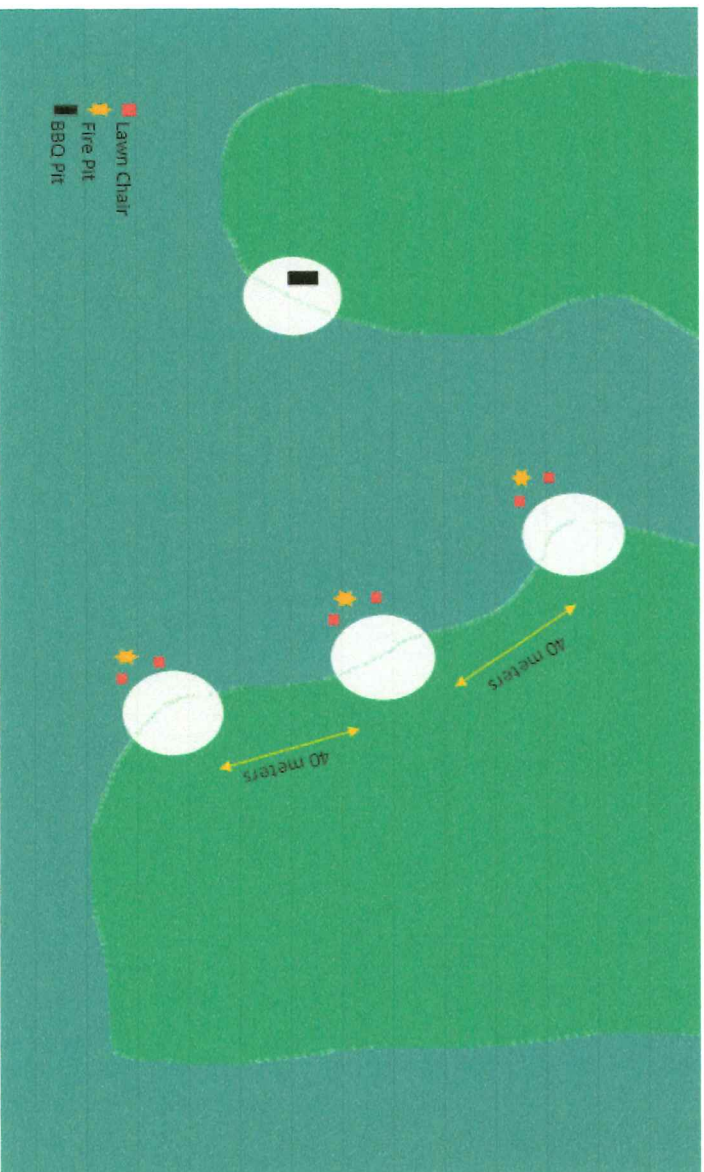
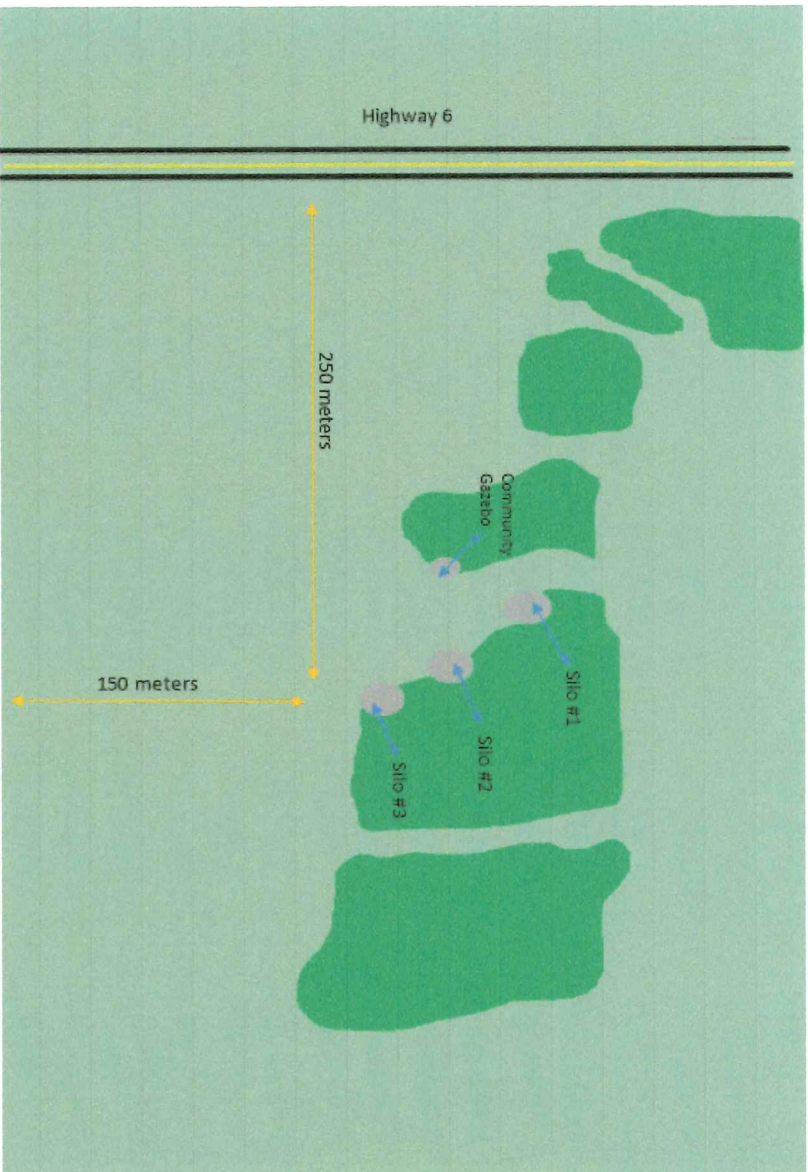
Site Plans

Site

Please see below the birds-eye view of The Silos location at SW-16-03-29-W4.



THE SILOS



Roads and Parking

The location is easily accessible as the property runs parallel to Highway 6. The roadway for access will be the Highway 6 existing approach at the southwest corner of the property. The parking will consist of a small gravel pad.

Land Use

The land is currently a hay field consisting of alfalfa and timothy grass. The majority of the remaining untouched acres will remain a producing hay field. The bins will be inset to the landscape so that there is minimal change to the viewscape.

Safety

Fire Safe

We will be utilizing Alberta FireSmart resources. This information will be emailed to our guests upon booking. Additionally, FireSmart resources will be provided within each accommodation and at the community gazebo.

Our fire pits will be situated 15 ft away from our accommodations and we will ensure that our guests abide by the local fire regulations.

Bear Safe

Having shared this land with bears for many years, we understand the importance of bear knowledge and safety. Upon booking, we will be providing guests with the Alberta BearSmart Guide to Playing Safely in Bear and Cougar Country. An additional guide will also be provided in each accommodation.

Other

Spearpoint Cattle Company. Ltd. and The Silos are committed to following all regional and local regulations and will also make a point to review all new legislations.

Water, Waste and Utilities

Water

We plan to excavate an area 20' ft x 20 ft x 10 ft deep to put in a large fresh water cistern. This cistern will supply each silo with fresh water for showers and washroom use. The water system will supply water to the silos via a demand water pump. The cistern will be filled with well water transported from Spearpoint's main well. This well water has been tested and is of good quality in compliance with the *Domestic Water Act*.

THE SILOS

Sewage

Each bin will be tied into a common sewage header that will lead to an underground tank. This tank will be equipped with a level alarm and sump pump for an open discharge style system.

Garbage

Garbage will be stored on-site in animal proof bins. The garbage will then be hauled off site to be disposed of as needed.

Utilities

Power will be brought onto the property from a paralleling line. One pole with the transformer feeding our underground services.

Each bin will have its own electrical panel with full 120v service. Heat will be provided by small electric baseboard heaters, and AC will be provided by small window mounted units. There will be hot and cold water, with the hot water being supplied by on demand water heaters.

We thank you for your consideration and look forward to hearing from you in due course.

Sincerely,

Spearpoint Cattle Co. Ltd.,
Per: Clint and Cindy Marr

**MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
BYLAW NO. 1340-22**

Being a bylaw of the Municipal District of Pincher Creek No. 9 in the Province of Alberta, to amend Bylaw No. 1289-18, being the Land Use Bylaw.

WHEREAS Section 639 of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26, as amended, provides that a municipality must pass a Land Use Bylaw; and

WHEREAS The Municipal District of Pincher Creek No. 9 is in receipt of a request to change the land use designation of lands legally described as:

Portion of SW16 3-29 W4M

And as shown on Schedule ‘A’ attached hereto, from “Agriculture - A” to “Rural Recreation 1 – RR-1”; and

WHEREAS The purpose of the proposed amendment is to allow for the development of a campground;

NOW THEREFORE, under the authority and subject to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, duly assembled does hereby enact the following:

1. This bylaw shall be cited as “Land Use Bylaw Amendment No. 1340-22”.
2. Amendments to Land Use Bylaw No. 1289-18 as per “Schedule A” attached.
3. This bylaw shall come into force and effect upon third and final passing thereof.

READ a first time this _____ day of _____, 2022.

A PUBLIC HEARING was held this _____ day of _____, 2022.

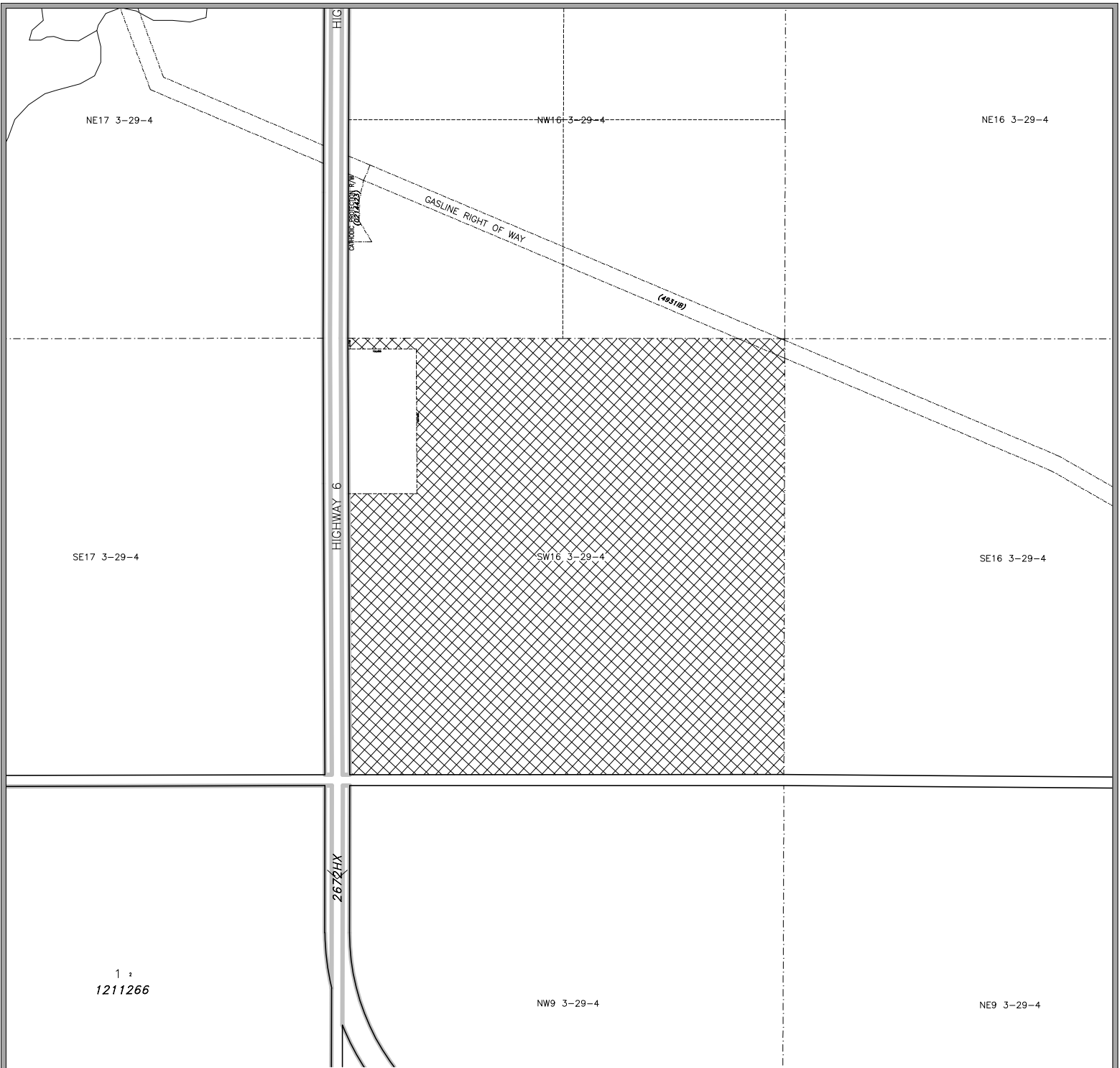
READ a second time this _____ day of _____, 2022.

READ a third time and finally PASSED this _____ day of _____, 2022.

Reeve
Rick Lemire

Chief Administrative Officer
Roland Milligan

Attachment
- “Schedule A”



LAND USE DISTRICT REDESIGNATION SCHEDULE 'A'



FROM: AGRICULTURE - A
TO: RURAL RECREATIONAL - RR-1

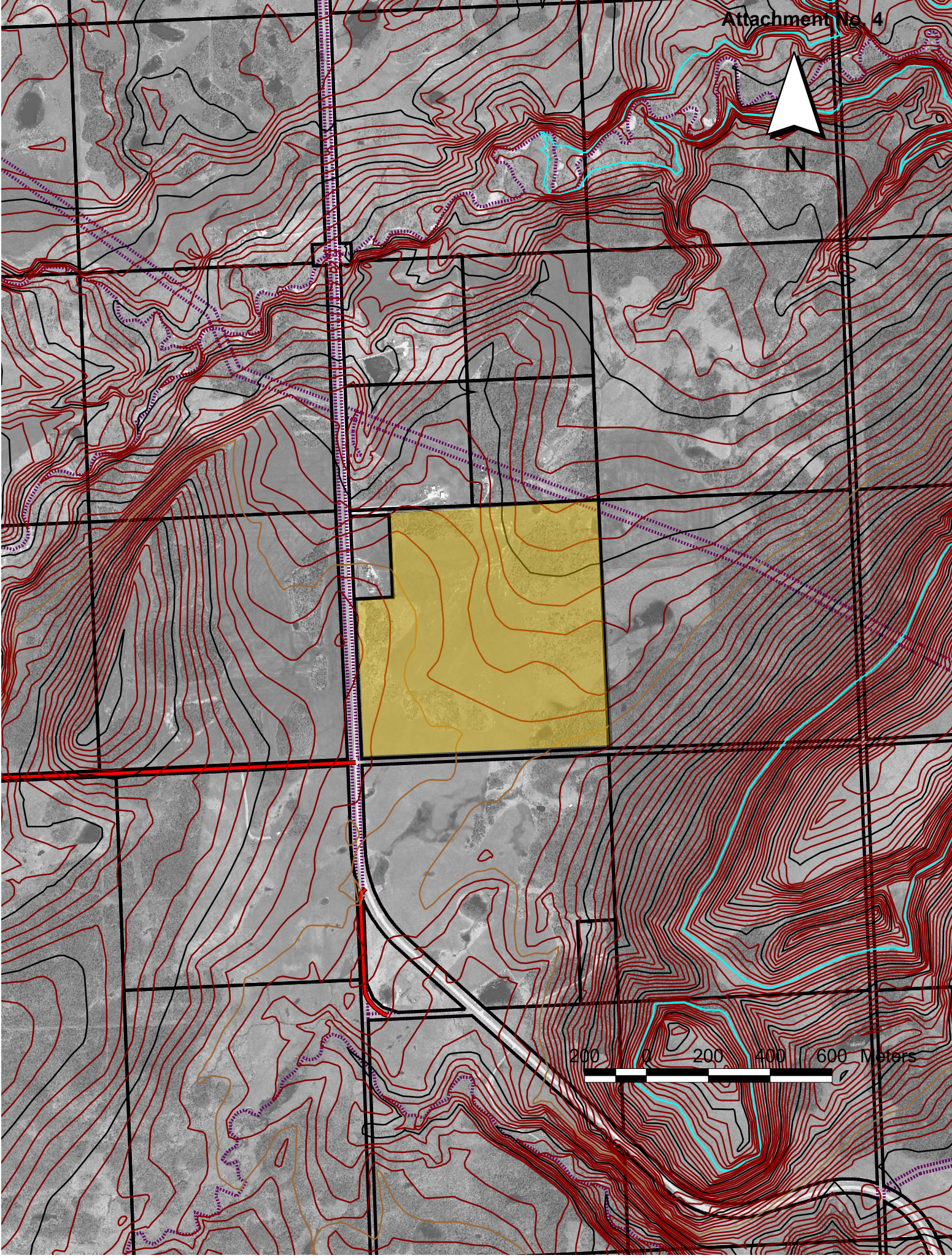
PORTION OF SW 1/4 SEC 16, TWP 3, RGE 29, W 4 M
MUNICIPALITY: MD OF PINCHER CREEK
DATE: AUGUST 10, 2022

Bylaw #: 1340-22
Date: _____



MAP PREPARED BY:
OLDMAN RIVER REGIONAL SERVICES COMMISSION
3105 16th AVENUE NORTH, LETHBRIDGE, ALBERTA T1H 5E8
TEL. 403-329-1344




"NOT RESPONSIBLE FOR ERRORS OR OMISSIONS"



200 0 200 400 600 Meters

Recommendation to Council

H3c

TITLE: LAND USE BYLAW AMENDMENT BYLAW No. 1341-22 PLAN 921 0672, BLOCK P, within W 34-7-30 W4M			
PREPARED BY: Roland Milligan		DATE: August 17, 2022	
DEPARTMENT: Planning and Development			
			ATTACHMENTS:
Department Supervisor	Date	<ol style="list-style-type: none"> 1. Application for Amendment to the Land Use Bylaw 2. GIS Map 3. Bylaw No. 1341-22 	
APPROVALS:			
			
Department Director	Date	CAO	Date

RECOMMENDATION:

That Council give first reading to Bylaw No. 1341-22, being a bylaw to amend Land Use Bylaw No. 1289-19, and set the time and date for the required Public Hearing.

BACKGROUND:

In May of 2022, the MD received an application from landowner Ron Sekella to amend the Land Use Bylaw, for the purpose of changing the designation his parcel from Grouped Country Residential – GCR to Agriculture – A (*Attachment No. 1*).

The applicant states that the purpose of the proposed amendment is to allow for the development of agricultural uses on the parcel which currently has some restrictions due to the current GCR designation.

The parcel was designated Grouped Country Residential as recently as February 2019. This is what the MD’s planner has referred to as a ‘Downzoning’. The original parcel was designated to GCR in 2019 in order to allow for the creation and subdivision of five (5) GCR lots. The Applicant’s parcel is quite a bit larger than the remaining four (4) GCR lots (*Attachment No. 2*).

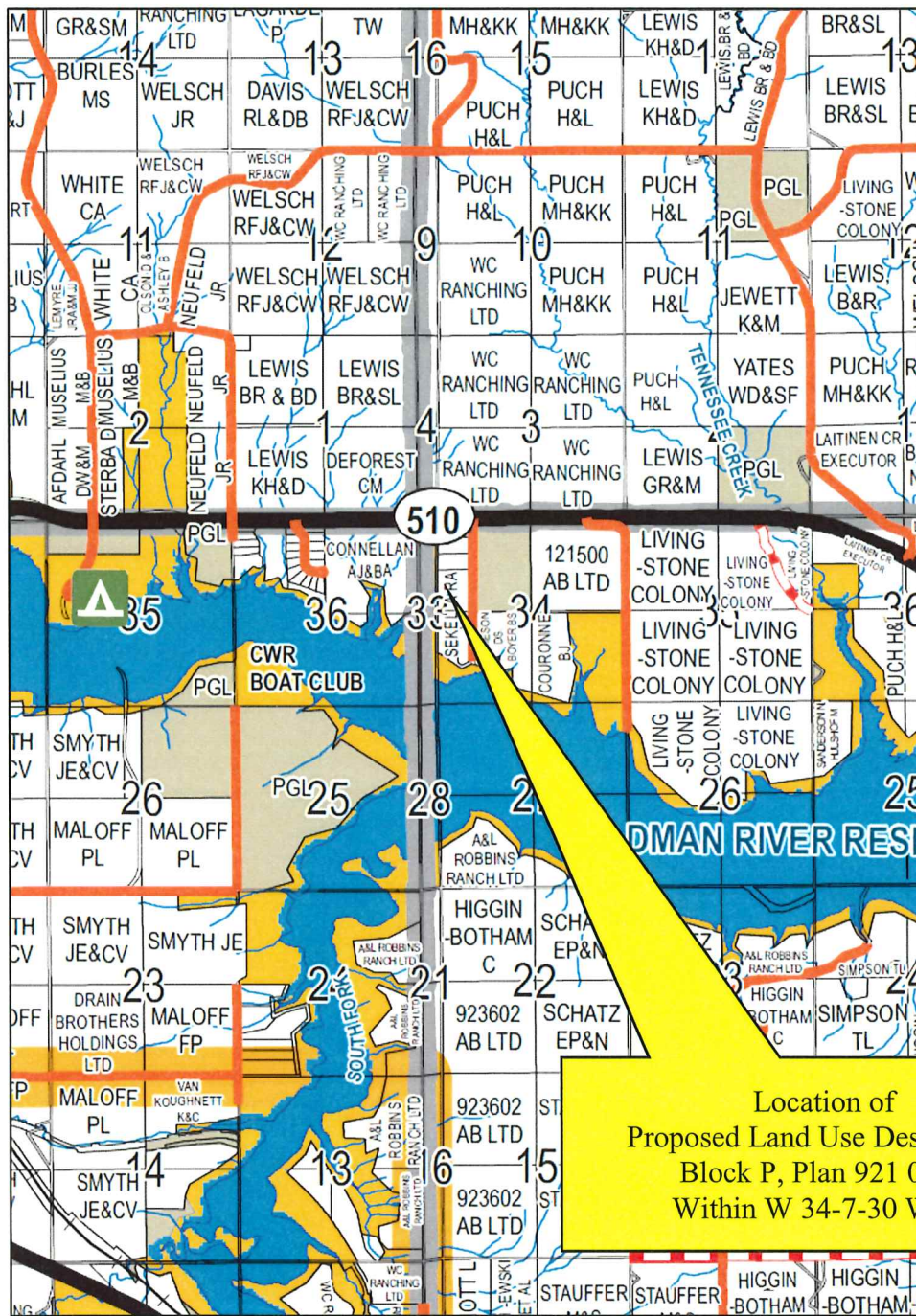
An amending bylaw, Bylaw No. 1341-22 has been prepared for Council’s consideration (*Attachment No. 3*). If council gives First Reading of the bylaw, the date for the required public hearing can be set.

FINANCIAL IMPLICATIONS:

None at this time.

Recommendation to Council

Figure 1 Location



Location of
Proposed Land Use Designation
Block P, Plan 921 0672
Within W 34-7-30 W4M



MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9

APPLICATION FOR AMENDMENT TO THE LAND USE BYLAW

APPLICATION FEE \$600

RECEIPT NO. 55440

I/We hereby make application to amend the Land Use Bylaw.

Applicant: Ronald Sekella

Address: PO Box 273 Cowlg HB TOK OPO Telephone: 403 339 0402

Owner of Land (if different from above): _____

Address: _____ Telephone: _____

Lot _____ Block P Registered Plan 9216672

or Certificate of Title _____

within Quarter SW-34 Township 7 Range 30 Meridian 4

AMENDMENT PROPOSED:

From: Grouped Country Residential

To: Agriculture.

REASONS IN SUPPORT OF APPLICATION FOR AMENDMENT:

Down zoning to allow for Berry Farm.
No further subdivision.

