

# **Alberta Interim Police Advisory Board Communique**

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## Executive Summary

The purpose of this communique is to update municipalities, police governance bodies, and other stakeholders on the work of the Alberta Interim Police Advisory board and its current status. Established to give municipalities a stronger voice in setting RCMP policing priorities, the Interim Board has faced several obstacles in gaining Ministerial support and transitioning effectively to an Operational Board.

The Interim Board was initially formed in response to calls for increased municipal oversight of RCMP policing. Its mandate included developing a governance structure for an Operational Board, as well as providing advice on provincial policing priorities. While the Interim Board has fulfilled this mandate, Ministerial responses have largely rejected the Board's advice and a lack of Ministry support has hindered the Board's effectiveness. Accordingly, the Board's mandate and future role remain uncertain. Despite challenges, the Interim Board has helped facilitate RCMP accountability and transparency. However, ongoing participation on this board risks frustration and reputational damage if recommendations continue to be disregarded.

Alberta's police funding model (PFM), implemented in 2019, aims to recover a portion of provincial policing costs from municipalities. This model will expire in 2025 and questions remain regarding future funding sustainability and municipal contributions. The province has yet to provide a timeline for engagement on a new model; however, municipalities are advised to prepare for escalating policing costs.

Recent legislative changes mandate civilian governance bodies for policing at both the municipal and provincial levels. While the details of these changes are still to be determined, the Interim Board and other stakeholders share concerns around accurate representation, appropriate resourcing, and governance structure. The regulations associated with these governance bodies are anticipated to be tabled in fall 2024 and should provide clarity on their authorities, roles, and operation.

Lastly, the Public Safety Statutes Amendment Act passed in May 2024 proposes the establishment of an independent police agency in Alberta. However, a lack of stakeholder engagement around this legislation, as well as questions around funding and coordination with existing police services, create further uncertainties for the future of policing and police governance.

The Interim Board remains committed to open communications with its stakeholders and the organizations it represents, namely the Alberta Association of Police Governance (AAPG), Alberta

Municipalities (ABmunis), and Rural Municipalities of Alberta (RMA). If you have any feedback or thoughts to share with the Board, please contact Vice Chair, Kara Westerlund at [kwesterlund@rmalberta.com](mailto:kwesterlund@rmalberta.com).

## Introduction

The purpose of this communique is to update municipalities, police governance bodies, and other stakeholders on the Alberta Interim Police Advisory Board's work to date, as well as the current challenges facing the Board. This document also provides an overview of the PFM implemented in 2019; Bill 6, the Police Amendment Act, which establishes a new system of police governance in Alberta; and Bill 11, the Public Safety Statutes Amendment Act, which establishes an independent police agency.

From its inception, the Interim Board has prioritized communicating and consulting with municipalities and existing police governance bodies. The Interim Board has endeavoured to both update stakeholders on the work it has undertaken, as well as solicit feedback through surveys and meetings to inform that work. All previous Interim Board communiques are available on the [ABmunis policing hub](#).

We welcome your feedback and invite you to ask questions or share your thoughts with us by contacting:

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## Alberta Interim Police Advisory Board

### Background

In December 2019, the Government of Alberta introduced a new, five-year PFM that applies to municipalities receiving police services from the RCMP under the Provincial Police Service Agreement (i.e. municipalities with populations under 5,000 and all municipal districts and counties). The following spring, the former Minister of Justice and Solicitor General Doug Schweitzer established the Alberta Police Advisory Board to give municipalities a stronger voice in setting RCMP policing priorities. The creation of this board aligned with AAPG, ABmunis, and RMA advocacy calling for municipalities to have greater oversight of policing, particularly now that they were paying directly for a portion of policing costs.

The Alberta Police Advisory Board was originally meant to be implemented in two phases; in the first year, an Interim Board would develop the structure and scope of the Advisory Board. On completion of the Interim Board's mandate, the work of the Operational Police Advisory Board would begin for a four-year term.

According to the [Terms of Reference](#) developed by Justice and Solicitor General, the Interim Board is made up of one representative from the AAPG Executive, four representatives from the ABmunis Board, and four representatives from the RMA Board.

## Interim Police Advisory Board Membership

AAPG	ABmunis	RMA
Ian Sanderson Chair of the St. Albert Policing Committee	Tanya Thorn Mayor, Town of Okotoks, and Interim Board Chair	John Burrows Councillor, Woodlands County
	Tyler Gandam Mayor, City of Wetaskiwin	Paul McLaughlin Reeve, Ponoka County
	Krista Gardner, Councillor, Town of Calmar	Jason Schneider Reeve, Vulcan County
	Trina Jones Councillor Mayor, Town of Legal	Kara Westerlund Councillor, Brazeau County

The Interim Board was mandated with:

1. Developing the scope and terms of reference for the operational Board.
2. Developing a recruitment and selection process for operational Board members.
3. Developing governance documents for the operational Board, including at minimum, a Competency Matrix for Board member appointments and review, a Code of Conduct, and a Mandate and Roles Document.
4. Providing input, advice, and recommendations to the government and RCMP “K” Division on the buildup of the provincial police service.
5. Providing input into discussions respecting the provincial policing priorities for the 2021/22 fiscal year to facilitate engagement during transition to the operational Board.