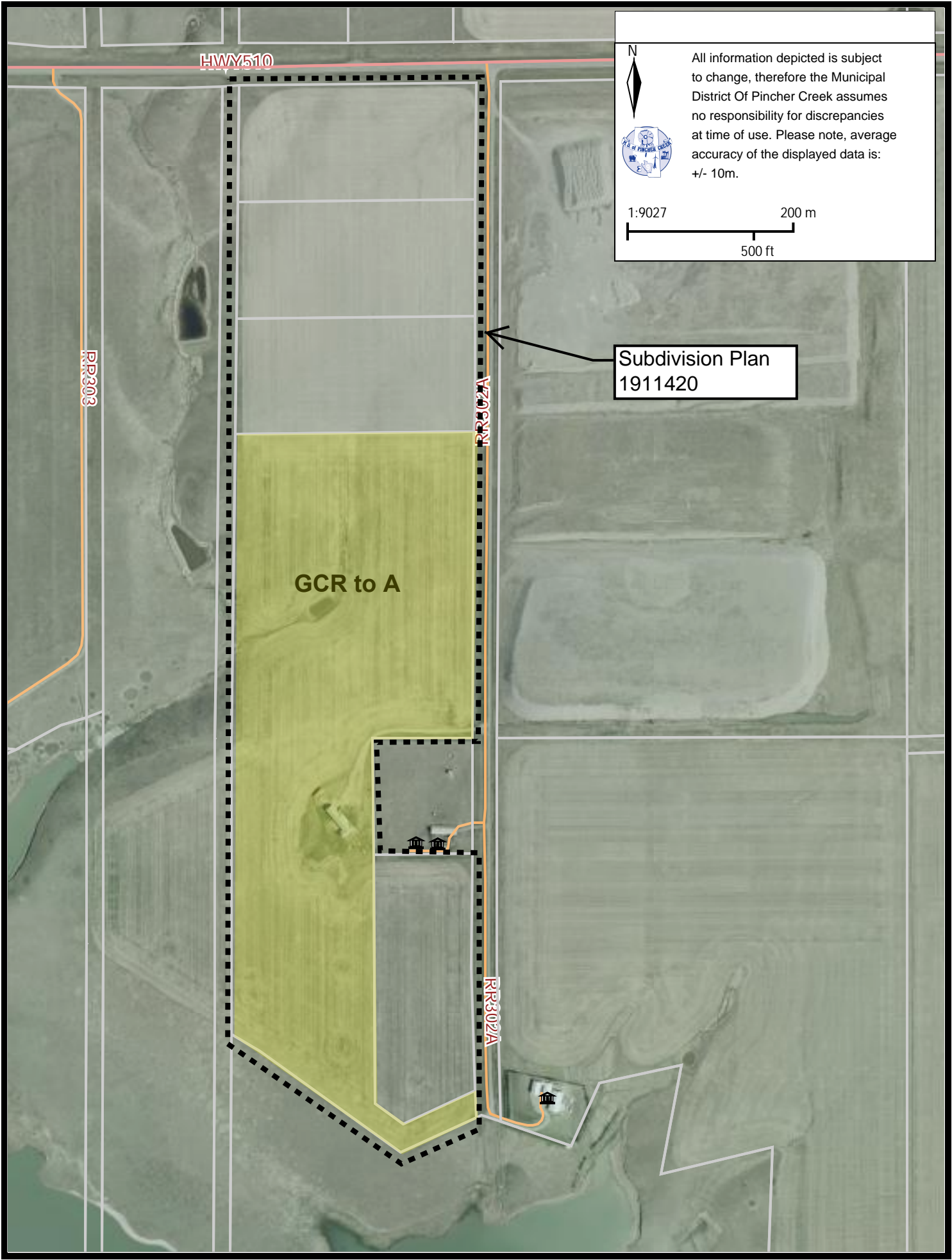
I/We enclose \$ 600 being the application fee.

DATE: Aug 8 2022
10 am

Ronald Sekella
Applicant

Registered Owner

Information on this application form will become part of a file which will be considered at a public meeting.



All information depicted is subject to change, therefore the Municipal District Of Pincher Creek assumes no responsibility for discrepancies at time of use. Please note, average accuracy of the displayed data is: +/- 10m.

1:9027

200 m

500 ft



Subdivision Plan
1911420

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
BYLAW NO. 1341-22

Being a bylaw of the Municipal District of Pincher Creek No. 9 in the Province of Alberta, to amend Bylaw No. 1289-18, being the Land Use Bylaw.

WHEREAS Section 639 of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26, as amended, provides that a municipality must pass a Land Use Bylaw; and

WHEREAS The Municipal District of Pincher Creek No. 9 is in receipt of a request to change the land use designation of lands legally described as:

Block P, Plan 9210672 within W1/2 34-7-30-W4M

And as shown on Schedule ‘A’ attached hereto, from “Grouped Country Residential – GCR” to “Agriculture - A”; and

WHEREAS The purpose of the proposed amendment is to allow for agricultural uses;

NOW THEREFORE, under the authority and subject to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, duly assembled does hereby enact the following:

1. This bylaw shall be cited as “Land Use Bylaw Amendment No. 1341-22”.
2. Amendments to Land Use Bylaw No. 1289-18 as per “Schedule A” attached.
3. This bylaw shall come into force and effect upon third and final passing thereof.

READ a first time this _____ day of _____, 2022.

A PUBLIC HEARING was held this _____ day of _____, 2022.

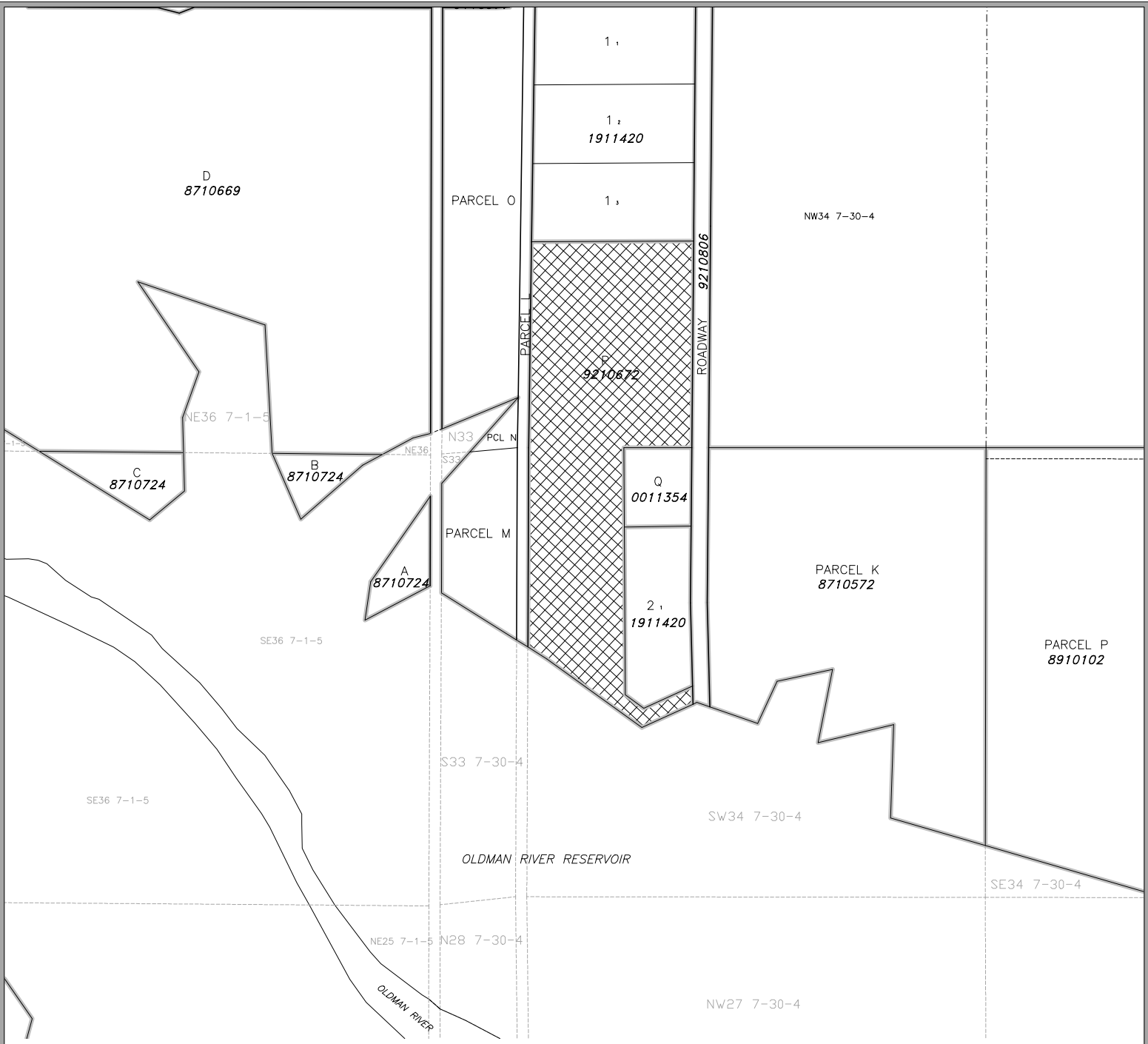
READ a second time this _____ day of _____, 2022.

READ a third time and finally PASSED this _____ day of _____, 2022.

Reeve
Rick Lemire

Chief Administrative Officer
Roland Milligan

Attachment
- “Schedule A”



**LAND USE DISTRICT REDESIGNATION
SCHEDULE 'A'**



FROM: Grouped Country Residential 'GCR'
TO: Agriculture 'A'

BLOCK P, PLAN 9210672
WITHIN THE W.1/2 SEC 34, TWP 7, RGE 30, W 4 M

MUNICIPALITY: M.D. OF PINCHER CREEK NO. 9
DATE: AUGUST 15, 2022

Bylaw #: 1341-22
Date: _____



MAP PREPARED BY:
OLDMAN RIVER REGIONAL SERVICES COMMISSION
3105 16th AVENUE NORTH, LETHBRIDGE, ALBERTA T1H 5E8
TEL. 403-329-1344
"NOT RESPONSIBLE FOR ERRORS OR OMISSIONS"

MUNICIPAL DISTRICT OF PINCHER CREEK NO. 9
BYLAW NO. 1338-22

Being a bylaw of the Municipal District of Pincher Creek No. 9 in the Province of Alberta, to amend Bylaw No. 1289-18, being the Land Use Bylaw.

WHEREAS Section 639 of the Municipal Government Act, Revised Statutes of Alberta 2000, Chapter M-26, as amended, provides that a municipality must pass a Land Use Bylaw; and

WHEREAS The Municipal District of Pincher Creek No. 9 is in receipt of a request to change the land use designation of lands legally described as:

A portion of Block OT, Plan 2420JK within NE 27-4-28 W4M

And as shown on Schedule ‘A’ attached hereto, from “Agriculture - A” to “Rural Recreation 1 – RR1”; and

WHEREAS The purpose of the proposed amendment is to allow for the development of a campground;

NOW THEREFORE, under the authority and subject to the provisions of the *Municipal Government Act*, Revised Statutes of Alberta 2000, Chapter M-26, as amended, the Council of the Municipal District of Pincher Creek No. 9, in the Province of Alberta, duly assembled does hereby enact the following:

1. This bylaw shall be cited as “Land Use Bylaw Amendment No. 1338-22”.
2. Amendments to Land Use Bylaw No. 1289-18 as per “Schedule A” attached.
3. This bylaw shall come into force and effect upon third and final passing thereof.

READ a first time this 14 day of June, 2022.

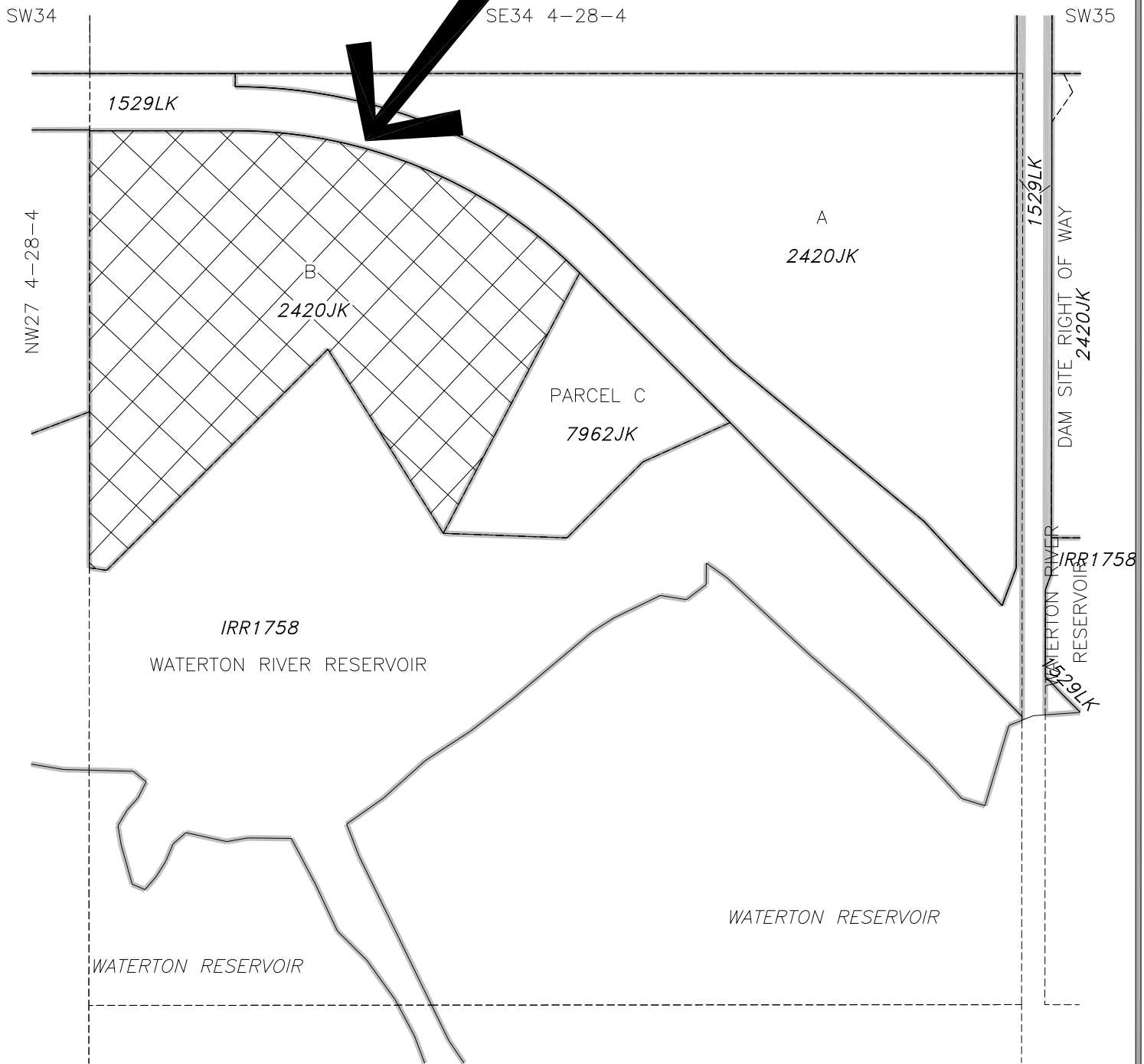
A PUBLIC HEARING was held this 12 day of July, 2022.

READ a second time this ____ day of _____, 2022.

READ a third time and finally PASSED this ____ day of _____, 2022.

Reeve
Rick Lemire

(Interim) Chief Administrative Officer
Roland Milligan



LAND USE DISTRICT REDESIGNATION SCHEDULE 'A'



FROM: Agriculture 'A'
TO: Rural Recreation 1 'RR-1'

DAM SITE B, PLAN 2420JK WITHIN
NE 1/4 SEC 27, TWP 4, RGE 28, W4 M
MUNICIPALITY: MUNICIPAL DISTRICT OF PINCHER CREEK
DATE: JUNE 14, 2022

Bylaw #: 1338-22
Date: _____



0 Metres 100 200 300 400



MAP PREPARED BY:
OLDMAN RIVER REGIONAL SERVICES COMMISSION
3105 16th AVENUE NORTH, LETHBRIDGE, ALBERTA T1H 5E8
TEL. 403-329-1344

"NOT RESPONSIBLE FOR ERRORS OR OMISSIONS"

CHIEF ADMINISTRATIVE OFFICER'S REPORT

July 8, 2022 to August 18, 2022

Discussion:

July 12	Council Committee Meeting and Council Meeting
July 14	Breakfast and Learn – Energy Presentation
July 15	EDO
July 18	Celebration of Life – Town Councilor Wayne Elliott
July 20	Police Advisory Committee via Zoom
July 26	Memorial for Former Councilor Grant McNab
July 26	Asset Management Check-In
August 3	Public Works Safety Meeting
August 4	PCREMO DEM and Deputy DEMs Meeting
August 6	SDO
August 8	Intermunicipal Development Plan Committee meeting
August 9	Pre meeting - Mediation Meeting - AEP Approval 464304-00-00
August 10	Mediation Meeting - AEP Approval 464304-00-00
August 17-18	Council Committee and Council Meeting prep

RECOMMENDATION:

That Council receive for information, the Interim Chief Administrative Officer's report for the period July 8, 2022 – August 18, 2022.

Prepared by:

CAO, Roland Milligan



Date: August 18, 2022

Respectfully presented to:

Council

Date: August 23, 2022

Administrative Support Activity since last Council Meeting
– prepared by Jessica McClelland, EA

Correspondence from last Council:

Letter of Commitment for MAMP Application: Municipal Infrastructure
South West Waste Management
Ag for Life – Connecting Kids to Agriculture Annual Contribution
Invitation to Council Meeting - Allied Arts (will be attending later in Fall)

Advertising/social:

Announcement of passing of Councillor Wayne Elliott
RFP for mowing in MD
Property tax late payment reimbursement if land titles was delayed (GoA program)
Update on Eco Center
Announcement of new CAO
Standpipe issues (multiple)
Announcement of passing of Councillor Grant McNab
Seeking board members for ASB and Subdivision Development Appeal Board
AAFC guide to wireworm in western crop
Landfill announcement of Heritage day pick up of garbage
Employment opportunity – water distribution and collection specialist
Advertising/Posting public hearing bylaw 1337-22
Advertising/Posting public hearing bylaw 1339-22
Call for volunteers – Fair and Rodeo
Fire advisory notice
Closure of offices – August 1, 2022
2023 FCSS applications
2023 Joint funding applications
Bat kits at Library
Fire restrictions
Employment opportunity – Op 2
Opening of eco centre
Fire ban
Beaver mines project bi-weekly update to community

Other Activities:

Added page on website for Rural Crime Watch
Assisted BMCA with survey re: pathway
Organized Council for parade/pancake breakfast

Upcoming Meetings of Importance:

Regular Committee and Council August 23, 2022



June 2022

Grant Specialist report for general circulation.

Joint Council funding applications are starting to trickle in with 4 applications received so far. I expect a flurry of application as we near the deadline.

I am happy to report that the application for the Castle River Rodeo grounds power upgrades might not be as dead in the water as we originally thought. The Lions are moving forward on the understanding that only part of the funding will be non-repayable with the rest as a loan type agreement with the GOC.

The Lebel mansion received the full amount of funding allowed through the Alberta Historical Resources Foundation. Many thanks to Wendy and Town staff for making sure I had everything I needed to write this proposal.

Town staff were busy providing information for a \$125,000 application for the play spaces at the daycares this month too.

MD staff have been in touch with a number of projects, such as energy efficiency upgrades and the Beaver Mines pathways.

Please let me know if you would like any clarification on any of the points in this report.

Fast Facts

Total Applications made since May 2018	Funding received to date (This is money in the bank for organizations)	Funding outstanding. (This is applications made, but yet to have responses from funders)
\$ 6,802,995.00	\$ 1,732,365.00	\$ 1,471,212.00

We appreciate your support.

Liza Dawber

Pincher Creek Community Grant Specialist – Grants@pccdi.ca or 403-682-7421

From: [Patty Richards](#)
To: payroll@pinchercreek.ca; [Bonnie Kawasaki](#); [Jessica McClelland](#); communications@mdpinchercreek.ca
Subject: Follow up to Nature Positive presentations by Yellowstone to Yukon
Date: July 14, 2022 3:56:27 PM
Attachments: [Nature-PositiveEconomicDevForSWAB_ExecSummary_July14_Digital.pdf](#)

Hello Bonnie, Kristie and Jessica!

In follow up to the presentations we made to your councils, I happy to share with you our report called '[Nature-positive Economic Development for Southwest Alberta](#).' We hope this work, informed by your local government, community groups and individuals, offers an approach to diversifying the region's economy, while also supporting nature.

We hope to come back to speak with the councils when time permits to discuss further. In the meantime, I hope you can share internally to all members of councils and relevant staff members?

As you know, we have been working with Alberta-based Stormy Lake Consulting to facilitate the research and discussions on ways the region could attract long-term economic growth while maintaining its natural beauty and supporting watershed protection. This is called 'nature-positive' economic development — a global movement to recognize the value of nature, place it on the path of regeneration and recovery, and transform our shared world to one where people, economies and nature thrive together.

What we heard?

Community feedback highlighted three key nature-positive economic drivers for the region:

- Tourism
- Renewable energy
- Agriculture

These economic drivers could be bolstered by supporting:

- New and existing housing
- Education
- Broadband
- Business development
- Communications initiatives

One of the participants in the community sessions said: "We have to sell the idea that nature can help our economy when nature is our economy — grasslands for grazing, water to sustain us and fish in, mountains to climb. It feels like we're pitting one against the other. Wouldn't it be great if we came out and said, 'Wilderness is our economy'? Whatever is coming out of the mountains is going to sustain and save us."

We agree. This report identifies ways in which communities in southwest Alberta can diversify local economies while supporting nature; but it will take a collective approach to get there.

Next steps

Attached is the Executive Summary. You can download it and the full report on Y2Y's website at y2y.net/NaturePositiveAB.

We hope local communities, businesses and economic development authorities can use the report in planning and development. The report can serve as an information source for vulnerable communities and economies requiring good, stable jobs— while preserving clean water and healthy, intact landscapes for generations to come.

Please let me know if you would like more information on potential use of this report. I would be happy to have a discussion and answer any questions you may have. You can either respond to this email or give me a call at **404-807-6948**.

Kind regards,

Patty Richards

She/Her

Alberta Program Advisor

Yellowstone to Yukon Conservation Initiative (Y2Y)

200, 1350 Railway Avenue, Canmore, Alberta, T1W 1P5

(403) 807 - 6948

Patty@y2y.net/www.y2y.net

Nature-Positive Economic Development for Southwest Alberta

EXECUTIVE SUMMARY | JULY 2022



STORMY
LAKE
CONSULTING

Why?

Nestled between the Rocky Mountains and the prairies and sustained by abundant natural resources, majestic wildlife, and caring people, southwest Alberta is a natural corridor for people, energy, goods and services, and animals.

The intent of this initiative, led by Y2Y, in southwest Alberta is to identify opportunities for economic development that also support a healthy environment—also known as ‘nature-positive.’ Residents have expressed a desire for their community to thrive, recognizing that requires both meaningful income opportunities and access to the outdoors. The two are interrelated and each is required for a flourishing future.

Each community would likely define success for this work in different terms. Considering its broad scope, every community will likely find something that resonates with

them, but is unlikely to see themselves in every corner of this report. Nor do they need to. Success for this work is about a trajectory of change and growth, with the region collectively moving towards a future that aligns economic development with increased health for the environment.

Success will not be imposed from outside the region, it will grow and be nurtured from within. Local initiatives and local champions will create the most sustainable path forward. This report shares an array of ideas, some of which may be familiar. The timing of its release aligns with a global momentum that will help with actions at the local level.

How?

To identify the current situation and potential for nature-positive economic development, the project was conducted in three phases.

PHASE 1

A socio-economic review of the region quantified areas of growth, potential, and concern.

PHASE 2

A summary of forecast plans and activities identified the good work already being done in the region.

PHASE 3

A qualitative perspective gathering process with southwest Alberta communities and Indigenous groups sought to understand the region.

This work was supported by the advice of members of two advisory panels — one comprised of economists and one comprised of community members. Input from members of these panels was integral to and directly informed this report.



Photo credit: Alberta SouthWest, David JF Thomas

What We Heard

Not everyone agrees that both economic and environmental prosperity are achievable: many believe there must be trade-offs and concessions. We heard that either the land is protected or there are high-paying jobs in the region, but not both. Economic challenges are significant, and demand urgent attention. People are passionate about staying in the place where their families have thrived, and yet young people are leaving. There is a strong desire to ensure economic opportunities to which young people can return.

We heard that there are good opportunities for cross-sector and cross-community cooperation and problem-solving. There are opportunities for leaders in tourism, economy, extractive industry, and agriculture to collectively explore land management. Communication could be opened up between different groups, such as those who pursue outdoor recreation in natural areas and those who pursue the extraction of natural resources. To gain traction for lasting impact, proposed solutions for balancing both environment and economy must acknowledge and rely on the interdependence of all the actors.

Those involved in this work primarily viewed land management options through one of three perspectives: protection, management, or resource. The protected perspective focuses on the benefits of parks development and making the land largely inaccessible to industry. However, most participants in the qualitative research felt this approach was unrealistic and believed it to be an agenda led by conservation groups. The managed perspective is the most widely shared: with careful management, the environment can be sufficiently protected. This perspective seeks the most balanced approach to economic and

environmental sustainability. The resource perspective values the land for the resources it provides and focuses on how value can be extracted. Preservation of land and resources is important to sustaining lives and communities as long as it has only an acceptable limit on the economic value.

A nature-positive approach, which promotes both economic prosperity and environmental sustainability, requires the economy and the environment be incorporated as equal, interrelated components in decision-making processes. Initiatives must be evaluated against clearly articulated desired outcomes as well as potentially negative impacts, for both economy and environment in tandem.

This project also includes a parallel and ongoing engagement with Indigenous communities and community members about nature-positive development, including responsibility to community, tourism, economic development, education and genuine inclusion in decision-making.

Tourism was a key theme in the qualitative research; however, the community is not unanimous in its perceptions. There is tension among the desire for the benefits tourism can provide (from jobs to improved services), concerns about the negative impacts of increased visitation, and lack of requisite (or funded) infrastructure.

Tourism is often the first consideration when historically resource-driven communities consider diversification. It leverages the natural, beautiful landscapes, is aligned with the recreational activities that locals value highly, and builds upon nearby attractions.

But quality of life is an essential aspect of life in southwest Alberta, and tourism is only valued insofar as it enhances residents' lives. Locals are leery of crowds over-visiting the trails and landscapes, and skeptical of tourism's ability to bring meaningful employment.

However, comparable communities have shown that tourism dollars can, when focused appropriately, lead to positive outcomes well beyond the tourist sector itself: attracting a growth in population in areas closer to town centres, encouraging additional entrepreneurialism, tax dollars, business development, and manufacturing.

Equally important, nature-positive economic development must include the housing, industrial development, agriculture, and renewable energy sectors;

tourism alone, indeed no single sector or industry, will foster economic resilience.

The qualitative research identified that a new narrative is required — one that builds on the strength of the communities, the opportunities of new business development, existing park land, and the emerging recreation and tourism opportunities. The new narrative might also focus on how the community is breaking ground, leading a new approach to developing the land and the economy responsibly.

There is an opportunity to develop an overarching and collaborative vision for southwest Alberta as a whole. This would dispel the tension between individuals and groups pursuing their own interests at the expense of the collective. Research participants weren't clear about what the region stands for or how their particular community fits under a regional umbrella. Southwest Alberta is a large and diverse area, so an overarching vision for the region must recognize the distinct needs, personalities and ambitions of each local community. A singular approach for all southwest Alberta is less likely to succeed.



Photo credit: Shutterstock

Paths Forward

Many existing initiatives are underway in southwest Alberta to support nature-positive economies. In addition, this research and analysis has identified new, realistic strategies to move forward. The paths forward are derived exclusively through a third-party analysis of the feedback obtained from all of the communities engaged in this work.

Recommended strategies, whether proposed or existing, have been chosen based on these guiding principles:

- **Creates net new jobs**
- **Creates both economic and environmental benefits**
- **Supports truth and reconciliation**
- **Engages youth or multiple generations**
- **Amplifies community initiatives wherever possible**

TOURISM

Support existing initiatives—such as the South Canadian Rockies Destination Tourism Management Organization—and regional and municipal efforts in parks and trails creation and the support that can be provided through the Alberta Government.

Create new initiatives, such as increasing interface with technology like travel apps and guides, a regional wayfinding program or industry incubator programs.

RENEWABLE ENERGY

Support existing initiatives, such as the Southern Alberta Alternative Energy Partnership and Energy Futures Lab events to foster the development of solar, wind, and bioenergy in the region, and Opportunity Development Cooperatives for community-owned renewable energy.

Continue to work with provincial and federal governments to find program synergies.

AGRICULTURE

Support existing initiatives that connect land-use planning with relevant organizations to identify natural areas for consideration and those initiatives which improve access to innovation, trends, and succession plans.

Continue to work with the Government of Alberta to identify synergies and amplify their initiatives associated with this work.

Develop approaches for agricultural Land Reserves and youth curriculum for best sustainable agriculture practices.

LAND-USE & HOUSING

Promote such practices as conservation design, preservation development, and smart growth as appropriate in land-use planning. Underpin these with ecosystem service assessments at the community level and utilize localized land-use zoning, tax structures and planning maps to manage growth sustainably.

BUSINESS DEVELOPMENT

Identify and share best practices in value-add business development including siting, licensing, infrastructure, technology application and supporting entrepreneurs.

BROADBAND

Support the Alberta SW and local government needs for 'last mile' broadband connectivity with providers and the federal and Alberta Government broadband strategies.

EDUCATION

Support regional planning and collaboration on the incentivization of post-secondary institutions to create satellite campuses and distributed learning in the area, and support fledgling regional initiatives in health care, renewable energies and heritage building conservation.

Inspiring Local Action

This report points towards a future where nature-positive development helps local communities thrive. It identifies many existing initiatives that are moving in this direction.

More than food for thought, we hope this report encourages local action. Use the nature-positive lens for all land-based decision-making. Help sustain local initiatives. Be a leader and inspire your communities to action. Nature-positive development is an idea gaining both local and global traction that can help conserve all that we love, while sustaining thriving communities in perpetuity.

PROJECT FUNDING

This project was funded by the Government of Alberta's 'Community Initiatives Program' and by Alberta Ecotrust.



Read the full report at y2y.net/NaturePositiveAB



The Pincher Creek Co-operative Association Limited

P.O. Box 970
1300 Hewetson Avenue
Pincher Creek, Alberta
T0K 1W0 Canada



J1b

RECEIVED
JUL 13 2022
M.D of Pincher Creek

July 11, 2022

Dear MD of Pincher Creek Reeves & Council:

RE: 100th Anniversary of Pincher Creek Co-op luncheon

The Pincher Creek Co-operative Association Ltd cordially invites you to a luncheon, celebrating our 100 years anniversary. The Pincher Creek Co-op opened in 1922 and has been a central part of our local economy.

The come-and-go luncheon will take place from 11 am to 2 pm on Saturday, September 17th, 2022 at our Farm and Home store, located at 1225 Main Street, Pincher Creek. It will include a BBQ of burgers, hotdogs, salad, and cake. Come to eat, socialize, and reflect on the 100 years of Co-op being a part of our community.

If you have any questions, please feel free to contact me at the Pincher Creek Co-op. We look forward to your presence and hope you enjoy the day.

Yours cooperatively,

Kori Fast
General Manager
Kori.Fast@pinchercreek.crs
403.627.2667 ext 123



Date: July 22, 2022

To: Alberta Municipalities

From: Orysia Boychuk, President, Ukrainian Canadian Congress – Alberta Provincial Council

RE: Ukrainian Independence Day 2022 (Aug 24) & Ukrainian Heritage Day 2022 (September 7)

Ukraine's 31st Independence Day is approaching on August 24th, 2022, as well as Ukrainian Heritage Day on September 7, 2022. We would like to thank all the municipalities in Alberta that have acknowledged these important dates by lifting a Ukrainian flag or displaying a banner. This year more than ever it is important to acknowledge these dates and display Alberta's solidarity with Ukraine, those who have newly arrived fleeing the war and the diaspora that has worked tirelessly to assist the Ukrainian Nationals. The war was caused by Russian military aggression and has accounted for many lost lives, damaged infrastructure and displaced Ukrainians.

The Ukrainian Canadian Congress – Alberta Provincial Council (UCC-APC) is inviting all municipalities to raise the Ukrainian Flag, display a banner, or light up significant structures with blue and yellow colors on these 2 important dates. We appreciate all the support so many communities have provided to assist Ukrainians in their home country and on arrival to Alberta.

UCC-APC also encourages short ceremonies where possible and including all ethnic and refugee groups as appropriate. We would also appreciate receiving any photos or short notes about these events. UCC-APC will proudly display these photos on our social media pages and share with our national organization the Ukrainian Canadian Congress to showcase Alberta's commitment to this important cause and that we remain the cradle of Ukrainian settlement in Canada.

Orysia Boychuk, President

UCC-APC



TOWN OF PINCHER CREEK
Box 159, 962 St. John Avenue, Pincher Creek, AB T0K 1W0
Phone: 403-627-3156 Fax: 403-627-4784
reception@pinchercreek.ca
www.pinchercreek.ca



July 28, 2022

Municipal District of Pincher Creek # 9
Box 279
Pincher Creek, Ab. T0K 1W0
Att'n. Roland Milligan, CAO

Dear Roland,

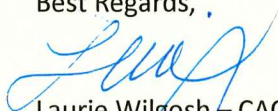
Please be advised that the Council for the Town of Pincher Creek passed the following resolution at the July 25, 2022 Council meeting:

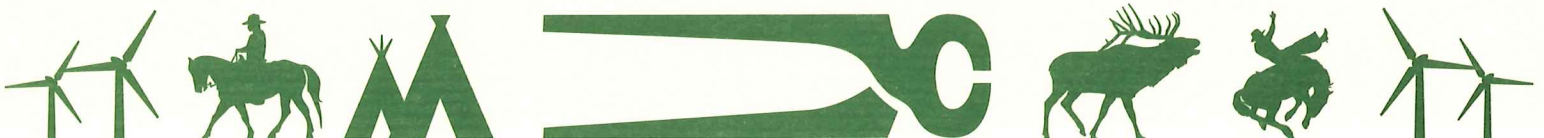
Barber: That Council for the Town of Pincher Creek receive the recommendations from the Intermunicipal Collaboration Framework Committee as provided.

- A) That both the M.D. and the Town Councils budget \$5000 in the 2023 operating budget to engage a facilitator for a regional facilities/capital structures planning session,
- B) That the Humane Society Operating Agreement be approved with a term increase from one year to a three year term,
- C) That both the Recreation Master Plan and the Trail System be added to the ICF agreement during the next agreement revisions. Carried

Please let me know if you require any additional information.

Best Regards, .


Laurie Wilgosh – CAO
Town of Pincher Creek



From: [FCSS](#)
To: [FCSS](#)
Subject: Police Advisory Committee: Crime Stats and September meeting date
Date: August 5, 2022 1:42:48 PM
Attachments: [SAD Provincial June 2022 Five Year Crime Stats.pdf](#)
[07 Police Advisory MINUTES 07202022.docx](#)

Hello everyone,
Hope you each had a great week!

Please find attached:

- July 20, 2022 Meeting minutes. Please note that an update from Rural Crime Watch and Citizens on Patrol is included as it was received via email.
- Pincher Creek Crime Stats to end of June 2022

As discussed, there are some conflicts for our September meeting. It was decided that we will move ahead with a meeting on the date that most people could attend. **Could you please respond with which date works best for you, either:**

- **Wednesday, Sept 21 @ 4:00pm**
- **Wednesday, Sept 28 @ 4:00pm**

Once decided, I'll send out calendar invite and meeting materials.

Many thanks,
Andrea

Andrea Hlady (she/her), M.A.
Coordinator, Pincher Creek & District
Family and Community Support Services
E: fcss@pinchercreek.ca
Office: (403) 627-3156
Direct: (403) 627-4406



I acknowledge that we are on Treaty 7 territory, the traditional territories of the Blackfoot Nation, including Siksika, Piikani, Kainai, the Tsuut'ina Nation and the Stoney Nakoda First Nations. I acknowledge all the many First Nations, Métis and Inuit whose footsteps have marked these lands for centuries.



Pincher Creek Provincial Detachment Crime Statistics (Actual) January to June: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	1	2	1	N/A	-50%	0.4
Sexual Assaults		4	7	3	2	3	-25%	50%	-0.7
Other Sexual Offences		4	3	0	0	9	125%	N/A	0.7
Assault		32	42	38	36	21	-34%	-42%	-2.8
Kidnapping/Hostage/Abduction		1	1	0	0	1	0%	N/A	-0.1
Extortion		0	0	2	2	0	N/A	-100%	0.2
Criminal Harassment		10	11	11	18	9	-10%	-50%	0.5
Uttering Threats		12	21	13	17	7	-42%	-59%	-1.4
TOTAL PERSONS		63	85	68	77	51	-19%	-34%	-3.2
Break & Enter		27	21	20	9	19	-30%	111%	-2.8
Theft of Motor Vehicle		11	14	12	7	11	0%	57%	-0.7
Theft Over \$5,000		4	4	4	2	1	-75%	-50%	-0.8
Theft Under \$5,000		58	48	47	52	45	-22%	-13%	-2.2
Possn Stn Goods		7	6	13	10	5	-29%	-50%	0.0
Fraud		17	28	27	34	27	59%	-21%	2.6
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		0	0	22	17	14	N/A	-18%	4.5
Mischief - Other		30	53	14	21	26	-13%	24%	-4.0
TOTAL PROPERTY		154	174	159	152	148	-4%	-3%	-3.4
Offensive Weapons		0	5	3	4	15	N/A	275%	2.9
Disturbing the peace		34	30	32	22	19	-44%	-14%	-3.8
Fail to Comply & Breaches		36	72	55	13	12	-67%	-8%	-10.7
OTHER CRIMINAL CODE		8	9	18	11	6	-25%	-45%	-0.2
TOTAL OTHER CRIMINAL CODE		78	116	108	50	52	-33%	4%	-11.8
TOTAL CRIMINAL CODE		295	375	335	279	251	-15%	-10%	-18.4



Pincher Creek Provincial Detachment Crime Statistics (Actual) January to June: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		6	7	10	3	4	-33%	33%	-0.8
Drug Enforcement - Trafficking		2	1	3	4	1	-50%	-75%	0.1
Drug Enforcement - Other		0	0	1	0	2	N/A	N/A	0.4
Total Drugs		8	8	14	7	7	-13%	0%	-0.3
Cannabis Enforcement		0	1	0	0	1	N/A	N/A	0.1
Federal - General		7	9	3	0	7	0%	N/A	-0.9
TOTAL FEDERAL		15	18	17	7	15	0%	114%	-1.1
Liquor Act		63	87	46	24	17	-73%	-29%	-15.5
Cannabis Act		0	1	1	3	2	N/A	-33%	0.6
Mental Health Act		31	12	27	34	34	10%	0%	2.8
Other Provincial Stats		49	55	39	48	23	-53%	-52%	-5.9
Total Provincial Stats		143	155	113	109	76	-47%	-30%	-18.0
Municipal By-laws Traffic		0	1	0	0	0	N/A	N/A	-0.1
Municipal By-laws		10	12	9	13	3	-70%	-77%	-1.3
Total Municipal		10	13	9	13	3	-70%	-77%	-1.4
Fatals		0	0	0	0	0	N/A	N/A	0.0
Injury MVC		13	7	4	4	6	-54%	50%	-1.7
Property Damage MVC (Reportable)		135	96	99	95	95	-30%	0%	-8.1
Property Damage MVC (Non Reportable)		25	13	13	11	9	-64%	-18%	-3.4
TOTAL MVC		173	116	116	110	110	-36%	0%	-13.2
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	2	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		737	877	301	485	531	-28%	9%	-80.4
Other Traffic		3	7	8	0	1	-67%	N/A	-1.1
Criminal Code Traffic		38	43	39	26	25	-34%	-4%	-4.3
Common Police Activities									
False Alarms		54	15	16	32	16	-70%	-50%	-5.9
False/Abandoned 911 Call and 911 Act		30	33	28	25	16	-47%	-36%	-3.6
Suspicious Person/Vehicle/Property		39	54	74	43	33	-15%	-23%	-2.3
Persons Reported Missing		6	10	13	13	7	17%	-46%	0.5
Search Warrants		0	0	0	1	0	N/A	-100%	0.1
Spousal Abuse - Survey Code (Reported)		12	23	17	20	18	50%	-10%	0.9
Form 10 (MHA) (Reported)		0	0	1	0	0	N/A	N/A	0.0



Pincher Creek Provincial Detachment Crime Statistics (Actual) June: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Offences Related to Death		0	0	0	0	0	N/A	N/A	0.0
Robbery		0	0	1	0	0	N/A	N/A	0.0
Sexual Assaults		2	1	0	0	0	-100%	N/A	-0.5
Other Sexual Offences		0	0	0	0	0	N/A	N/A	0.0
Assault		2	9	9	7	4	100%	-43%	0.2
Kidnapping/Hostage/Abduction		0	0	0	0	0	N/A	N/A	0.0
Extortion		0	0	0	0	0	N/A	N/A	0.0
Criminal Harassment		3	1	4	4	3	0%	-25%	0.3
Uttering Threats		4	5	2	4	2	-50%	-50%	-0.5
TOTAL PERSONS		11	16	16	15	9	-18%	-40%	-0.5
Break & Enter		5	2	1	3	1	-80%	-67%	-0.7
Theft of Motor Vehicle		3	7	2	1	4	33%	300%	-0.4
Theft Over \$5,000		2	0	0	0	0	-100%	N/A	-0.4
Theft Under \$5,000		15	12	5	21	9	-40%	-57%	-0.3
Possn Stn Goods		1	3	0	1	1	0%	0%	-0.2
Fraud		5	3	5	8	2	-60%	-75%	-0.1
Arson		0	0	0	0	0	N/A	N/A	0.0
Mischief - Damage To Property		0	0	7	6	5	N/A	-17%	1.6
Mischief - Other		6	16	3	5	5	-17%	0%	-1.3
TOTAL PROPERTY		37	43	23	45	27	-27%	-40%	-1.8
Offensive Weapons		0	2	0	1	2	N/A	100%	0.3
Disturbing the peace		8	9	10	6	5	-38%	-17%	-0.9
Fail to Comply & Breaches		6	17	8	1	1	-83%	0%	-2.6
OTHER CRIMINAL CODE		3	1	2	1	0	-100%	-100%	-0.6
TOTAL OTHER CRIMINAL CODE		17	29	20	9	8	-53%	-11%	-3.8
TOTAL CRIMINAL CODE		65	88	59	69	44	-32%	-36%	-6.1



Pincher Creek Provincial Detachment Crime Statistics (Actual) June: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

July 7, 2022

CATEGORY	Trend	2018	2019	2020	2021	2022	% Change 2018 - 2022	% Change 2021 - 2022	Avg File +/- per Year
Drug Enforcement - Production		0	0	0	0	0	N/A	N/A	0.0
Drug Enforcement - Possession		2	1	3	1	0	-100%	-100%	-0.4
Drug Enforcement - Trafficking		0	0	1	2	0	N/A	-100%	0.2
Drug Enforcement - Other		0	0	0	0	1	N/A	N/A	0.2
Total Drugs		2	1	4	3	1	-50%	-67%	0.0
Cannabis Enforcement		0	0	0	0	1	N/A	N/A	0.2
Federal - General		3	3	1	0	5	67%	N/A	0.1
TOTAL FEDERAL		5	4	5	3	7	40%	133%	0.3
Liquor Act		10	19	4	10	5	-50%	-50%	-1.9
Cannabis Act		0	0	1	1	0	N/A	-100%	0.1
Mental Health Act		5	0	5	6	9	80%	50%	1.4
Other Provincial Stats		5	8	11	8	6	20%	-25%	0.2
Total Provincial Stats		20	27	21	25	20	0%	-20%	-0.2
Municipal By-laws Traffic		0	0	0	0	0	N/A	N/A	0.0
Municipal By-laws		0	2	3	9	1	N/A	-89%	0.9
Total Municipal		0	2	3	9	1	N/A	-89%	0.9
Fatals		0	0	0	0	0	N/A	N/A	0.0
Injury MVC		1	1	0	1	4	300%	300%	0.6
Property Damage MVC (Reportable)		24	17	15	26	13	-46%	-50%	-1.3
Property Damage MVC (Non Reportable)		0	1	3	2	1	N/A	-50%	0.3
TOTAL MVC		25	19	18	29	18	-28%	-38%	-0.4
Roadside Suspension - Alcohol (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Roadside Suspension - Drugs (Prov)		N/A	N/A	N/A	N/A	0	N/A	N/A	N/A
Total Provincial Traffic		137	177	78	78	120	-12%	54%	-13.3
Other Traffic		2	2	0	0	0	-100%	N/A	-0.6
Criminal Code Traffic		9	10	17	7	3	-67%	-57%	-1.5
Common Police Activities									
False Alarms		7	3	2	4	2	-71%	-50%	-0.9
False/Abandoned 911 Call and 911 Act		9	12	2	10	6	-33%	-40%	-0.8
Suspicious Person/Vehicle/Property		10	14	7	10	7	-30%	-30%	-1.0
Persons Reported Missing		0	2	3	8	1	N/A	-88%	0.8
Search Warrants		0	0	0	0	0	N/A	N/A	0.0
Spousal Abuse - Survey Code (Reported)		2	5	4	2	2	0%	0%	-0.3
Form 10 (MHA) (Reported)		0	0	1	0	0	N/A	N/A	0.0



Pincher Creek Provincial Detachment Crime Statistics (Actual) January to June: 2018 - 2022

All categories contain "Attempted" and/or "Completed"

July 7, 2022

Category	Trend	2018	2019	2020	2021	2022	FLAG
Theft Motor Vehicle (Total)		11	14	12	7	11	Within Norm
Auto		1	1	2	0	1	Within Norm
Truck		4	10	5	2	3	Within Norm
SUV		1	1	1	1	1	Within Norm
Van		0	0	0	0	0	Within Norm
Motorcycle		0	0	2	0	1	Within Norm
Other		4	2	1	4	4	Within Norm
Take Auto without Consent		1	0	1	0	1	Within Norm
Break and Enter (Total)*		27	21	20	9	19	Within Norm
Business		5	4	6	2	3	Within Norm
Residence		5	3	7	2	8	Issue
Cottage or Seasonal Residence		6	3	1	0	0	Within Norm
Other		10	8	5	4	8	Within Norm
Theft Over & Under \$5,000 (Total)		62	52	51	54	46	Within Norm
Theft from a motor vehicle		13	19	18	17	12	Within Norm
Shoplifting		24	14	11	14	14	Within Norm
Mail Theft (includes all Mail offences)		0	0	0	0	0	Within Norm
Theft of bicycle		0	1	1	2	1	Within Norm
Other Theft		25	18	21	21	19	Within Norm

Mischief To Property		30	53	36	38	40	Within Norm
Suspicious Person/ Vehicle/ Property		39	54	74	43	33	Within Norm
Fail to Comply/Breach		36	72	55	13	12	Within Norm
Wellbeing Check		18	23	26	33	31	Within Norm
Mental Health Act		31	12	27	34	34	Within Norm
False Alarms		54	15	16	32	16	Within Norm

Traffic	Trend	2018	2019	2020	2021	2022	FLAG
Roadside Suspensions - alcohol related - No grounds to charge*		2	7	8	0	1	Within Norm
Occupant Restraint/Seatbelt Violations*		13	18	2	0	5	Within Norm
Speeding Violations*		450	527	125	269	247	Within Norm
Intersection Related Violations*		13	44	11	10	28	Within Norm
Other Non-Moving Violation*		108	150	75	90	149	Issue
Pursuits**		1	0	1	3	2	Within Norm
Other CC Traffic**		7	4	4	1	3	Within Norm

Actual" *Reported"

Categories flagged with "Issue" only indicate that the current number of offences are higher the statistical norm based on previous years.