The Interim Board fulfilled its mandate one year later, with [recommendations on governance](#) submitted to the former Minister of Justice and Solicitor General, Honourable Kaycee Madu, in June 2021. Six months later, Minister Madu responded to these recommendations, rejecting all of them except the recommendation to provide financial and staff support to the Interim Board. Minister Madu did not respond to requests to meet with the Interim Board to discuss the rationale for rejecting the Board’s recommendations.

Tyler Shandro was subsequently appointed Minister of Justice and Solicitor General in February 2022 and met with the Interim Board to discuss the Board's recommendations and next steps. At this time, the Minister indicated that he had not yet made any decisions on recruitment, scope, mandate, and composition for the Operational Board. The Minister also indicated that he would like the Interim Board to provide advice on provincial policing priorities for 2023, as well as support the transition to an Operational Board.

Shortly after this meeting, Ministry staff advised the Interim Board that they had developed a full recruitment and selection process for the Operational Board internally and were awaiting final approval to distribute it publicly. Given that most of the Interim Board’s recommendations related to recruitment and selection had been rejected, Interim Board members were quite concerned that an entire recruitment and selection process had been developed without their input or knowledge. However, in June 2022, Minister Shandro advised that recruitment for an Operational Board would likely be delayed and asked whether the Interim Board members would be willing to continue to participate on the Board until a permanent Board could be established.

ABmunis, and RMA advised that they were willing to continue serving on the Interim Board, subject to the following conditions:

- Justice and Solicitor General provides administrative support to the Board and the Board Chair. The support provided should be defined in an updated terms of reference.
- The mandate of the operational Board is amended to enable the Board to be effective in its advisory role and to determine its annual work plan. This new mandate must also be included in an updated terms of reference.
- The Interim Board's recommendations related to governance of the operational board are reviewed and reconsidered.

Following the October 2022 UCP leadership race and the election of Danielle Smith as party leader, Mike Ellis was appointed as Minister of Public Safety and Emergency Services. ABmunis sent a letter to Minister Ellis in November 2022, asking whether the Minister would maintain the previous Minister's direction with respect to the Interim Board. No response was received.

The Interim Board met again in January 2023 and at this meeting, Public Safety and Emergency Services staff shared that, in addition to providing advice on provincial policing priorities for 2023 and 2024, the Interim Board would be asked to support the transition to an Operational Board. As such, the Interim Board would be expected to continue to meet every two months until 2025. Public Safety and Emergency Services also provided an updated Terms of Reference for the Interim Board as requested and hired an administrative position to support the Interim Board.

The Interim Board invited Minister Ellis to attend meetings throughout 2023 to discuss recommendations on provincial policing priorities and the transition to an Operational Board. To date, Minister Ellis has not met with the Interim Board; however, a one-hour meeting is tentatively scheduled for July 2024. The Interim Board has therefore used its meetings to focus on relationship building with the RCMP and providing feedback on provincial policing priorities from a municipal perspective.

At a February 2024 Interim Board meeting, Public Safety and Emergency Services staff relayed that Minister Ellis had already set the provincial policing priorities for the upcoming year. They also requested that the Interim Board participate in provincial engagement on the Police Amendment Act Regulations, which will establish the powers, duties, and functions of the Operational Board. When Interim Board members pointed out that they had already provided detailed recommendations for an Operational Board as part of the Board's mandate, Public Safety and Emergency Services staff noted a "misalignment" between the Interim Board's recommendations and the Minister's final direction. As a result, Interim Board members are questioning the Board's purpose and the value of ongoing meetings since the Board's mandate has been fulfilled and the majority of its recommendations have been ignored.

### **Board Benefits and Challenges**

AAPG, ABmunis, and RMA acknowledge that participating on the Interim Board has been beneficial, particularly with respect to building relationships with the RCMP. The Deputy Commissioner and Commander of "K" Division, along with senior RCMP staff, have attended all Interim Board meetings and demonstrated a strong commitment to municipal engagement, at both the local and provincial level. AAPG, ABmunis, and RMA have noted several improvements to RCMP accountability and transparency since the establishment of the Interim Board, including:

- Standardized reporting and invoicing forms.
- Municipal education sessions on multi-year financial plans.
- The development of a performance evaluation framework for the RCMP Joint Business Plan.
- Detailed information on the allocation of PFM funds to augment RCMP resources.