Pincher Creek Provincial Detachment - Break and Enters (includes unlawfully in a dwelling place)

All categories contain "Attempted" and/or "Completed"

July 7, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	0	2	1	1	2	3	7	4	7	2	4	2
Running Total	0	2	3	4	6	9	16	20	27	29	33	35
Quarter	3			6			18			8		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	3	6	2	3	4	1						
Running Total	3	9	11	14	18	19						
Quarter	11			8			TBD			TBD		
Year over Year % Change		350%	267%	250%	200%	111%						

Pincher Creek Provincial Detachment - Theft of Motor Vehicles (includes taking without consent)

All categories contain "Attempted" and/or "Completed"

July 7, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	1	0	1	1	3	1	7	4	1	0	3	3
Running Total	1	1	2	3	6	7	14	18	19	19	22	25
Quarter	2			5			12			6		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	2	4	1	0	0	4						
Running Total	2	6	7	7	7	11						
Quarter	7			4			TBD			TBD		
Year over Year % Change	100%	500%	250%	133%	17%	57%						



Pincher Creek Provincial Detachment - Theft Under \$5,000

All categories contain "Attempted" and/or "Completed"

July 7, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	2	3	11	10	5	21	12	11	10	5	6	3
Running Total	2	5	16	26	31	52	64	75	85	90	96	99
Quarter	16			36			33			14		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	9	7	10	5	5	9						
Running Total	9	16	26	31	36	45						
Quarter	26			19			TBD			TBD		
Year over Year % Change	350%	220%	63%	19%	16%	-13%						

Pincher Creek Provincial Detachment - Theft from Motor Vehicles

All categories contain "Attempted" and/or "Completed"

July 7, 2022

2021												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	0	0	0	5	0	12	3	5	5	3	1	0
Running Total	0	0	0	5	5	17	20	25	30	33	34	34
Quarter	0			17			13			4		
2022												
Month	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Actuals	5	2	0	0	2	3						
Running Total	5	7	7	7	9	12						
Quarter	7			5			TBD			TBD		
Year over Year % Change				40%	80%	-29%						

PINCHER CREEK POLICE ADVISORY COMMITTEE

July 20, 2022: 4:00 P.M.

Zoom

Meeting Minutes

In attendance:

Shelly-Anne Dennis: Ranchland Victim Services
Blake Dolan: Holy Spirit School Trustee
David Green: Member-at-Large
Max Hausamman: Community Peace Officer (CPO)
Ryan Hodge: RCMP
Lynne Teneycke: Group Group Youth

Councillors:

Mark Barber, Pincher Creek

Town and M.D. Staff present:

Andrea Hlady, FCSS Coordinator
Roland Milligan, CAO M.D. Pincher Creek
Laurie Wilgosh, CAO Pincher Creek

1. Call to Order - Welcome

Barber called the meeting to order at 4:03pm.

2. Agenda Approval

- a. **Dennis** approved the July 20, 2022 agenda with additions 5.4. Victim Services Update, and 5.5 Other: Meeting with Minister Shandro.
Carried.

3. Adoption of Minutes

- a. **Hodge** accepted the May 19, 2022 Minutes as presented. Carried.

4. Business Arising from the Minutes:

- a. There was no business arising from the May 19, 2022 meeting minutes.

5. Enforcement and Community Updates:

- a. Bylaw Department Update: CPO M. Hausamman introduced himself and was welcomed to his first meeting. CPO mentioned he is currently following up with complaints involving dogs and cats, and is active with traffic enforcement.
- b. Citizens on Patrol: Sgt. Hodge confirmed the group is still active. Kimberly Hurst provided an update via email for both Rural Crime Watch and Citizens on Patrol. Please see below:
 - i. Rural Crime Watch has recently received \$500 to place towards the purchase of more signs to be placed around the MD.
 - ii. Citizens on Patrol is very close to having access to the K division rave app. There is a provincial meeting this fall for the first time since Covid. All RCMP liaisons are invited to attend as well. The provincial body of Citizens on Patrol also has a new website that all liaisons can be given access to. There have been a few issues with logging in that are being worked on.
- c. RCMP: R. Hodge noted they have hired a new temporary clerk. Crime stats include a 34% decrease in community and rural area crime. Six detachment members are current on breath sample and roadside training and there may be an increase of infractions due to this training.
- d. Others:
 - i. L. Teneycke mentioned Group Group Youth is seeing more attendees at the centre and student hires will help with summer programming and will reduce workload.

- ii. D. Green mentioned that at the July 13, 2022 meeting with Minister Shandro there was no reference to the Letter of Action submitted to the province in support of keeping the RCMP in Alberta (and locally). Green noted that MLA Reid was not present to hear comments. Sgt. Hodge added that the Province has not provided a current operating budget

Dolan moved the updates be accepted as information. Carried.

6. Group Discussion

- a. Standing questions include: 'What policing information sessions would be of use to your organization or the community as a whole?', 'Are you aware of any public safety concerns in the community that the police should be aware of?', and 'Are there any concerns about the police service being provided?'

Discussion:

Sgt. Hodge will provide June Crime Statistics to be disseminated to the group.

R. Milligan asked if there was any further information on Rural Crime Watch. This information was provided by Kimberly Hurst via email and is included in meeting minutes.

Sgt. Hodge asked whether the Town of Pincher Creek is looking at radio to connect with police and fire. L. Wilgosh replied that this resource was being looked at and approval would go through Council.

Citing no further business **Hodge** adjourned the meeting at 4:35pm.

Next meeting date: September 21, 2022 @ 4:00pm

From: [Roland Milligan](#)
To: [Jessica McClelland](#)
Subject: Fw: Nominations for the Queen Elizabeth II's Platinum Jubilee Medal (Alberta)
Date: August 11, 2022 10:49:37 AM
Attachments: [image005.png](#)
[image002.wmz](#)
[image001.png](#)

For Council Info.

Roland Milligan

Chief Administrative Officer
M.D. of Pincher Creek No. 9
Box 279
1037 Herron Avenue
Pincher Creek, AB T0K1W0
Phone: 403-627-3130
Email: AdminCAO@mdpincercreek.ab.ca

From: Susan Valentine <susan@rmaalberta.com>
Sent: August 11, 2022 8:41 AM
To: Susan Valentine <susan@rmaalberta.com>
Subject: Nominations for the Queen Elizabeth II's Platinum Jubilee Medal (Alberta)



August 11, 2022

Mayors, Reeves, Councillors, CAOs:

A new commemorative medal, the *Queen Elizabeth II's Platinum Jubilee Medal* (Alberta) has been created to mark the 70th anniversary of Her Majesty Queen Elizabeth II's accession to the Throne as Queen of Canada. The Province of Alberta is taking this opportunity to recognize the outstanding service of many Albertans who, like the Queen, have dedicated themselves to the service of family, community and country. This Jubilee year of the Queen will see 7,000 medals awarded to worthy recipients. See [Queen Elizabeth II's Platinum Jubilee Medal \(Alberta\) program](#) for details.

The RMA has been asked to partner with the province to acknowledge worthy Albertans and award 155 of these medals. As such we are partnering with you, our members, to submit nominations of which we will review and submit to the province and if the nominations are accepted, have you award these medals to your residents potentially in your council chambers or whatever local event makes sense to you.

We are therefore asking for nominations to receive this prestigious award. Recipients must meet the following criteria:

- Is a Canadian citizen or is a permanent resident with a tangible link to Alberta;
- Was alive on February 6, 2022; and
- Has made a significant contribution to Alberta, your municipality, region, community or field.

Focus areas:

- The awarding of the medal should focus on the achievements of persons who have helped to build the Alberta of today;
- Through their achievements and sustained contribution, the candidates have distinguished themselves from others volunteering/employed in the same field;
- Recipients should be highly respected individuals within their community. The medal recipient's names will be part of the public record;
- The medal is to be awarded to individuals only, not to groups or couples;
- Self-nominations are not permitted;
- Care should be taken to avoid any perception of conflict of interest;
- Nominators should not submit the names of their spouse, partner, family members, political associates or close friends.

Be aware that all mayors and reeves in Alberta will be given a medal from the Government of Alberta later in the year and therefore cannot be nominated. Similarly MLAs, Indigenous leaders, as well as members of the Alberta Order of Excellence are designated recipients of the medal and also can not be nominated by municipalities.

To nominate individuals from your municipality, we require this online form to be completed:

<https://rmaalberta.com/about/awards-recognition/queen-elizabeth-ii-platinum-jubilee-medal/>

We will be taking nominations immediately with the plans that nominations will be reviewed and awarded monthly. As we were only provided 155 of the medal allotment it will be first come, first serve, until all the medals are distributed. As there will be many groups involved in assisting the province in distributing the full medal count, please submit nominations sooner versus later if you wish to be the one acknowledging a particular citizen. Recipients can only receive one medal so the first one to award someone trumps all others that nominate the same individual. Final deadline for nominations is November 1, 2022.

Nomination questions can be directed to:

RMA

Susan Valentine

susan@RMAAlberta.com

2510 Sparrow Drive. Nisku, AB. T9E8N5

t. 780-955-4076

We look forward to receiving your nominations for outstanding contributors from your municipality and will contact you as soon as your nominee has been accepted by the Province.



Sincerely,

Paul McLauchlin
President

p.s. The Platinum Jubilee Medal (Alberta) is separate from the Platinum Jubilee Pin (Canada) that Members of Parliament are distributing. Each member of parliament has been provided 70 of these pins to distribute to constituents.

Susan Valentine

Executive Administration Coordinator



Direct:780.955.4076

susan@rmalberta.com

2510 Sparrow Drive, Nisku, Alberta T9E 8N5 780.955.3639



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Re: Letter of support

Glenn Armstrong <armstrong.gs@gmail.com>

Thu 2022-07-14 4:17 PM

To: Dir Dev Com Ser <AdminDirDev@mdpincercreek.ab.ca>

Thanks Rolland

The previous letter of support was for the FireSmart specific day June 11 2022 to Alberta Wildfire. This letter would look very similar just addressed to FRIAA supporting Vegetation Management grant for the Castle. We are just trying to indicate that we have done due diligence in contacting all the support agencies.

August will be fine as we will submit early September.

Many thanks

Glenn

Sent from my iPhone

On Jul 14, 2022, at 3:09 PM, Dir Dev Com Ser <AdminDirDev@mdpincercreek.ab.ca> wrote:

Hello Glen,

Was the last Letter of Support the MD provided he January 26th, 2022 letter for the Fire Smarting Grant?

We will not be holding another Council meeting until August 23rd. Would it be possible to provide a letter after that date?

Regards,

Roland Milligan

Chief Administrative Officer

M.D. of Pincher Creek No. 9

1037 Herron Avenue

PO Box 279, Pincher Creek, AB TOK 1W0

Ph: 403.627.3130 M: 403.632.6881 Fx: 403.627.5070

rmilligan@mdpincercreek.ab.ca

From: Glenn Armstrong <armstrong.gs@gmail.com>

Sent: July 13, 2022 9:29 PM

To: Dir Dev Com Ser <AdminDirDev@mdpincercreek.ab.ca>

Subject: Re: Letter of support

Hi Roland. Attached is the FRIAA RFEOI grant we are currently working on. I have had a discussion with Pat Neumann at our Firesmart day June 11, 2022 and he anticipated that a Vegetation management grant would be forthcoming by summer. Here is the RFEOI request and it closes September 2022. We are just in the draft stage of the grant however one of the requests is letters of support by "Project Partners".

CMCA has always considered the MD #9 a partner in ongoing community development safety.

Let me know if you have any questions.

Many thanks

Glenn

On Wed, Jul 13, 2022 at 3:32 PM Dir Dev Com Ser

<AdminDirDev@mdpincercreek.ab.ca> wrote:

Hello Glen,

Do you have some information on that grant that you could send me?

We will take a look and would be happy to assist in any way we can.

Regards,

Roland Milligan

Chief Administrative Officer

M.D. of Pincher Creek No. 9

1037 Herron Avenue

PO Box 279, Pincher Creek, AB T0K 1W0

Ph: 403.627.3130 M: 403.632.6881 Fx: 403.627.5070

rmilligan@mdpincercreek.ab.ca

From: Glenn Armstrong <armstrong.gs@gmail.com>

Sent: July 13, 2022 8:47 AM

To: Roland Milligan <AdminDirDev@mdpincercreek.ab.ca>

Cc: Jason Crawford <Jason.Crawford@skicastle.ca>; Nick Morantz <Nick.Morantz@skicastle.ca>

Subject: Letter of support

Morning Roland

CMCA is working on a grant proposal for a FRIAA submission for Vegetation management and education around the resort and into the crown lease. Troy had written a letter for us for the Firesmart Day we held June 11 2022 which was very much appreciated.

The Community Association was wondering if you may be able to develop a letter of support for our submission for the June-September grant application intake for Vegetation Management and Education.

As always we value the connection with the MD on making Castle a safer place for everyone.

Best regards

Glenn Armstrong

CMCA Director

Firesmart Focus Group Lead



Forest Resource Improvement Association of Alberta

P.O. Box 11094, Main Post Office,
Edmonton, Alberta T5J 3K4

EOI # (Internal Use Only)

Project Title

As named by the Applicant

FireSmart Discipline (Project Type)

Planning

FRIAA FIRESMART PROGRAM

Request for Expression of Interest - Application Form & Template

FRIAA-FFP June 2022, RFEOI

Submission Deadline: September 12, 2022 4pm

Attn: FRIAA Administrator

Telephone: 780-429-5873

Submission Portal: <https://friaa.ab.ca/program-submissions/>

Applicant Information

Applicant Organization (Legal name):		Phone:	
Mailing Address:		Fax:	
Authorized Representative (name and title of signing authority)		Email:	
Project Manager (name and organization / company)		Phone:	
		Email:	

FireSmart Discipline - Project Information

Primary Eligible Activity	Term of Project	Amount of Funding Applied for
<input type="checkbox"/> Planning (e.g. FireSmart community plan: wildfire preparedness guides and wildfire mitigation strategies; resource-sharing and mutual-aid fire control agreements)	<input type="checkbox"/> Emergency planning (e.g. develop or update procedures and response plans)	(month/year to month/year) \$

If requesting additional funding support to for a **third party** to assist in the completion of a full proposal, indicate the amount: \$ _____

- Applicant called in to an "Information call-in Session" and was recorded as attending by FRIAA (highly encouraged)
- Applicant has been in contact with a FRIAA Field Representative to discuss the specified application activity (encouraged for EOI, required by RFP submission)

- Agency Support Attachments:**
- Project Support Letter from Fire Department / Fire Emergency Service Provider (required by RFP stage, strongly encouraged with EOI submission) (see 4.5 of template)
 - Project Support Letter from Wildfire Management Branch - Agriculture, Forestry and Rural Economic Development (strongly encouraged) (see 4.6 of template)
 - Cover Page of Current Approved Plan (if one exists - see 4.2 of template)

Acknowledged by Applicant

- Band Council Resolution (attached for applications from Alberta First Nations)
- Settlement Council Resolution (attached for applications from Métis Settlements) or President Letter for Métis Co-operative/Enterprise/Local
- Municipal Council Resolution (attached for applications from Municipalities)

The Applicant acknowledges having read and agreed to the terms and conditions described on the FireSmart Project Grant Agreement Template June 2022 – to which this Application under the FRIAA FireSmart Program (the "Program") and the Request for Expression of Interest (the "RFEOI") is made subject. The Applicant acknowledges and agrees that by its submission of this Application it shall be bound by the terms and conditions of the Program, and FRIAA's policies, procedures, protocols and guidelines. The Applicant also acknowledges and agrees that this Application may be accepted by FRIAA on further terms or conditions, which shall be binding on the Applicant and that acceptance of this Application does not represent a commitment by FRIAA to fund the activities proposed herein.

Authorized Representative (as named above)

Date

Please replace all red text with information relevant to your application

1. Project Overview

Describe what type of plan(s) will be developed, eligible activities, the project tasks and objectives to be achieved based on your geographic area and predominant hazards and risks. Use text as well as the check-list below.

- Wildfire Mitigation Strategy (WMS)
- Wildfire Hazard and Risk Assessment (WHRA)
- Prescription Development
- Wildfire Preparedness Guide (WPG)
- Sprinkler Deployment Plan
- Other (Specify) _____

2. Applicant Background

Describe the relevant background information about the applicant, and any Project Partners involved with the project (see 5.1 of RFEI for description of "Project Partners".)

3. Project Area

Describe the project area and the communities involved in the proposed project.

Insert a map of the proposed project area(s) with sufficient detail to clearly delineate the planning area. Larger scale map(s) can be included as an appendix if needed.

4. Project Description

4.1. BASIC DESCRIPTION OF APPROACH AND PROJECT PLAN.

Briefly describe the scope of the project plan, stakeholders involved and potential sources of data. Indicate if wildfire specialists have been identified to work with.

4.2. DESCRIPTION OF HOW THE PROPOSED ACTIVITIES LINK TO PAST FIRESMART ACTIVITIES OR OBJECTIVES OF APPLICANT.

Briefly describe previous work or activities of the Applicant that indicate a need for the planning activities proposed.

If a current plan exists, describe why further planning activities are required at this time. If applicable, identify linkages to current approved plan(s).

4.3. BASIC DESCRIPTION AND ESTIMATE OF THE FUNDING REQUIRED.

Provide an estimated breakdown of the funding and resources required to complete the proposed work. Indicate if a contractor or other expertise is required to conduct or support the work.

Include a brief description of the Applicant's process to determine that costs represent fair market value.

4.4. DESCRIBE OTHER (NON-FRIAA OR IN-KIND) SOURCES OF FUNDING

FRIAA funds cannot be used for existing staff or resources of the applicant. However, in-kind contributions are highly regarded.

Describe and estimate the value of any non-FRIAA funding or in-kind resources that apply directly to the proposed activities.

"In-kind resources" may include: permanent staff time for project management, quality control, task training, safety training and inspections, financial reporting and other costs such as vehicle, equipment and hall rentals, printing costs, tendering, and any other project support that is offered by the applicant to subsidize the cost of the project.

Funds for related or previous projects do not qualify "as other sources of funding" for this project.

4.5. INDICATION OF ENGAGEMENT AND SUPPORT OF FIRE EMERGENCY SERVICES PROVIDER(S)

Briefly describe communications with applicable Fire Departments / Fire Emergency Service Providers with respect to the specific activities proposed for this project. Who was contacted and what feedback did you receive regarding the project?

A project-specific letter of support is strongly encouraged with the EOI submission and is required for the full Proposal.

4.6. INDICATION OF REVIEW AND SUPPORT WILDFIRE MANAGEMENT BRANCH

Briefly describe communications with your regional Agriculture, Forestry and Rural Economic Development (AFRED) Wildfire Management Branch (WMB) with respect to the specific activities proposed for this project. Who was contacted and what feedback did you receive regarding the project?

4.7. BASIC DESCRIPTION OF ANTICIPATED PROJECT OUTCOMES.

Briefly describe the expected outcomes and deliverables of the project and relevance to FireSmart objectives of your community.

4.8. DESCRIPTION OF CRITICAL VALUES-AT-RISK

Briefly describe the values-at-risk that the project considers (i.e. schools, health centers, water and sewage treatment plants, communications tower, residential structures, etc.) Additional information on values-at-risk can be found in the Guidebook for Community Protection: <https://wildfire.alberta.ca/firesmart/documents/FireSmart-GuideCommunityProtection-Nov2013.pdf>

5. Additional Information

5.1. PROJECT SUPPORT

Provide additional documentation that demonstrates the governing persons of your organization have support the submission of this EOI and the benefits of the proposed project for your community.

5.2. ADDITIONAL INFORMATION.

Include additional information that you believe is relevant and helpful in assessing this expression of interest.

*maximum length for an EOI is 4 to 8 pages (excluding attachments).



August 14, 2022

Chief Administrative Officer
Municipal District #9
Box 279
Pincher Creek, Alberta
T0K 1W0

RECEIVED

AUG 18 2022

M.D of Pincher Creek

Dear Roland

Firstly Roland, let me congratulate you on your promotion to the CAO of the MD of Pincher Creek. I wish you the very best in your new position and I believe your leadership will do nothing but improve the management and operation of the Municipal District of Pincher Creek.

The current executive of the Oldman River Antique Equipment and Threshing Club, which is the operating principle of the Heritage Acres Farm Museum, are currently involved in internal discussions concerning the sustainability of the Museum moving forward. Our discussions would like to involve the MD and with that said, the executive committee would like to invite representatives of the council to participate in our monthly meetings. We feel that strong two-way communication would allow the Museum to perhaps utilize both local and provincial resources that we may not be aware of.

As you are aware, the Museum has a tremendously large collection of artifacts, buildings and vintage farm equipment that represents our farming and ranching heritage of the area. The collections continue to grow and we are committed to our "Vision Statement" of the collection, restoration, preservation and demonstration of the farming and ranching equipment utilized by the early farmers and ranchers to southern Alberta.

If you have any questions or would like to discuss our request, please feel free to contact me at 403-339-0552 or by email at board.president@heritageacres.org

Sincerely

Garry Visser
President, Oldman River Antique
Equipment and Threshing Club

From: Brandy Cox
Deputy Minister

Our File Reference:

Your File Reference:

To: Stakeholders

Date: July 18, 2022

Subject: Government of Alberta (GoA) Mobile Wireless Services Contract and Procurement

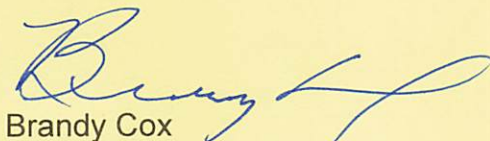
I am writing to inform you that a competitive procurement process is underway to select a vendor to provide wireless services to the GoA. The current 11-year contracts with TELUS and Bell expire on December 31, 2022, and must be replaced to ensure continuity of service.

The types of services provided under the current contracts include mobile wireless devices for purchase and service plans for mobile phones, laptops, and tablets. As you might expect, many public bodies like agencies, boards, commissions, municipalities, school boards, and publicly funded academic, health, and social services entities may have their own contracts with TELUS and Bell.

We expect access to GoA pricing will continue, but we will not know the exact details of the pricing offer until a new vendor is selected and the contract is finalized. However, all users, including entities that accessed GoA pricing, will continue to receive services under the terms defined in their contract.

The Negotiated Request for Proposals closes in late July 2022, and Service Alberta expects to execute a new contract by October 1, 2022, which will provide sufficient time to transition to the new contract.

In the interim, I encourage you to read the attached fact sheet. If you have any questions, please contact Geoffrey Wacowich, Executive Director or Infrastructure and Service Management, Service Alberta, at geoffrey.wacowich@goc.ab.ca.



Brandy Cox

Attachment

From:
To:
Cc:

Subject:
Date:
Attachments:

Good Afternoon,

On behalf of the Minister of Health, the Honorable Jason Copping and the AHS Board and Executive Leaderships, we would like to thank everyone who was able to take part in the Conversation about Healthcare in Alberta in Lethbridge on June 24, 2022. For those who were unable to attend, we missed you!

We have attached the presentation from the session as well as the What We Heard report.

We appreciate your time and to have the opportunity to share information with you. We believe it is important to work in partnership with community leaders to identify and find solutions to challenges related to health care in our communities.

If you have not already done so, we invite you to subscribe to AHS' weekly e-newsletter ***Together4Health Headlines*** by emailing Community.Engagement@ahs.ca.



Healthy Albertans.
Healthy Communities.
Together.



This message and any attached documents are only for the use of the intended recipient(s), are confidential and may contain privileged information. Any unauthorized review, use, retransmission, or other disclosure is strictly prohibited. If you have received this message in error, please notify the sender immediately, and then delete the original message. Thank you.



Orphan Well Association

Alberta Oil and Gas Orphan Abandonment and Reclamation Association
 1800, 222 – 3 Avenue SW, Calgary Alberta, T2P 0B4
www.orphanwell.ca

RECEIVED

JUL 13 2022

M.D of Pincher Creek

July 6, 2022

Mr. Rick Lemire
 Box 279
 1037 Herron Avenue
 Pincher Creek, Alberta T0K 1W0

A-72

Dear Rick Lemire,

As a neighbour in Mackenzie County, and a partner with Alberta businesses, I've enclosed for your information our 2021/22 Orphan Well Association (OWA) annual report. It outlines our work last year across Alberta in the safe and environmentally responsible closure of orphaned oil and gas properties, which we have supplemented in this letter with information specifically about Mackenzie County.

When a well, pipeline, facility or associated site in Alberta no longer has a legally or financially responsible party that can be held accountable, it may be designated as an orphan by the Alberta Energy Regulator (AER) and becomes the responsibility of the OWA. Our mandate is to decommission the orphans and restore the land similar to its original state in a safe, principled and cost-efficient manner. Every site that is closed is then available for farming, pastureland, recreation or a growing community.

In 2021/22, our typical cost for decommissioning a well was \$20,000 and reclaiming a site was \$19,500, with specific projects varying depending on technical complexity. A 2019 study by the Petroleum Services Association of Canada found between 41 and 57 people are employed in the closure of a single well.

From April 1, 2021 to March 31, 2022, the OWA invested about \$26,826,000 in Mackenzie County, hiring 69 vendors to safely perform a variety of activities on 377 orphan sites, ranging from inspections and decommissioning to remediation and reclamation, but also including much-needed indirect hospitality services and other related spending.

There remain other orphan properties in Mackenzie County that are part of the overall Alberta inventory, including 141 orphan sites that require decommissioning and then reclamation, and 235 sites that require reclamation only. Our complete inventory, updated monthly, is in the "About" section of our website at orphanwell.ca.

In addition to orphan properties, Mackenzie County also has 1,915 inactive well licenses. These properties have solvent owners and operators and so are not the responsibility of the OWA. These inactive sites with solvent operators may participate in the Government of Alberta's Site Rehabilitation Program (alberta.ca/siterehab). However, the OWA is not eligible to participate in this program.

For our part, the OWA's work is essentially entirely funded by Alberta's oil and gas industry, including industry repayment of federal and provincial loans. On behalf of industry and the AER, we assess orphan properties and ensure those that are high-risk are addressed first, and then round out our plans with medium- and low-risk sites using an area-based approach to maximize the efficiency of our operations.

In a broader context, over the past fiscal year, the OWA continued a high pace of well decommissioning and, despite receiving almost 700 new orphan wells, we actually *decreased* the overall inventory from over 2,000 wells to about 1,700. Years of reclamation work, the final stage of closing a site, resulted in more projects completed than any other year in our two-decade history. With our steady and strategic approach, if no new sites were added to our inventory, most decommissioning work would be done within two years and reclamation would be complete in the years following.

Unfortunately, although Alberta's energy sector has rebounded with higher oil and gas prices, we are still feeling the impact of a years-long downturn. We expect that we will continue to add new orphan sites, although over the longer term this should be mitigated by significant regulatory enhancements aimed at reducing the risk of future orphans.

As we've continued to reduce our inventory, we have seen extraordinary efforts from the OWA staff and contractors. And very importantly, we have the funding from industry and remaining funds from government loans—not grants—that have helped put people to work, with loans already being incrementally repaid.

Underpinning all the OWA's efforts is our relationship with our industry partners and contractors—nearly 600 large and small businesses across Alberta. They are the arms and legs of the OWA and critical to how we do our job, meet our goals and perform our mandate.

We've have had a successful year of reducing environmental liabilities, improving cost-efficiencies, supporting local communities, and building our role as a trusted partner to government, industry and landowners—and we are confident we will meet the challenges ahead.

For more information, I invite you to read our enclosed annual report, visit our website at orphanwell.ca, or contact me directly at 403-297-3398.

Yours truly,



Lars De Pauw
President
Orphan Well Association

<https://www.orphanwell.ca/about/annual-reports/>



ALBERTA
TRANSPORTATION

Office of the Minister

J2d

RECEIVED

JUL 19 2022

M.D of Pincher Creek

July 14, 2022

AR 90217

Reeve Rick Lemire
Reeve
Municipal District of Pincher Creek No. 9
PO Box 279
Pincher Creek, AB T0K 1W0
CouncilDiv2@mdpincercreek.ab.ca

Dear Reeve Lemire:

I am writing as a follow-up to the former Minister of Transportation's letter of May 12, 2022 approving Strategic Transportation Infrastructure Program funding for your project(s).

I wish to advise that you may now publicly communicate the news of this funding approval.

Thank you for your patience in this matter and best of luck with your project.

Sincerely,

Prasad Panda
Minister of Transportation

cc: Mr. Roger Reid, MLA, Livingstone-Macleod
Mr. Darren Davidson, Regional Director, Southern Region

Livingstone Range Recreation Park Society
c/o Monelle Fraser, President
P.O. Box 748
Lundbreck, Alberta T0K 1H0

Honorable Panda Prasad
Minister of Transportation
Office of the Minister
132 Legislature Building
10800 - 97 Ave
Edmonton, AB
T5K 2B6

RECEIVED
JUL 25 2022
M.D of Pincher Creek

RE: The Unsafe intersection on Highway 22 at Willow Valley Road

Dear Honorable Prasad

We, the undersigned, are members of the Livingstone Range Recreation Park Society. We are among the 120 people plus who use the intersection of Hwy 22 and the Willow Valley Road, many on a daily basis. The intersection is also used by cattle carriers servicing ranches in the area, and school buses. It is also slated to be the intersection for logging trucks servicing proposed logging by Spray Lakes Sawmills on the Eastern Slopes. There is also significantly increased traffic on Hwy 22, with its access to expanding recreation areas in south western Alberta and south eastern B.C. Increasing volumes are compounded by the fact that the intersection is on a curve at the top of a hill.

The above facts make turning at the intersection of Hwy 22 and the Willow Valley Road increasingly unsafe.

We have raised concerns about this for a number of years. A good number of residents or their family and friends continue to have near misses exiting or entering Hwy 22. Because of the curve and the hill, visibility is limited to all traffic and passing is unsafe to begin with. But turning is a nightmare because of the speeds and volumes on Hwy 22 and the slower speeds required to turn. It is a perfect recipe for accidents.

Some of the above factors have been acknowledged by your Department. Thank you for that. But there has been no action. What kind of accident(s) will it take to make this intersection safer?

In your letter of January 26, 2011, your Department stated that "the provision of turning lanes and solid barrier pavement markings at low-volume municipal roadway intersections and property access locations are infeasible unless found to be required by a rigorous technical analysis." Given the lived experience of the family's in our community, this particular intersection does not need more technical analysis. It is an

unsafe intersection that requires mitigation, hopefully before a preventable nightmare happens.

Turning lanes have been built at a number of intersections on Hwy 22, including a new one at the seemingly low volume intersection at the Waldron Ranch. These are particularly helpful on the stretch between Longview and Hwy 2 where there is not a single passing lane. They would also mitigate the risk of turning at the Willow Valley Road.

Similarly, double solid lines remind drivers not to pass. Given that it is in fact illegal to pass on curves and hills in Alberta, solid lines on Hwy 22 around this intersection would be a significant help. These would increase the safety of turning by reminding drivers to comply with the law. They also involve minimal cost. With each near miss, we keep asking this question: "Why have solid lines not been installed on Hwy 22 at the intersection of the Willow Valley Road?"

Thank you for addressing our concerns.

Sincerely,

Sharon & Alta Pharis

June Schell / John & Irma Schell

Andy & Shona Spiller

Jiri & Inera LOKA

A. Jovanovic

Leslie Watson

Pat & Everett Nourie

Erica Nicholls

Doug and Robin Newby

Members of the Livingstone Range Recreation Park Society

Sid Marty

[Signature]

Nathy Rozak

[Signature]

Kathleen Miller & Edward B. Lee

Louise Byrne

Wendy Davies

Leora Pharis

W. J. Byrne

Menella Fraser

May Bayes

Gordon Bayes

Robin Houston - Nege

Myrna C. Marty

Misema Robertson

[Signature]

David Sebala

Russell Wright

CC:

MLA Livingstone-Macleod

Roger Reid
6th Floor
9820 107 St
Edmonton AB T5K 1E7

Opposition Leader

Honourable Rachel Notley
5th Floor
9820 107 St
Edmonton. AB T5L 1E7

Transportation Critic NDP

Lorne Dach
5th Floor
9820 107 St
Edmonton. AB T5L 1E7

Transportation Critic Alberta Party

Vern Raincock
PO Box 1045
Edmonton AB T5J 2M1

MD of Pincher Creek

Rick Lemire, Reeve
Box 279
1037 Herron Ave
Pincher Creek AB T0K 1W0

John MacGarva, Councillor Division 5
Box 279
1037 Herron Ave
Pincher Creek AB T0K 1W0

J2f

July 14, 2022

Reeve & Council
Municipal District of Pincher Creek No. 9
PO Box 279
Pincher Creek, AB T0K 1W0

RECEIVED**JUL 25 2022****M.D of Pincher Creek**

Dear Reeve & Council,

Thank you for your donation to STARS. Your generosity makes a difference in the lives of patients like me.

My twin brother and I were born more than two months prematurely on Dec. 1, 1985. When we arrived, I was black and blue from head to toe and I had no heartbeat. While he was flown to what is now called Foothills Medical Centre by fixed-wing, I was transported by a brand-new helicopter air ambulance called STARS. My mother was told her children would likely not survive and to say her goodbyes. Instead, we thrived, and so did STARS.

I am here today because of support from allies like you. Thank you!

Today, STARS is able to be there for critically ill and injured patients across Western Canada. Because of your \$6,000.00 donation, STARS can put the right tools in the hands of the best talent. This doesn't just save time; it saves lives like mine. Now that I have children of my own, I think about how lucky we are to have donors like you who keep STARS caring for patients on their worst days. I am forever grateful.

With you by our side, we are all STARS.

Thank you,

Kelly Waldron

STARS Very Important Patient

Jessica McClelland

From: Roland Milligan
Sent: July 28, 2022 11:15 AM
To: Jessica McClelland
Subject: Fw: Alberta Air Tour; Southern Leg, Claresholm Airport August 27th

Council Info.

From: Bev Thornton <bev@albertasouthwest.com>
Sent: July 27, 2022 7:51 PM
Subject: FW: Alberta Air Tour; Southern Leg, Claresholm Airport August 27th

*Dear AlbertaSW Community Partners:
(If any of you have big events upcoming, just let me know, and happy to forward to our folks@)
Forwarding the following information/invitation on behalf of Town of Claresholm and MD Willow Creek:*

Please take a look at this exciting invitation because the Alberta Air Tour is coming to **Claresholm Airport on Saturday August 27th from 10:30 to 3:00pm.**

Up to 40 pilots will be landing at the airport, so consider coming out to enjoy the atmosphere, food, shopping, games, plane tours, and a drift show by Rocky Mountain Drift Club.

The **Claresholm Library** will be holding an event before the Air Show, at **9:00 am**, with drinks, snacks, literature on aviation, and **2 Virtual Reality Headsets** that so you can try the flight simulator!! A perfect gathering point to get excited before you head out to the Airport with your friends and family.

Brady Schnell

Economic Development Officer
Phone: 403.625.3381 | Fax: 403.625.3869
PO Box 1000, 111 – 55th Ave W, Claresholm, AB T0L 0T0
www.claresholm.ca

Jay Hallett

Development Officer
M.D. of Willow Creek
Phone: 403-625-3351 Ext: 222
www.mdwillowcreek.com



Alberta Air Tour, Southern Leg 2022 & Claresholm Airport Air Fair!



**27
AUG**

10:30 AM
-
3:00 PM

Claresholm Industrial Airport

**Aircraft • Classic Cars • Drift Show
• Food • Retail**

Free Entry

Alberta Air Tour, Southern Leg 22!

**Come along and see the Planes,
Classic Cars and Drifting!**

We have Food, Retail and more ...



there's sure to be something for
everyone!

A Great Way To Spend The Last Weekend In August!

Classics!

Check out a range of classic cruisers
courtesy of the **Porcupine Hills
Classic Cruisers.**



Fly in and see.

Over 40 unique, weird and wonderful
light aircraft will land and take off
over the afternoon, bring the kids to
interact and meet the Pilots and
even jump up and experience the
cockpit!

FIRE TRUCKS!

Because who doesn't like Fire
Trucks ...



Drifting Display.



An awesome drifting demo put on by the **Rocky Mountain Drift Club!**



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Jay Hallett

Development Officer
M.D. of Willow Creek

Phone: 403-625-3351 Ext: 222

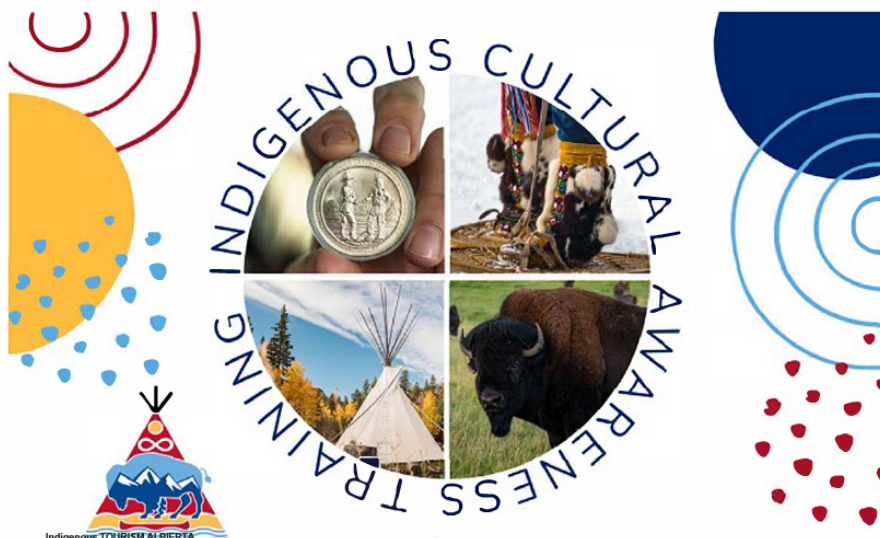


From: South Canadian Rockies Tourism Association <info+southcanadianrockies.ca@ccsend.com>

Sent: August 16, 2022 5:05 PM

To: Roland Milligan <AdminCAO@mdpincercreek.ab.ca>

Subject: Indigenous Cultural Awareness Training



**Southern Alberta
Rockies Region
September 28, 2022
9:00 am - 4:30 pm
Buffalo Rock Tipi Camp**

Indigenous Tourism Alberta is hosting a full-day workshop in the Southern Alberta Rockies region to help support respectful relationship-building in Indigenous tourism with industry-partners. Gain an understanding in how to authentically promote Indigenous tourism operators and communities local to your region and connect through immersive cultural experiences facilitated by local Indigenous tourism business-owners and Indigenous community members.

<https://forms.gle/iffjFWvJRe1gcDrU9>

INDIGENOUS CULTURAL AWARENESS TRAINING

SAVE THE DATE- SEPTEMBER 28th, 2022

Indigenous Tourism Alberta is hosting a free full-day workshop focusing on training local Tourism Operators in the Southern Alberta Rockies region. The goal is to help support respectful relationship-building in Indigenous tourism with industry partners. Interested Tourism Operators must register to participate in the course.

September 28, 2022 9:00am to 4:30 pm
at Buffalo Rock Tipi Camp.

Gain an understanding of how to authentically promote Indigenous tourism operators and communities local to your region and connect through immersive cultural experiences facilitated by local Indigenous tourism business owners and Indigenous community members.

REGISTER NOW

South Canadian Rockies Tourism Association | Box 818, Crowsnest Pass, T0K0E0 Canada

[Unsubscribe admincao@mdpincercreek.ab.ca](mailto:admincao@mdpincercreek.ab.ca)

[Update Profile](#) | [Constant Contact Data Notice](#)

Sent by info@southcanadianrockies.ca in collaboration with



Try email marketing for free today!

Chief Mountain Gas Co-op Ltd. – Staff Appreciation Golf Day

August 25, 2022 – Cardston Lee Creek Valley Golf Course – 10:00am

September 7– Backup Day if weather is bad.

The cost for this event is \$60.00 for 18 Holes of golf, cart, and Steak Supper - per person.
Best Ball Format! There will be Hole Prizes, Long drive, Closest to Pin, etc.
Hole Prize Sponsors welcome!

Back this year!.....A Beer/beverage Cart!

Free Driving Range before 10:00 Shotgun Start!

Please RSVP by **August 10th** if possible! First 85 Golfers accepted.

This event is open to all gas co-ops, managers, and staff, and to selected businesses/dealers who receive this invitation.

Businesses/dealers are encouraged to bring your unused (COVID) bling and some door prizes if possible!

Thank You!

This is planned as a fun enjoyable day to network with those in the industry.

Name: _____

Business Name: _____

Address _____ City _____ Postal _____

PhoneNumber _____ Fax _____

Golfers: 1. _____ Handicap if known _____

2. _____

3. _____

4. _____

Handicap used to sort golfers, not used for scoring! Teams will be mixed.

We hope you will try to come to this event and get to know fellow co-op workers and business associates. For Lee Creek Golf Members, this is exclusive of membership benefits.

Please pay Chief Mountain with registration. Check, Cash, or credit card:

Visa/Mastercard # _____ Exp: _____

Thank you and please return ASAP for numbers.

Subject: [Commission](#); [! WRSSC INFO](#); [! WRWMC Manager](#); wrwsc.clyde@gmail.com; wcrlandfill@gmail.com
Date: New Website on the Future of Provincial Policing
August 4, 2022 2:27:52 PM
Attachments: [image001.png](#)

Dear Mayor/Reeve and Council,

Over the past months I have been meeting with municipal leaders regarding the provincial government exploration of an Alberta police service. I heard loud and clear that Albertans want to be provided with more information on this topic. To meet this need, we have launched a website www.futureofABpolicing.ca.

I encourage all municipal leaders to visit the website and learn more about how Alberta is part of a growing national conversation on the future of RCMP contract policing, (see <https://www.futureofABpolicing.ca/canadian-context> for the details).

No decisions have been made on whether Alberta will transition to an Alberta provincial police, and Alberta's government is continuing to listen to a wide variety of viewpoints on this topic.

Warm Regards,

**On behalf of Honourable Tyler Shandro
Minister of Justice and Solicitor General**

204 Legislature Building
10800 - 97 Avenue, Edmonton AB T5K 2B6
Phone (780)-427-2339
ministryofjustice@gov.ab.ca

 Alberta Justice and Solicitor General

Classification: Protected A

From: [Ministry of Justice](#)
Cc: [MA Minister](#)
Subject: Alberta Police Service: Detachment Deployment Model
Date: August 16, 2022 3:09:36 PM
Attachments: [Alberta Police Service Deployment Model Report.pdf](#)
[Alberta Police Service Detachment Deployment Model summary.pdf](#)
[FAQ Alberta Police Service Deployment Model.pdf](#)

Dear Mayor/Reeve and Council,

Today, I announced a proposed deployment model for a provincial police service that would add **275 frontline police officers to the smallest 42 detachments in Alberta**. The attached deployment model report outlines a deployment and detachment model for a proposed Alberta police service. This deployment model addresses the distinct needs of rural, urban and Indigenous communities while ensuring they all receive consistent access to services they rely on. [Click here to read the news release.](#)

Specifically, this deployment model would:

- Increase the number of police officers throughout rural Alberta to aggressively tackle rural crime by implementing a minimum detachment size of 10 police officers (compared to the status-quo, which can see detachments operating with as few as three police officers).
- Rebalance deployment of police officers towards rural communities and reducing the number of provincial police officers deployed in headquarters or administrative roles.
- Redistribute specialist provincial policing resources and services out of large urban centers such as Edmonton and Calgary, and into detachments serving rural and smaller urban communities. This would make it easier for rural, remote and Indigenous communities to access specialist provincial policing services, as well as improving response times and service delivery.

Over the last few months, I have met with many municipal leaders, many of whom have asked for more detailed information. In response, we created futureofabpolicing.ca. I encourage you to visit the website to learn more on how Alberta's review of provincial policing is just one aspect of a larger Canadian conversation regarding the future of RCMP contract policing.

I would also like to take this opportunity to draw your attention to this op-ed (<https://torontosun.com/opinion/columnists/fadden-canadian-policing-its-time-for-change>) by Richard Fadden, formerly: National Security Advisor to the Prime Minister; Deputy Minister of National Defence; and past Director of the Canadian Security Intelligence Service (CSIS).

No decisions have been made on whether Alberta will transition to an Alberta provincial police, and Alberta's government is continuing to listen to a wide variety of viewpoints on this topic. I look forward to continuing this conversation and working with you to ensure that all Albertans feel safe, secure, and protected in their communities, no matter where they live.

Sincerely,

Honourable Tyler Shandro, QC, ECA

Minister of Justice and Solicitor General

cc: Honourable Ric McIver, ECA
Minister of Municipal Affairs

Classification: Protected A

Alberta Provincial Police Service

Community Policing Deployment Model Detachment Prototype Design

March 2022



Contents

2. Approach & Methodology	6
Assumptions	10
3. How Does Organizational Design Impact the Deployment Model?	12
Overview of Top Level Structure Recommendations	14
4. Considerations in developing a Fit-for-APPS deployment model	18
Testing the Deployment Model Against the APPS Organizational Priorities and Design Principles	19
5. What does the Deployment Model Look Like for Alberta?	24
Priorities for the Community Policing Deployment Model in Alberta	26
Key Elements of the Hub Model of Deployment	27
Detachment Profiles	29
6. Supporting Improved Coverage and Access to Specialist Services Through the Deployment Model	37
7. Creating Consistency in ‘Core Services’ Throughout the Province	44
Consistent Structure and Roles are the Foundation for Consistent Services and Outcomes	45
Structures of Each Detachment Profile	47
Summary of Capabilities by Detachments Profile	51
Summary of Roles by Detachment Profile	53
8. Staffing and Deploying Resources to Maintain Consistent Shift Coverage and Presence in the Community	59
Community Detachment Resourcing Model Concept	61
Service Hubs Resourcing Model Concept	62
Regional (Urban) Hubs Resourcing Model Concept	63
Projecting the Conceptual Deployment Model into the Future	64
9. Service Delivery Examples	69
Mental Health Response	71
Complex Investigations with ALERT: Rural	72
Emergency Response with a Municipal Police Service	73
10. Appendix	74
10.1 Service Capability Catalog	75
10.2 Deputy Level Portfolio Descriptions	78
10.3 Detailed Role Descriptions	84
10.4 Section 8 Supplement	108

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



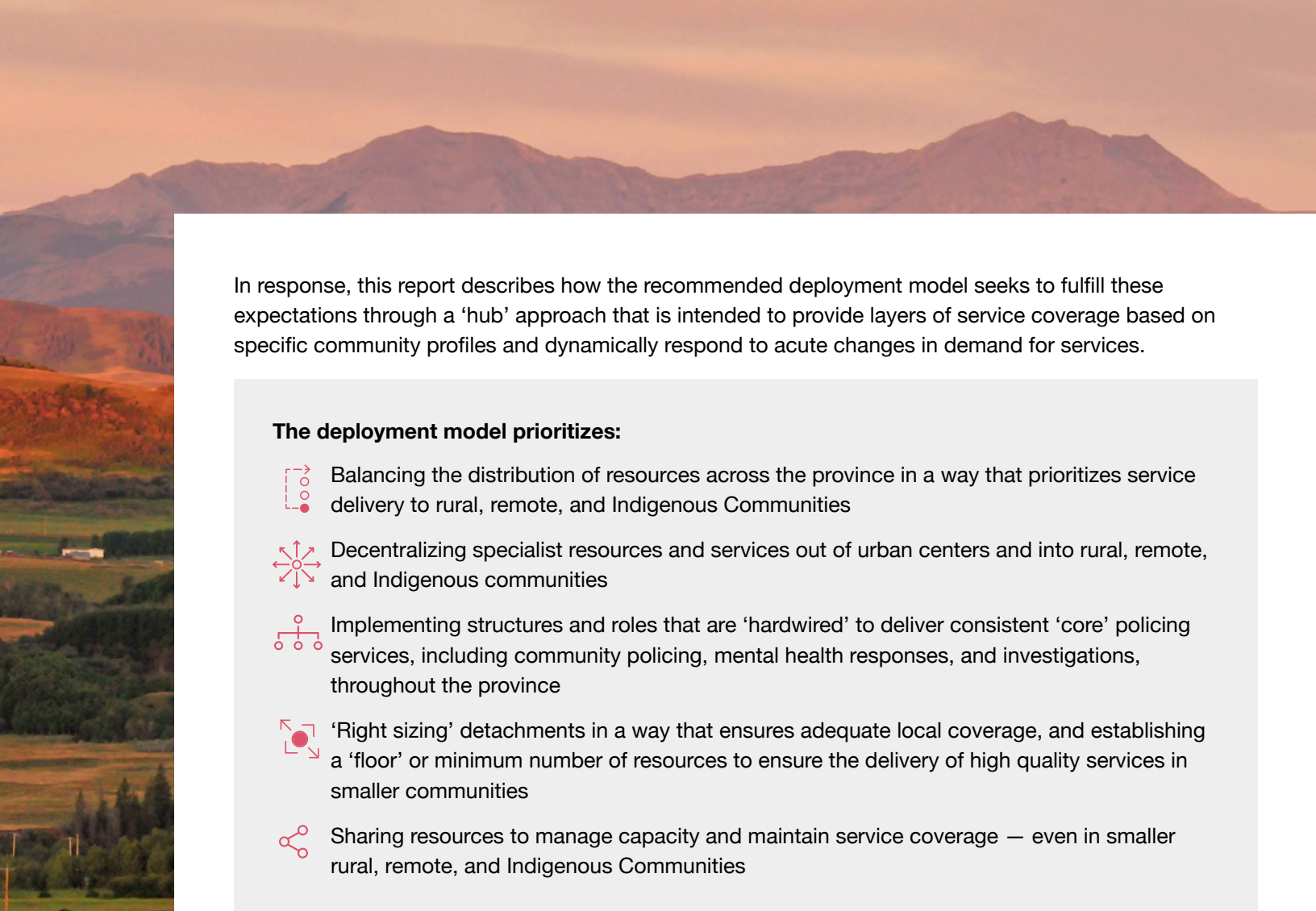
Responsive

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.

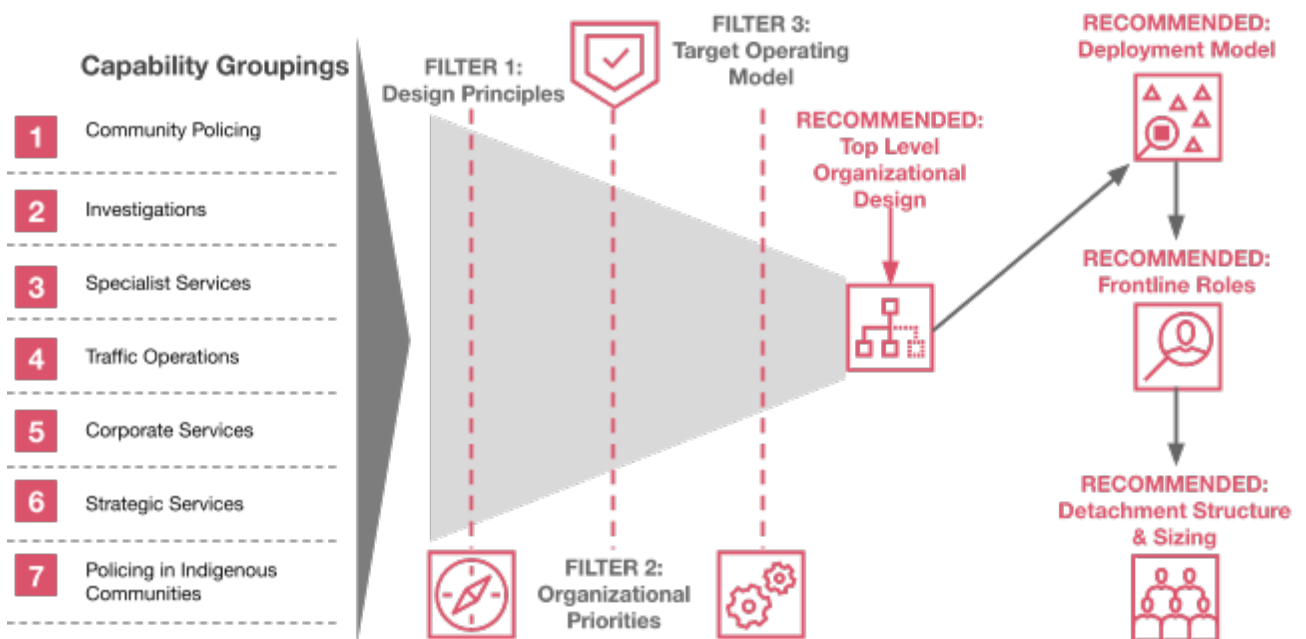
Approach and Methodology

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”).

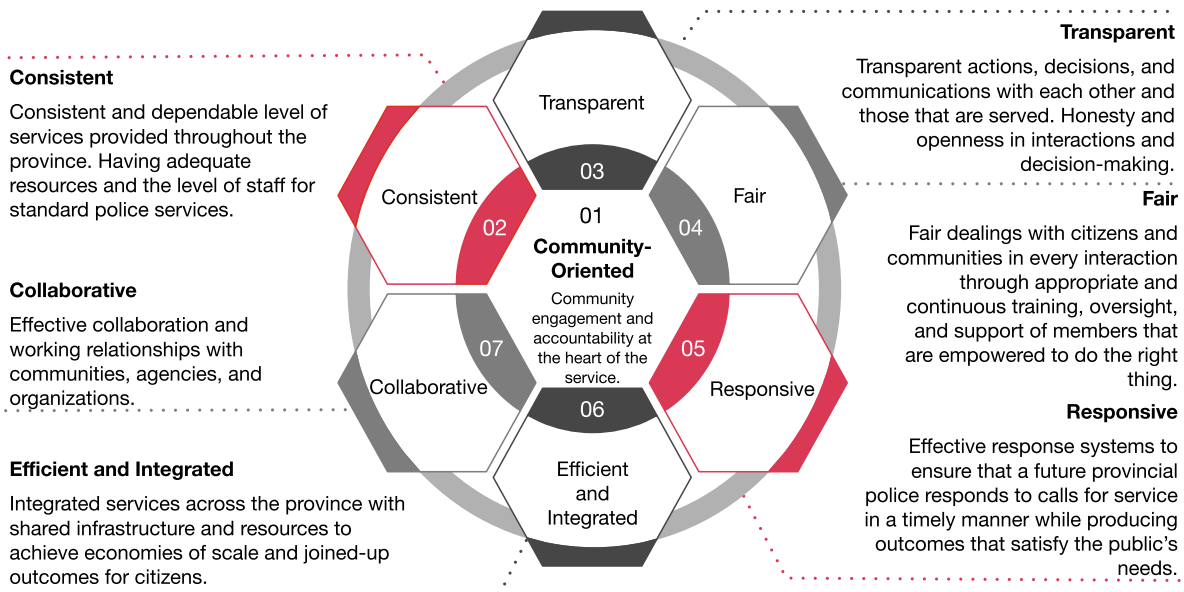
Grounded in the target operating model and top level organizational design, this report brings the envisioned community policing deployment model for a future provincial police service to life in a way that is consistent with the design principles and organizational priorities defined previously. At 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)
						
Revisit and evaluate the design principles established via stakeholder consultations in Phase 1 of the Study (i.e. the ‘Envision’ phase), and validate the design assumptions to ensure their ongoing relevance, and to integrate stakeholder feedback	Consider the operational mandate and priorities of a future Alberta Provincial Police Service and examine how other jurisdictions are structured to surface insights, trends in policing services, and common structural characteristics that could be tailored to the Alberta context	Align on the organization’s core capability groups and translate a target service delivery model into a high-level structure while considering Alberta’s geographical diversity (and the need to enable regional differences and/or standardization in the delivery of services), optimal spans of control, and the impact of the design principles on structure	Conduct detailed design to document the recommended organizational structure up to the Deputy level, including structural characteristics and the alignment of sub-capabilities into those Deputy portfolios	Envision a ‘fit-for-Alberta’ community policing deployment model (anchored in conceptual prototypes) that determines how services are delivered in the new model in a way that is consistent with the design principles and organizational priorities, and is tailored to meet the unique needs of Albertans served by the provincial police service across the province	Articulate the primary frontline roles and responsibilities of a future provincial police service across the conceptual detachment prototypes	Define the high-level organizational structure and sizing assumptions of the conceptual detachment prototypes

1. Design Principles

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



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.

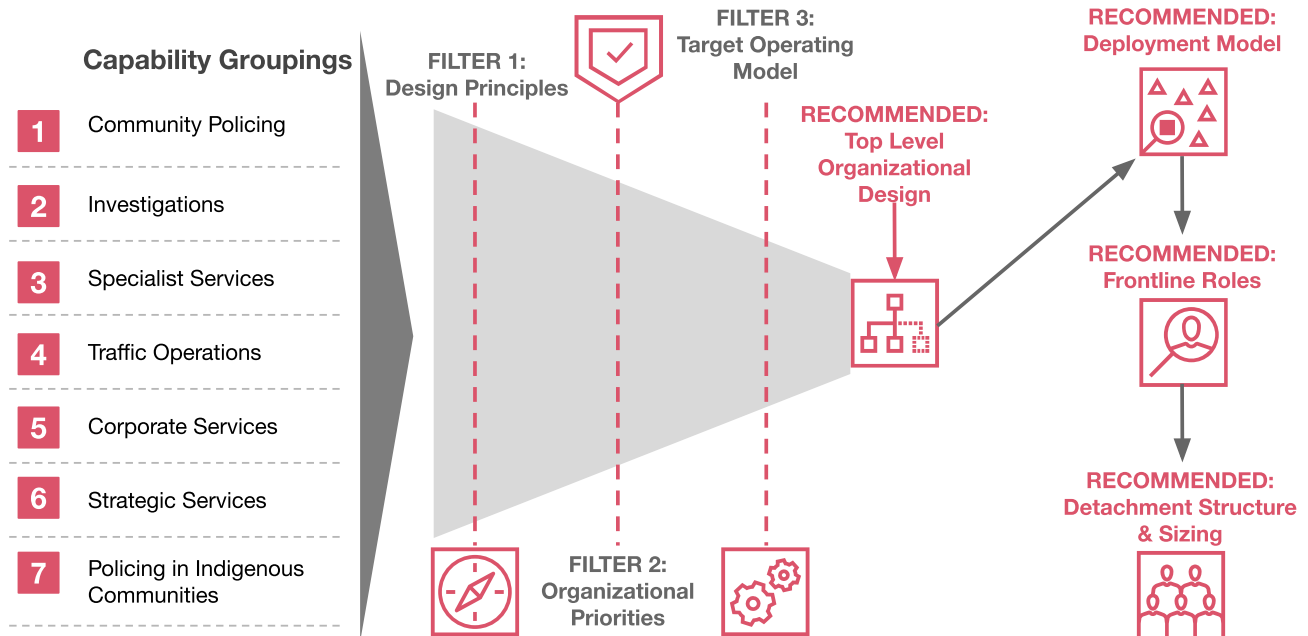
7. High Level Detachment Structure & Sizing

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.

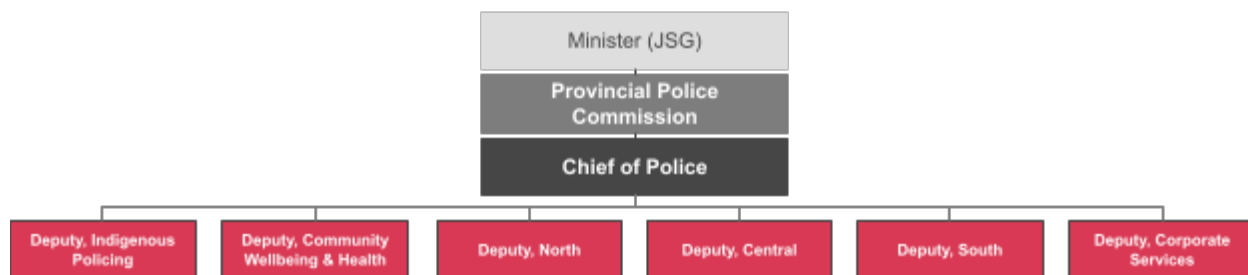


A **deployment model** that puts the right resources in the right places at the right time to deliver the services locally wherever possible.

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

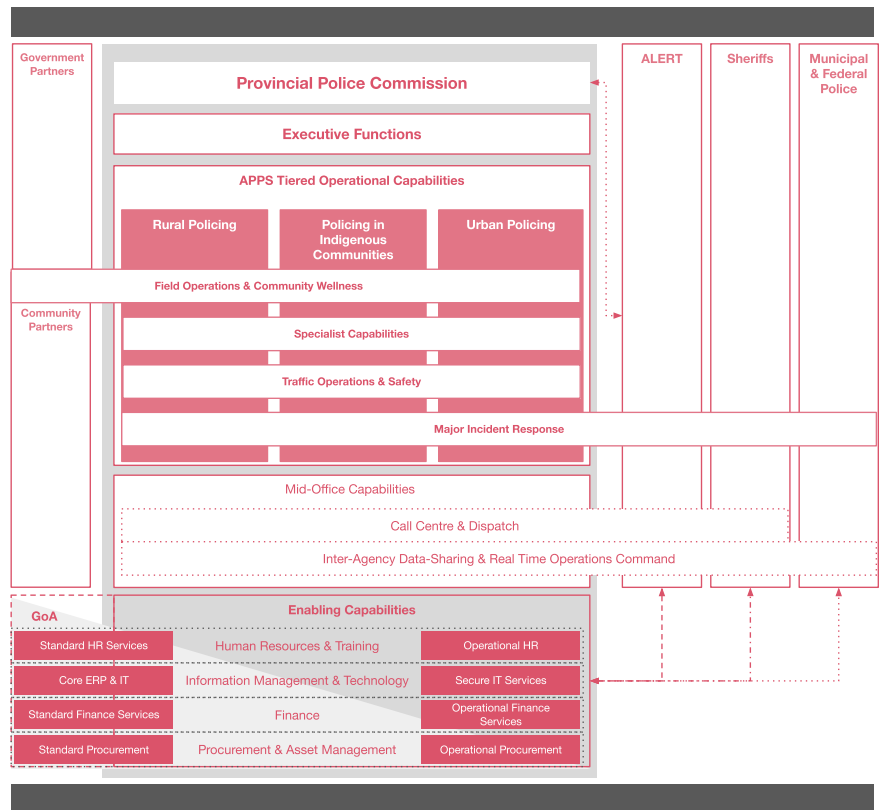
- Ensures Indigenous-specific, culturally-appropriate service standards and considerations are embedded throughout the Alberta Provincial Police Service.
- Liaises, coordinates, and builds relationships with Indigenous Communities across Alberta with the goal to support self-administered Indigenous police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

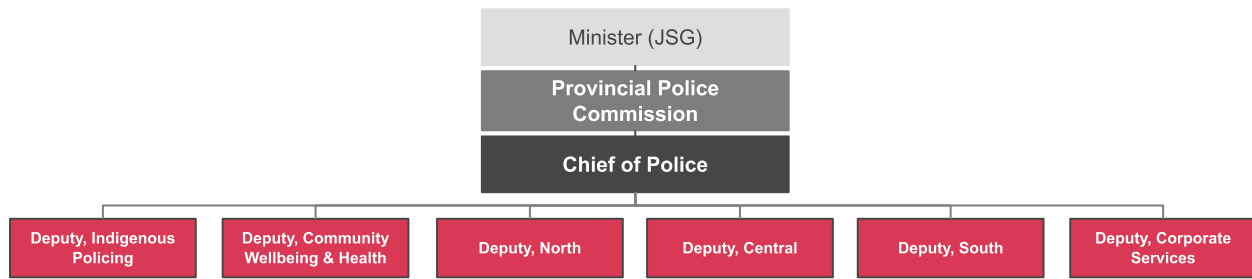
1. An effective organizational structure that prioritizes the right capabilities in portfolios and roles with effective accountability; and
2. A deployment model that puts the right resources in the right places at the right time to deliver the services people in Alberta need.

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



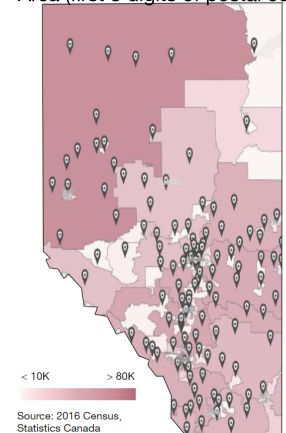
The recommended organizational structure introduced key structural elements that were required to enable the operating model and established a foundation for the recommended deployment model presented in this report. Critically, several of the structural recommendations drove decisions and design elements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

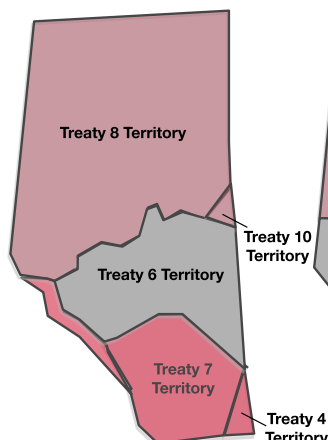
Population by Forward Sortation Area (first 3 digits of postal code)



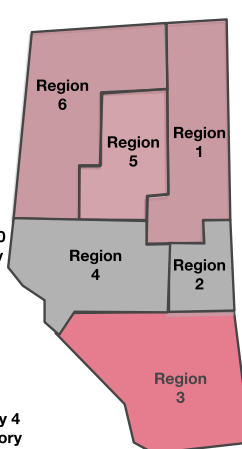
Alberta Health Zones



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

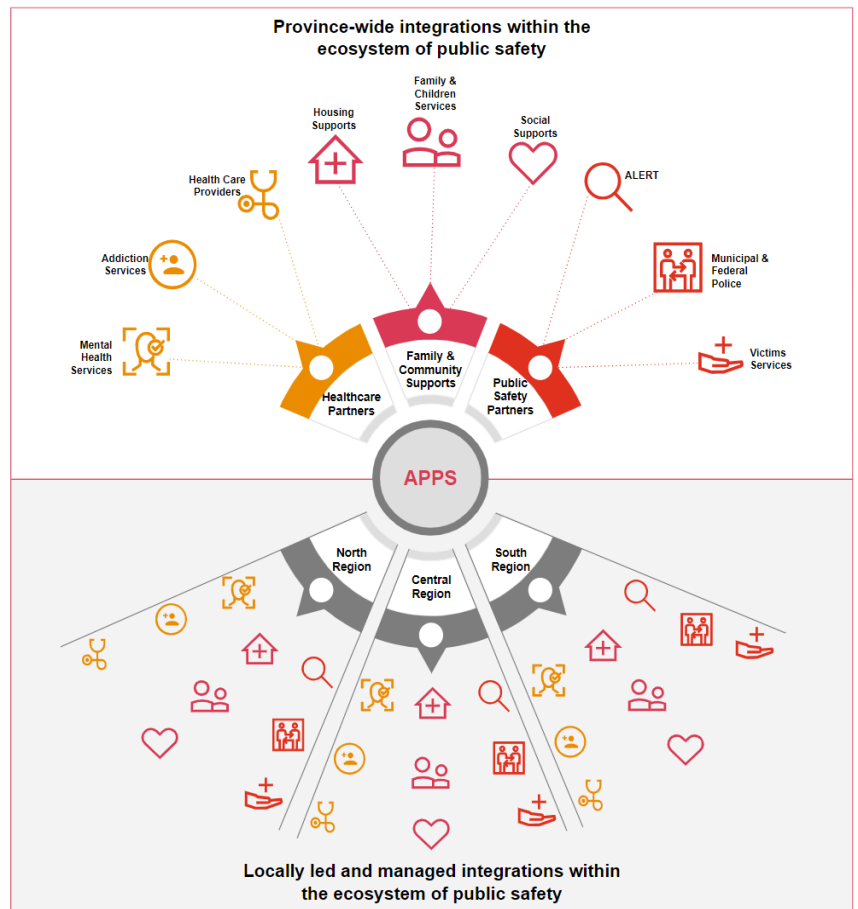
The ecosystem of public safety is a major consideration in the development of the recommended organizational structure. A future Alberta provincial police service is one of many players within a broader ecosystem of service providers that span the community safety continuum - from mental health and addiction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

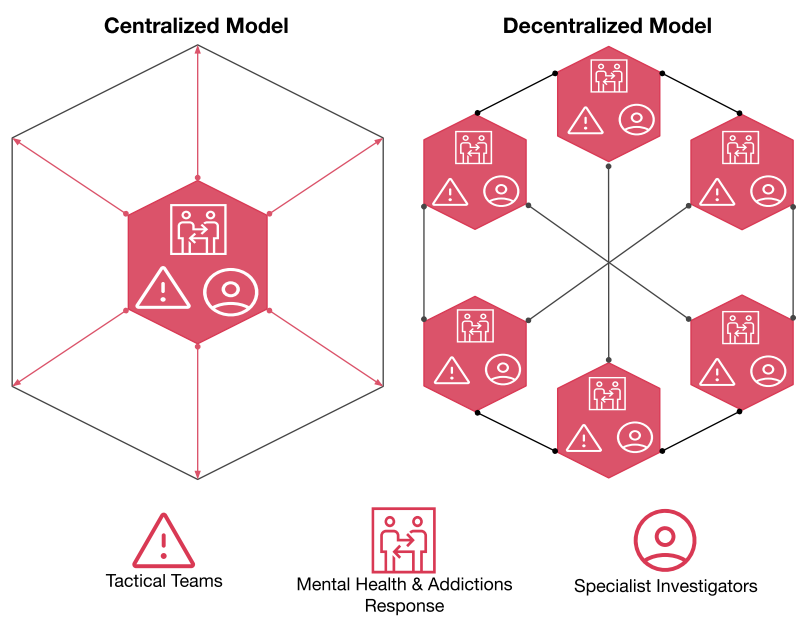
Number of detachments, resources and averages are based on the conceptual deployment model and are for illustrative purposes only.

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:

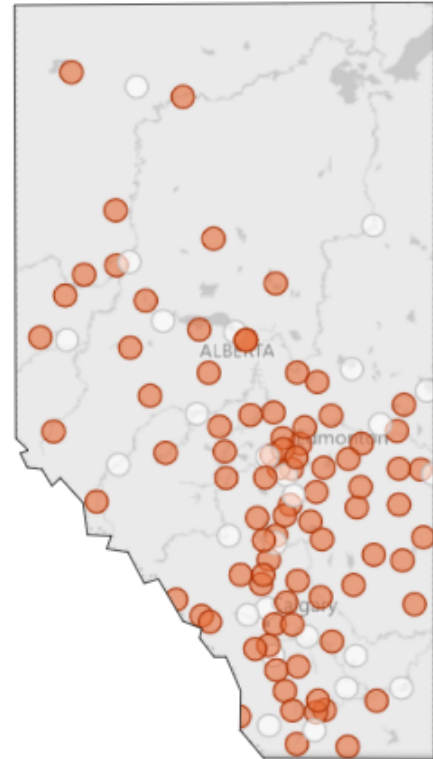
Community detachments will be the most common detachment profile within the provincial police service deployment model. They play a critical role in providing the majority of people in Alberta with community policing services. They will be responsible for providing public safety and well-being services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

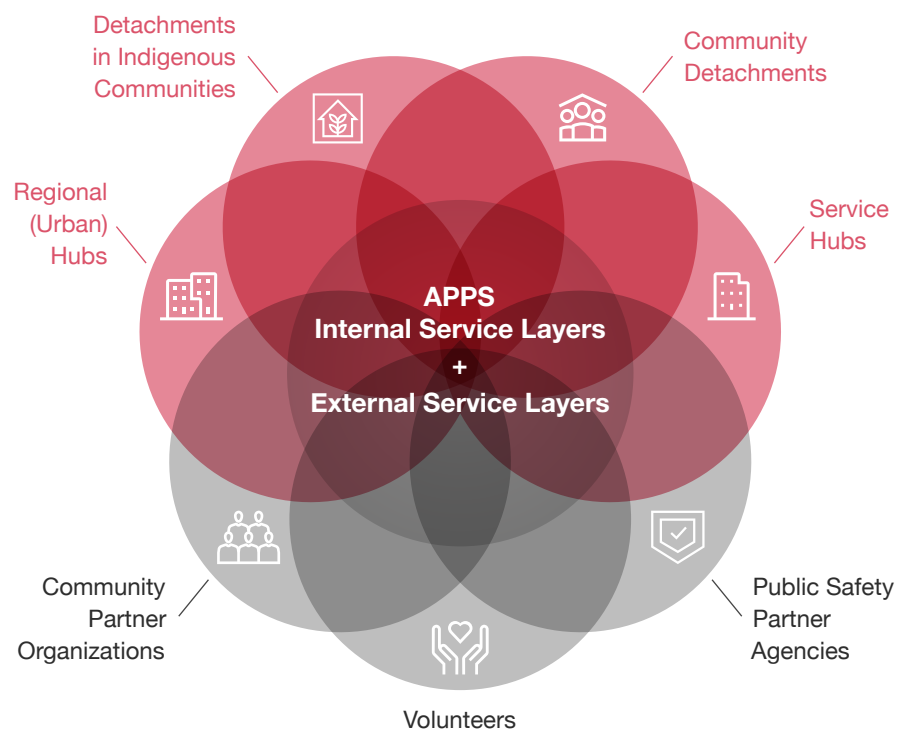
An increased rural policing presence of 275 officers from the current deployment model would allow the APPS to double the number of sworn officers in the smallest 42 detachments in Alberta (approximately 37% of current detachment locations based on data provided to the APPS Transition Study in 2020 during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

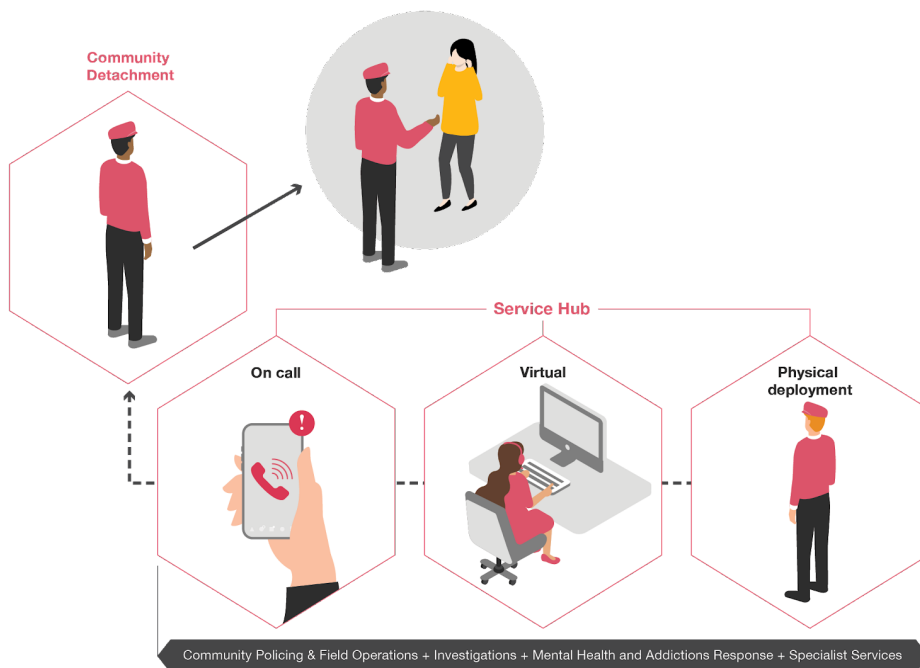
The figures presented above do not include additional resources that could potentially be deployed using more funding from the Police Funding Model, which would significantly bolster the already increased number of front line officers serving in rural Alberta.

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.

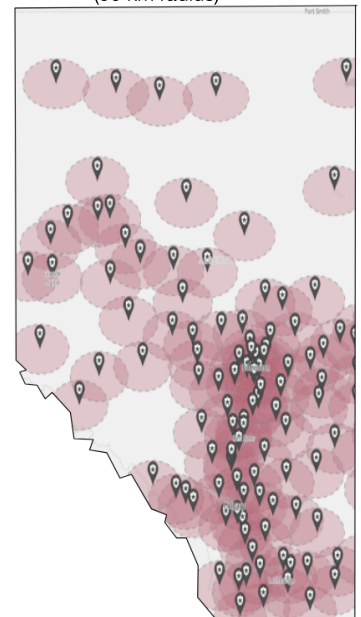
Community Detachment capacity and services are supported by Service Hubs. This additional support includes the ability to request deployment of Community Policing Constables, Specialist Units, or Investigators to support Community Detachment Resources. Services and resources can be redeployed from Service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

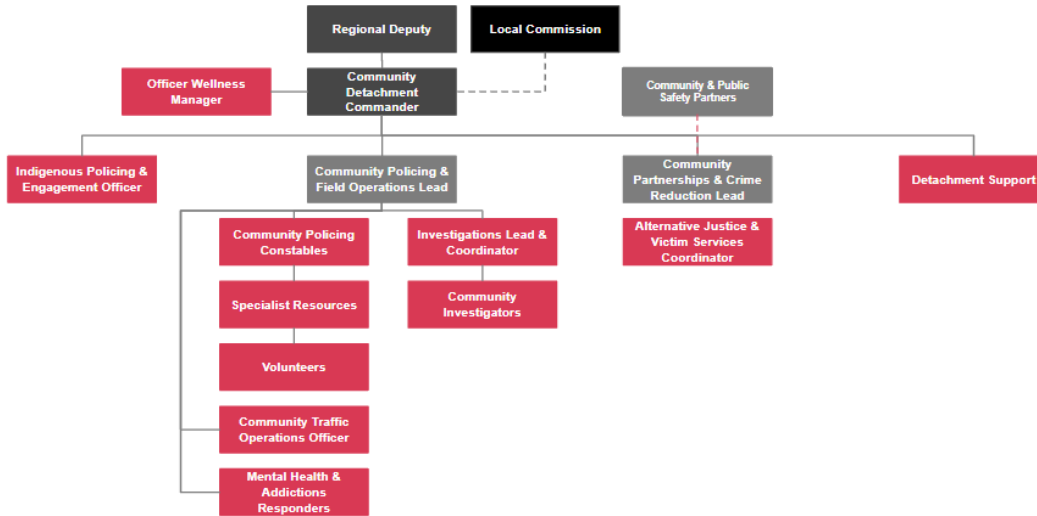
Structures of Each Detachment Profile

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:



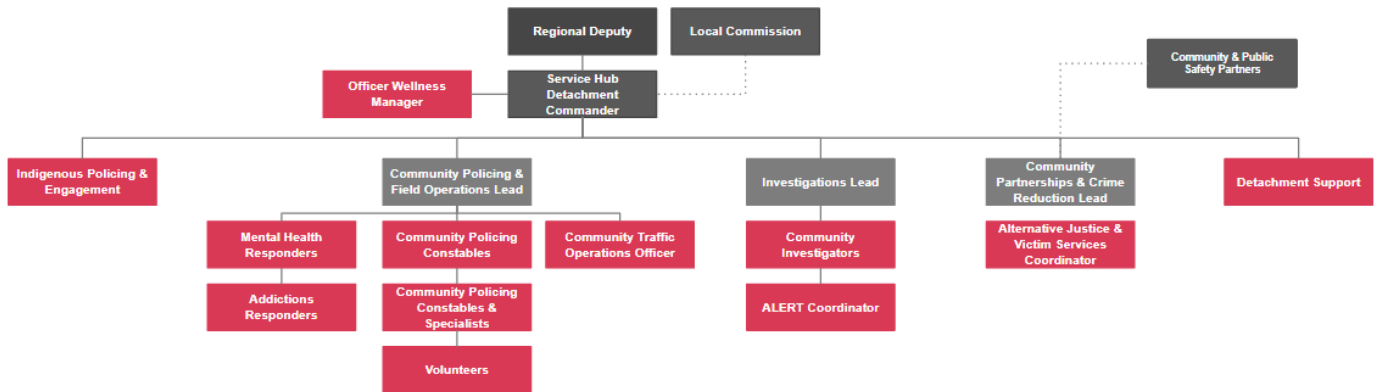
This is a critical component to ensuring that these services are available to all communities - rural, remote and Indigenous Communities. Embedding dedicated roles and resources in every detachment profile to deliver these services across Alberta is a key element of the deployment model required to drive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



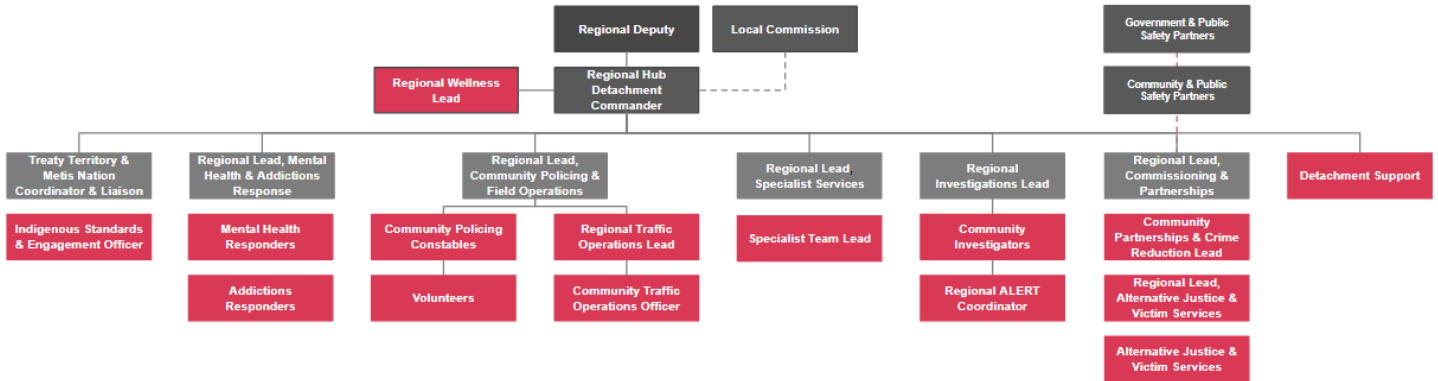
Key Capabilities & Services Represented:

- 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:

- 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

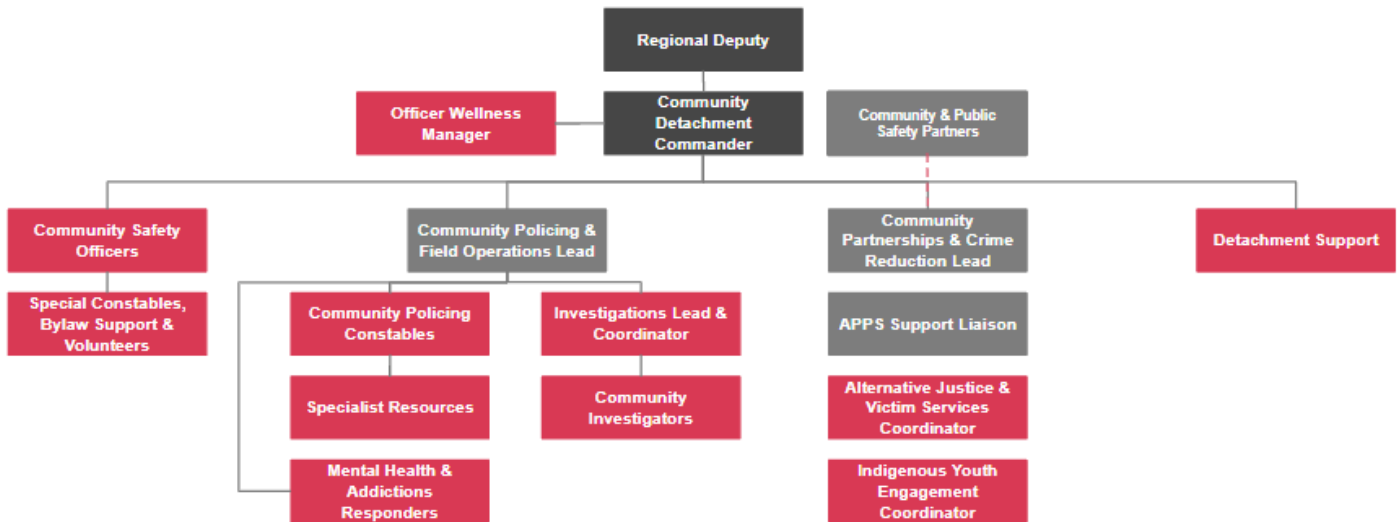
Roles in Regional (Urban) Hubs

- 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.

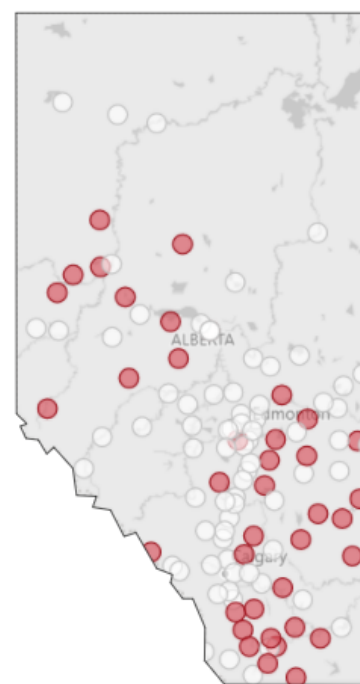
For Community Detachments, it is recognized that service demands are unlikely to be necessary 24 hours per day, and attempting to adhere to that standardized deployment model actually disadvantages the community and the officer wellness, as resources are spread too thin to be safe or effective. For this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

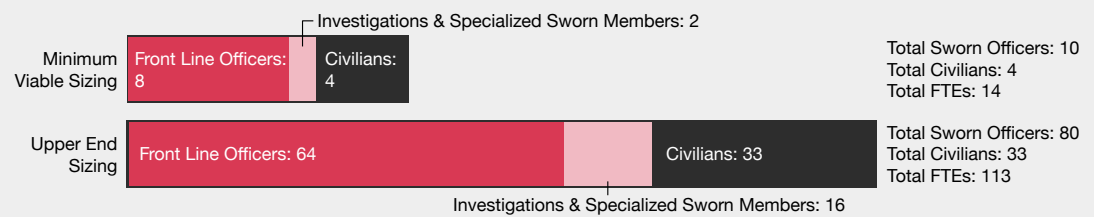
A unique feature to the APPS deployment model enables 'layering of resources to ensure local presence and service capabilities throughout the province.



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.

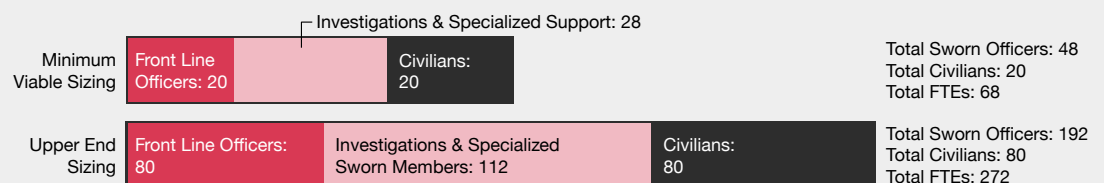
SIZING EXAMPLE FOR COMMUNITY DETACHMENTS



Service Hubs

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

SIZING EXAMPLE FOR SERVICE HUBS





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

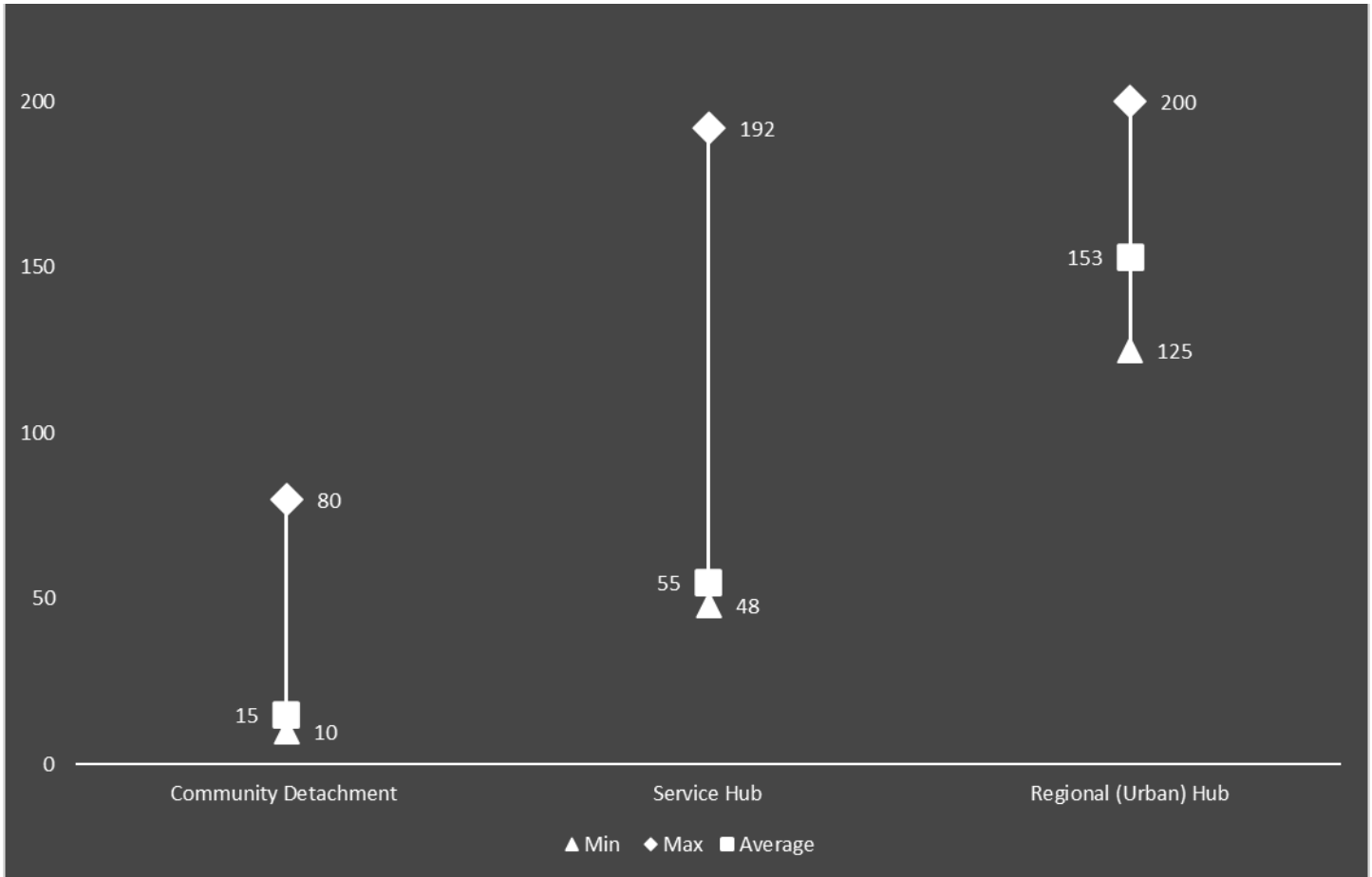
Generic Sizing Example	Front Line Officers: 80	Investigations & Specialized Support: 120	Civilians: 83	Total Sworn Officers: 200 Total Civilians: 83 Total FTEs: 283
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8. Staffing and Deploying Resources to Maintain Consistent Shift Coverage and Presence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

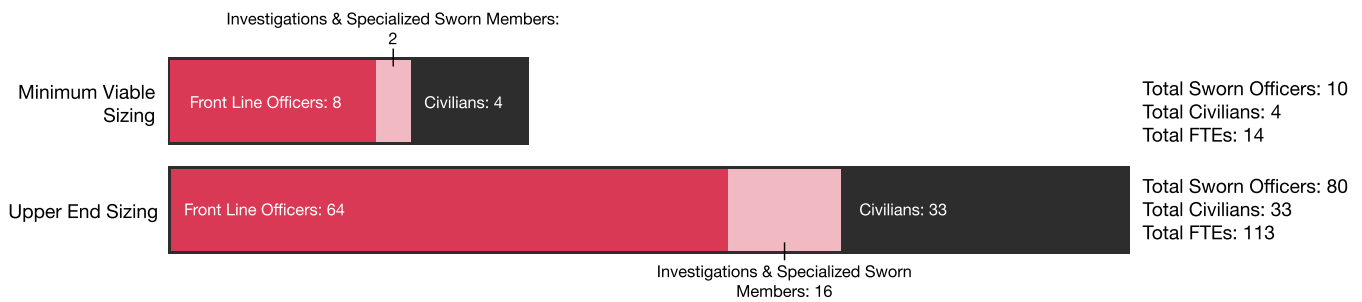
Community Detachment Resourcing Model Concept

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:

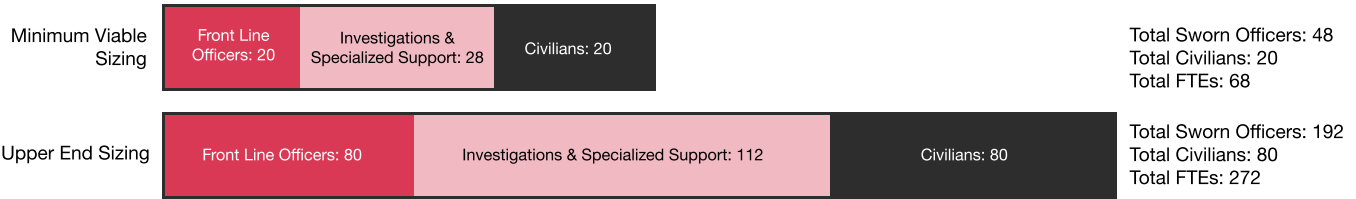
Minimum Viable Sizing			Upper End Sizing		
Resource Type	Proportion of Resource Type	Total	Resource Type	Proportion of Resource Type	Total
Front Line officer response	80% of staffing	8	Front Line officer response	80% of staffing	64
Invest & Specialized Support	20% of staffing	2	Invest & Specialized Support	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:

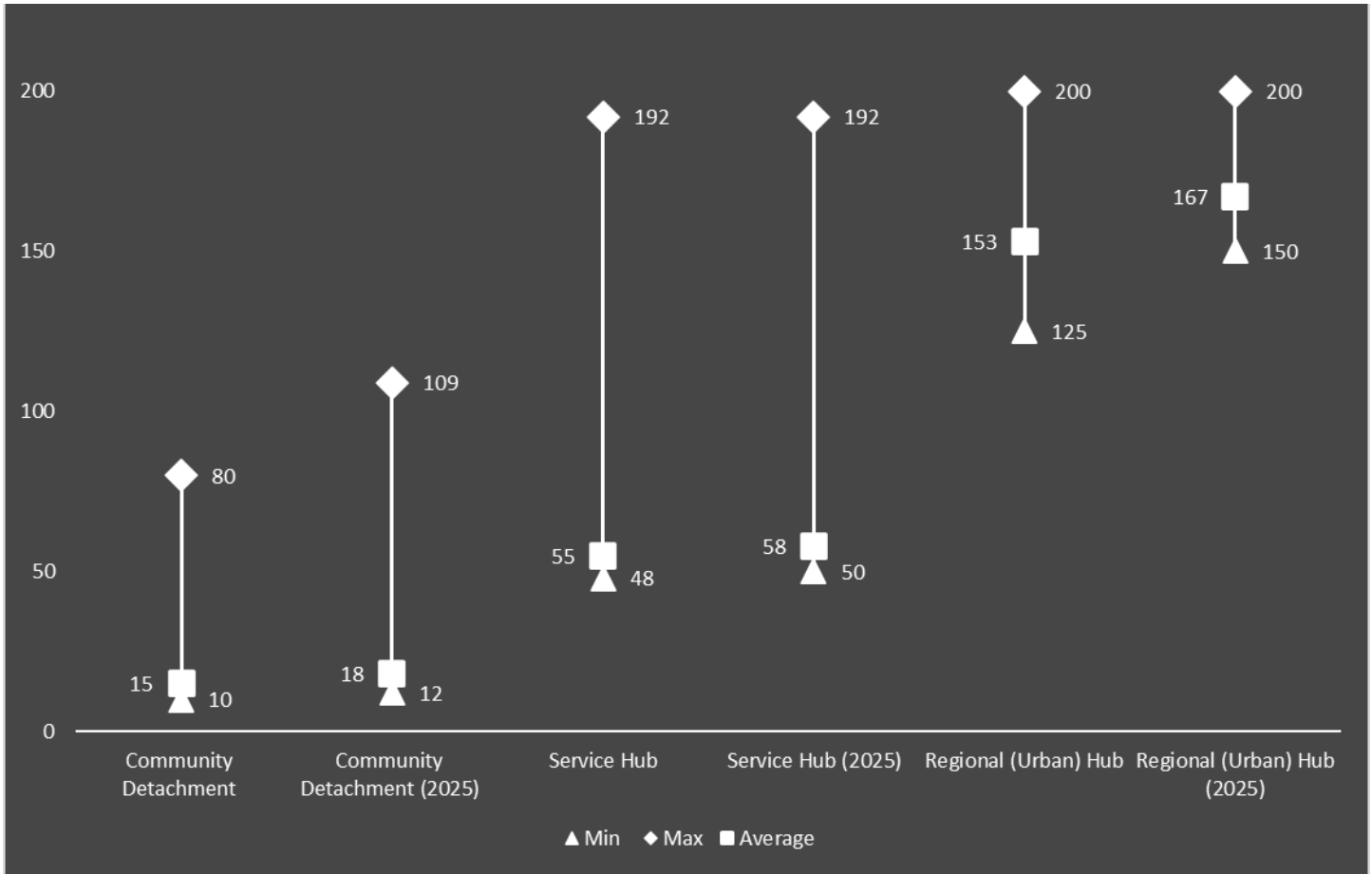
- Minimum baseline sizing of Community Detachments increased from 10 members to 12 members
- Average size of Community Detachments increased from 15 members to 18 members
- Minimum baseline sizing of Service Hubs increased from 48 members to 50 members
- Average size of Service Hubs increased from 55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

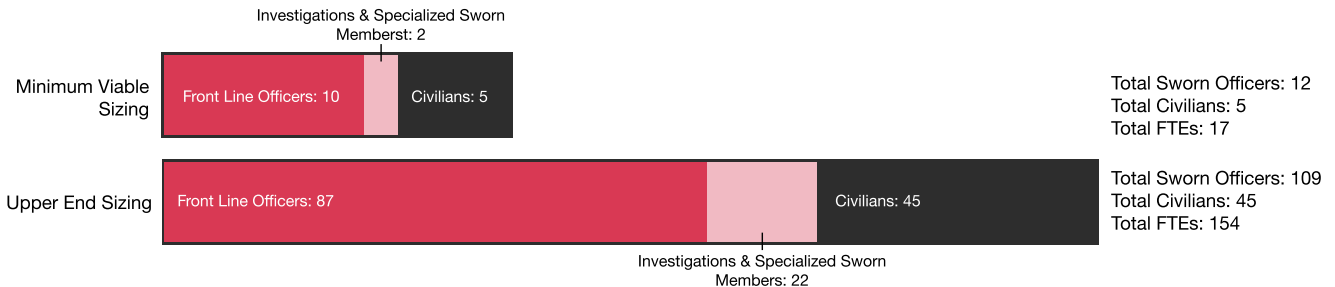
Comparison of Baseline and 2025/26 Detachment Profile Sizing Concepts



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

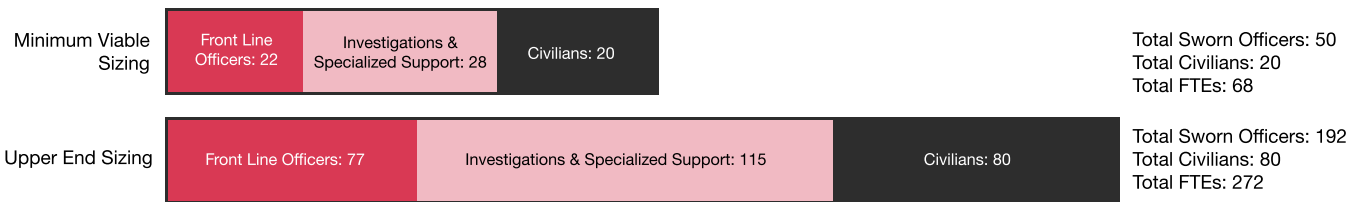
Sizing Example for Community Detachments in 2025/26 (projected)



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

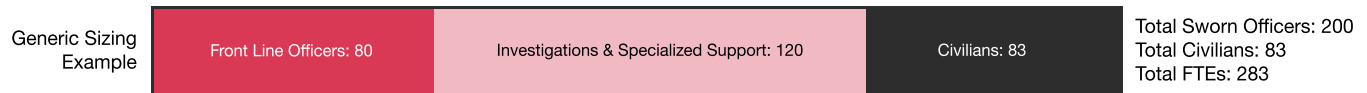
Sizing Example for Service Hubs in 2025/26 (projected)



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)

A scenic landscape at sunset or sunrise. The sky is a warm, hazy orange. Three birds are silhouetted against the sky. In the foreground, a dark silhouette of a house with a tiled roof is visible. Behind the house, a dense forest of trees is silhouetted against the bright sky. A white tower or lighthouse is visible in the distance through the trees.

Service Delivery Examples

9

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

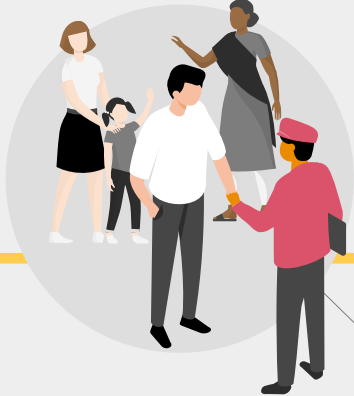
1 Community Policing Officers that are based in the community proactively engage with community members and get to know the people they serve.

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

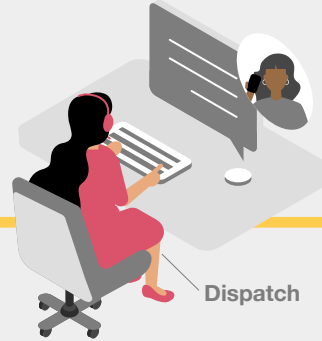
2 A member of the community calls police about a citizen that is known to struggle with mental health and addictions. Dispatch receives the call and takes the relevant information.

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



Mental Health Team

Service Hub

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

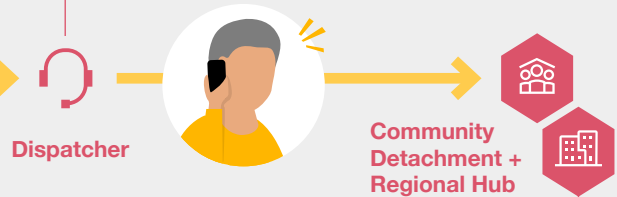
2 A farmer calls in a property theft that occurred while the family was away for the weekend. Police are able to respond to the scene from the local detachment.

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



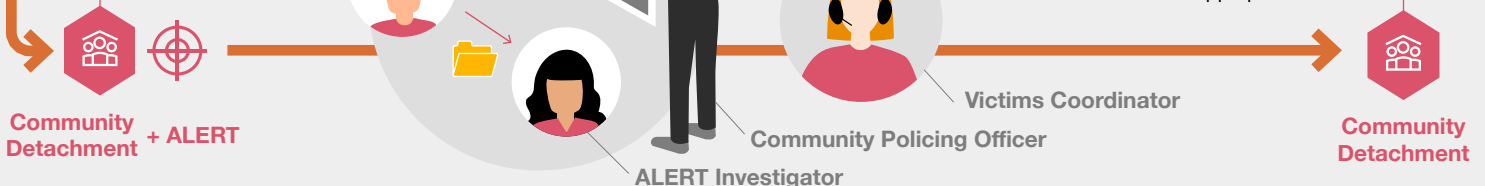
6 The Community Police Officer provides regular updates to the victim and connects the family to the Victim's Services Coordinator who assist with providing documents for insurance and other supports.

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



Appendix

10. Appendix

10.1 Service Capability Catalog

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

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

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

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

- Urgent response
- Rural crime response
- Minor incident response and resolution without deployment
- Directed patrols
- Community policing-led investigations (supported by ALERT)
- Crime reduction and prevention
- Mental health and addictions response
- Community engagement, outreach, and collaboration
- Family, youth, and child intervention

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

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

- Intimate partner violent crime investigations
- Human trafficking and child exploitation investigations
- Missing persons
- Missing and Murdered Indigenous Women and Girls (MMIWG) investigations
- Threat assessments
- Inter-agency intelligence and data-sharing
- Drug, alcohol, and contraband

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

- Provincial traffic safety
- Highway patrol
- Motorized snow/off-road/water enforcement
- Collision reporting center
- Collision reconstruction and investigations
- Commercial vehicles and dangerous goods
- Education and engagement relating to traffic operations
- Breath analysis and drug recognition

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

- Air support services
- Critical incident response (mass casualty or large-scale incidents)
- Special tactical operations
- Canine units
- Real time operations command
- Explosive device response
- Asset and civil forfeiture
- Crisis negotiation
- Search and rescue operations
- Witness protection
- Robotic devices
- Chemical, biological, radiological, and nuclear response

- Terrorism, extremism, and hate crime response

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

- Community policing services in Indigenous Communities that contract the provincial police service to provide policing services
- Support for self-administered police services
- Coordination and liaison services
- Community empowerment and oversight
- Specialized training programs
- Indigenous engagement and outreach
- Recruitment programs for Indigenous Communities
- Alternative justice programs
- Community Safety Officer (CSO) program

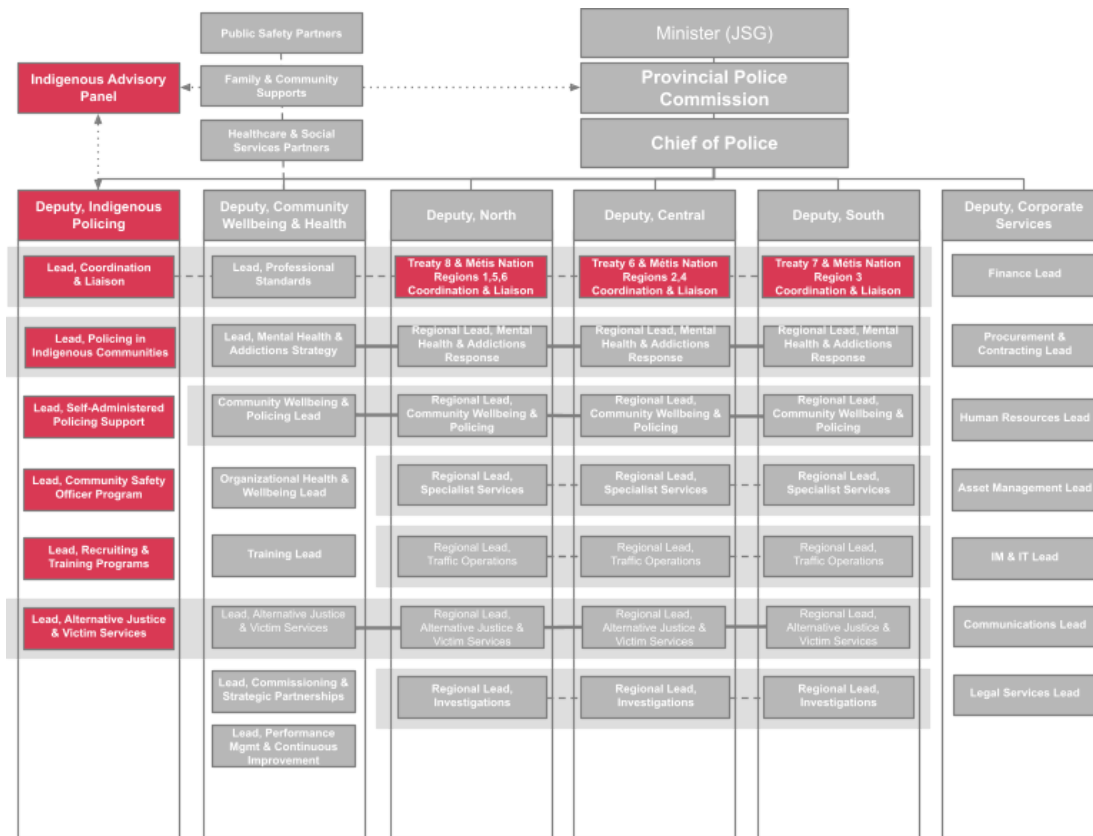
Victim Services and Alternative Justice: Delivery of services to support and protect vulnerable persons to drive proactive community policing and problem-solving, including after victimization. This includes providing support services relating to navigating legal processes across the justice system.

- Victim assistance and support services
- Victim call back and update
- Family, youth, and children support services
- Protecting vulnerable peoples
- Restorative justice and diversion
- Collaborative response (e.g. Hub Tables)
- Offender management, transportation, and detention
- Managing and monitoring high risk offenders
- Court services and support
- Witness management
- Community supervision

10.2 Deputy Level Portfolio Descriptions

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

Deputy of Indigenous Policing



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

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

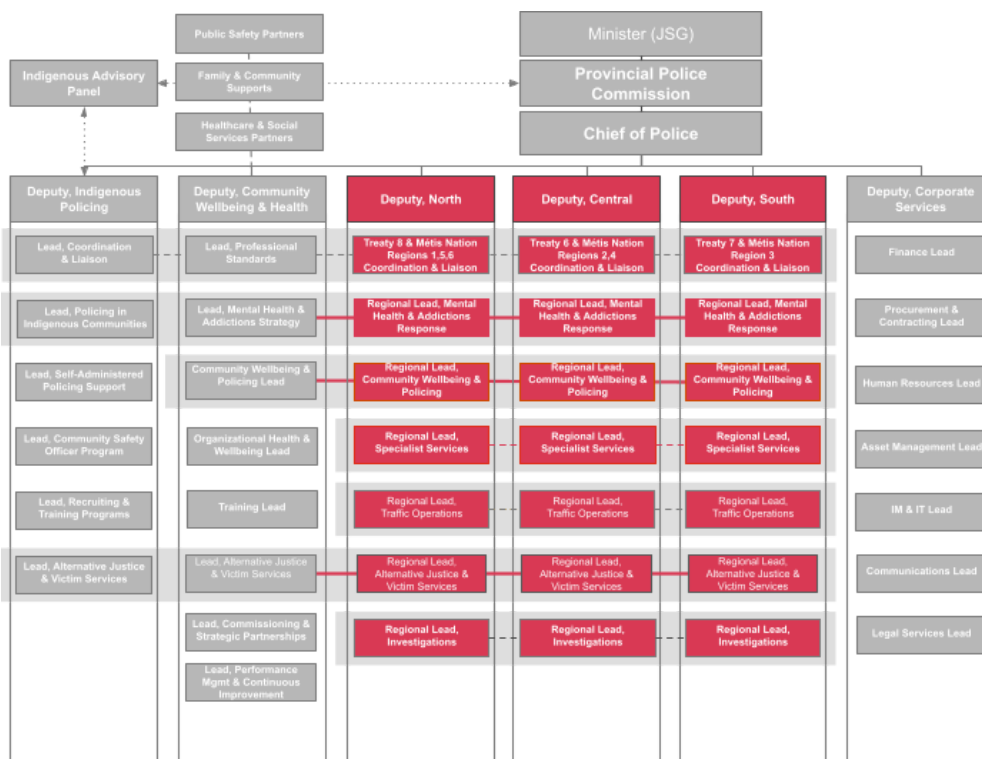
delivery throughout the police service.

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

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

- **Driving Respectful Practices** - Embedding culturally respectful and responsive services and procedures into the DNA of the Alberta Provincial Police Service.
- **Developing standards of policing and Service** - Development and implementation of standards of service that are respectful and responsive to the culture, history, values and contemporary needs of Indigenous Peoples in Alberta that can be applied across the APPS across all regions and in all locations.

- **Leading of Truth and Reconciliations Calls to Action and MMIWG Recommendations** - The Deputy of Indigenous Policing should be a key driver, alongside the Chief of Police, in the implementation of the Truth and 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:

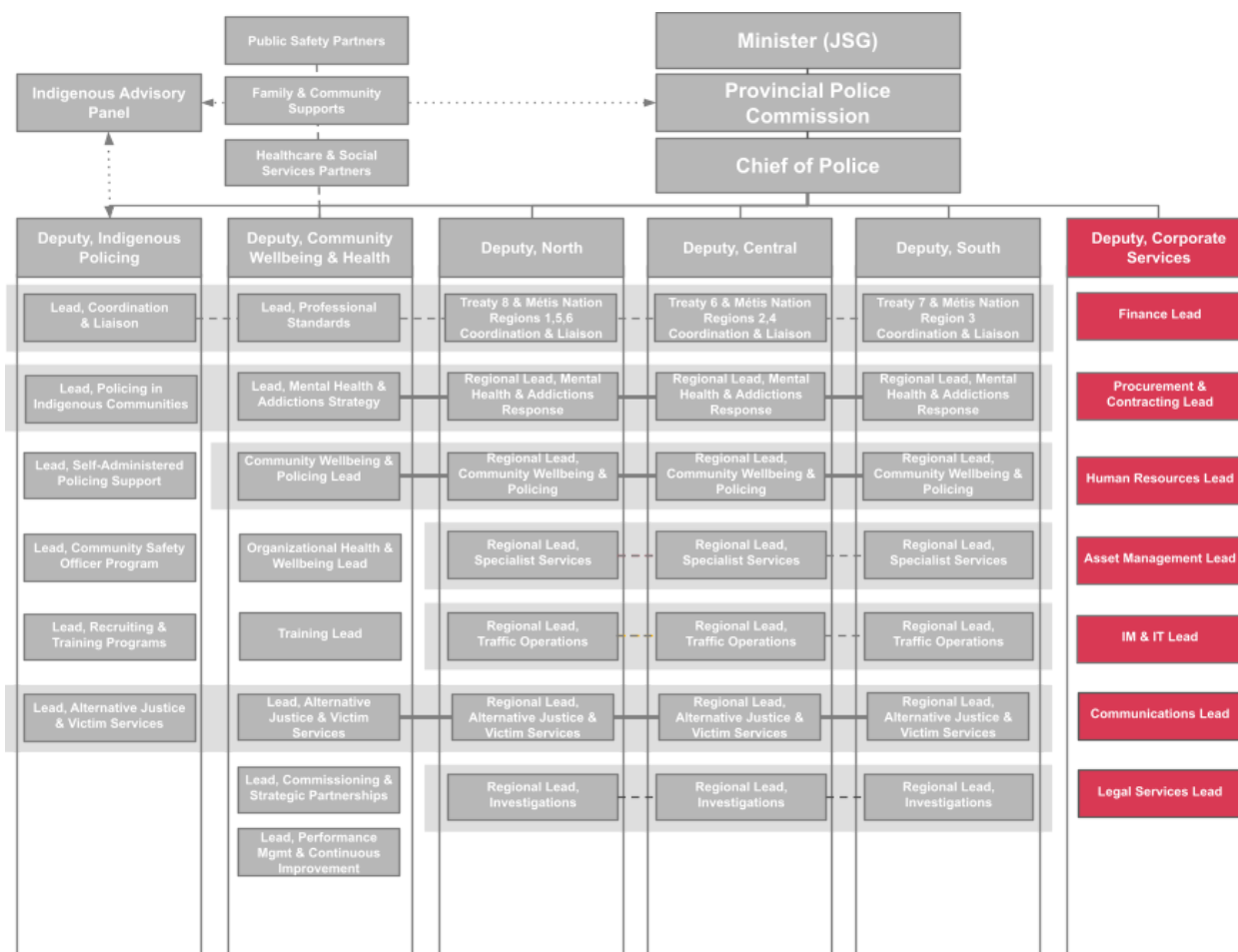
- **Professional Standards** - Creating and maintaining mechanisms for achieving the goals of the organization, including operational standards and oversight, adjudication of complaints, procedural justice oversight, and standards coordination and implementation across regions for all capabilities.
-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

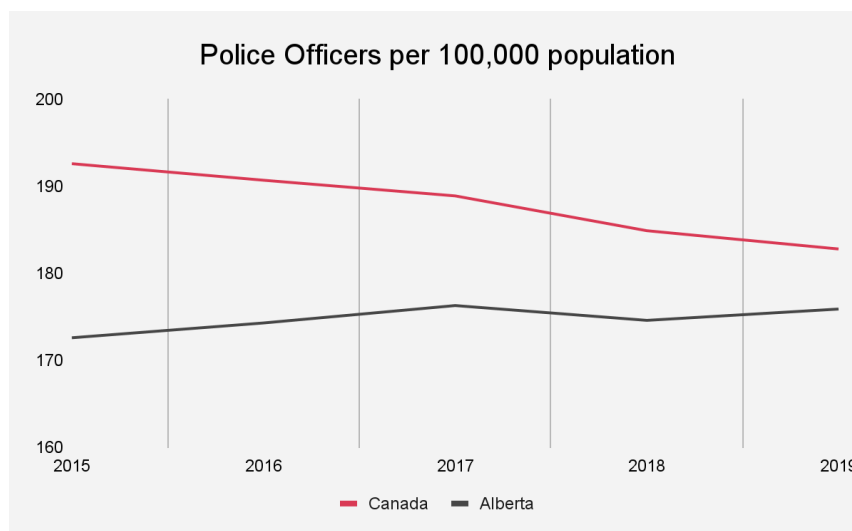
10.4 Section 8 Supplement

Sizing Methodological Considerations

Patrol/Community Policing

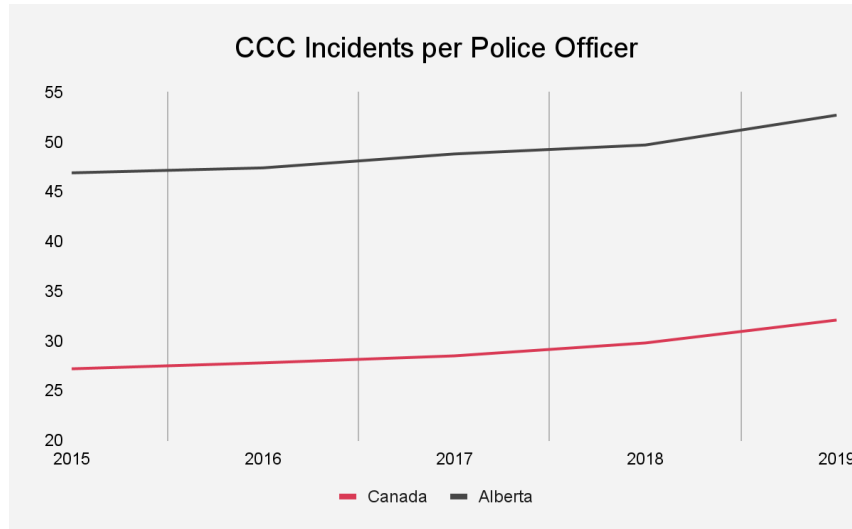
There are several ways to estimate the number of officers required or optimal for a particular geography or municipality. The most common of these is the use of the “pop to cop” ratio, or the converse, “cop to pop” ratio. This is a way of estimating the number of police officers that would be reasonable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

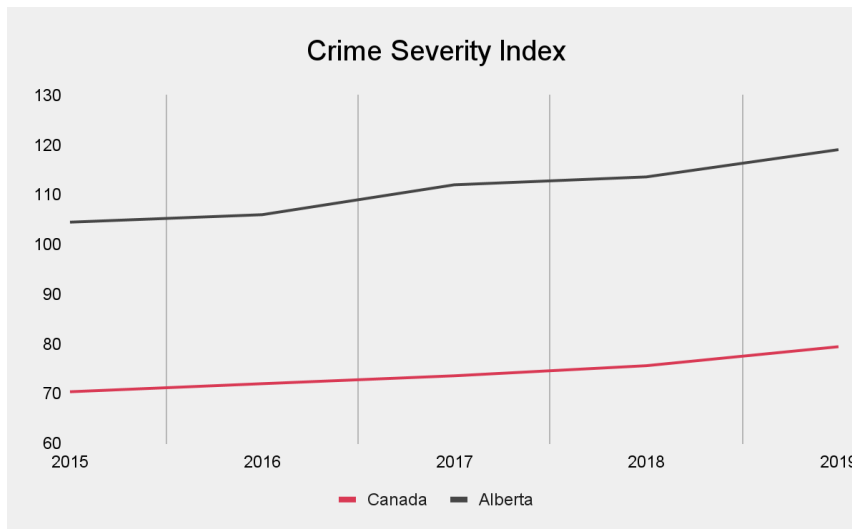


Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics
 DOI: <https://doi.org/10.25318/3510007601-eng>

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.

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