It is essential to highlight that without the RCMP's transparency around PFM funding and resource allocation, municipalities would not know how the funds raised through the PFM have been used, as Public Safety and Emergency Services has not shared any information on this topic, nor provided a full accounting for these funds.

Unfortunately, the Interim Board has not been able to develop an equally respectful and collaborative relationship with any of the four Ministers to whom the Interim Board has reported. Although the Interim Board has been meeting for over four years now, a Minister has only attended one meeting to date, despite repeated requests and invitations. The Interim Board's recommendations have been rejected by three separate Ministers without explanation, and most recently, the Interim Board was unable to fulfill its mandate to provide advice on provincial policing priorities for 2024 as these were developed in isolation and implemented by Minister Ellis.

The Interim Board has also been hindered by a lack of support from the Ministry. Until 2023, the Interim Board did not receive any financial, administrative, or staff support from the province, meaning that AAPG, ABmunis, and RMA covered the expenses for their Board members to attend meetings. The RCMP has provided meeting space and covered catering costs. ABmunis and RMA staff provided support to the Chair to organize meetings and develop agenda packages. These staff were also responsible for assisting the Interim Board in meeting its mandate and producing its deliverables. Although an administrative position was created to support the Interim Board in 2023, that position has only been filled for a total of six months since it was established.

As a result, AAPG, ABmunis, and RMA continue to weigh the value of participating on the Interim Police Advisory Board. There are both benefits and risks to continued participation:

- Benefits:
  - Continued influence – by staying on the Interim Board, Board members may have future opportunities to influence decision-making or provide advice in other ways.
  - Networking opportunities – being a part of the Interim Board will support building a relationship with new Ministry staff and the new Deputy Commissioner of “K” Division.
  - Information access – Interim Board members often have access to valuable information, discussions, and updates that they wouldn't have access to otherwise.
  - Sense of duty – members may feel that the associations have a responsibility to continue serving on the Board, given the Board's purpose and goals.
- Risks:
  - Frustration – continuously working on the Interim Board without seeing any tangible results or impact can lead to disillusionment.
  - Opportunity cost – spending time and resources on a Board whose recommendations are ignored prevents Board members from pursuing other opportunities or initiatives that could be more productive or fulfilling.
  - Reputational Risk – if the Interim Board's lack of influence becomes widely known, it could potentially reflect poorly on AAPG, ABmunis, and RMA as organizations, particularly if they are associated with the Board's perceived ineffectiveness.
  - Perception of meaningful consultation – continued participation on the Interim Board could lead members to mistakenly perceive the associations as supporting provincial policies and initiatives, particularly if the province states that the Interim Board was consulted.

## Alberta Police Funding Model

## Background

The new PFM, introduced in December 2019 and implemented in 2020-21, applies to municipalities with populations under 5,000, as well as municipal districts and counties, who are policed by the provincial police service. This model aims to recover a portion of the costs of contracting the RCMP as Alberta's provincial police service under the Provincial Police Service Agreement. The PFM also enables the province to fund additional police resources.

Under the five-year model, municipalities pay 10% of provincial policing costs in Year One, 15% in Year Two, 20% in Year Three, and 30% in Years Four and Five. Each municipality's share of policing costs is calculated according to a formula that weighs equalized assessment at 50% and population at 50%, with modifiers related to shadow populations, crime severity, proximity to detachment, and existing enhanced policing positions. The province has shared a [spreadsheet](#) listing the costs for affected municipalities over the five years, as well as [sample calculations](#) for the distribution of costs under the new model. A total of \$9.4 million in subsidies was distributed to municipalities in 2023.

## Use of PFM Funds

As previously mentioned, the RCMP has shared detailed information on how PFM funds have been used to augment its resources. The RCMP understands that police resource levels are important to Alberta communities, particularly under the new PFM. Within the RCMP's integrated service delivery model, detachment resources are augmented by centralized frontline support and specialized units, as well as by civilian support positions. This means that even detachments that do not receive new police officer positions benefit from additional centralized services, as these positions enable frontline officers to spend more time on community policing.

The RCMP has prioritized using PFM funds to:

- Ensure adequate resources in frontline detachments.
- Enhance specialized support services for emergency response and investigational capacity.
- Focus on community safety and well-being to help address the root causes of crime.

To help determine where to allocate new resources, the RCMP analyzed its workload at each detachment, looking at factors such as travel time, call volume, the type of crimes occurring in the area, amount of time required for investigations, the size of detachment, and the time available for proactive policing (strategic patrols, community engagement, visiting schools, and attending community events).

The following table provides a summary of the positions created using PFM funds. Additional information on position locations and types is available in Appendix A.

Year	Police Officer Positions		Civilian Support Positions	
	Positions Created	Positions Filled	Positions Created	Positions Filled
2020-21	76	76	57	57
2021-22	55	51	42	40
2022-23	40	24	52	42
2023-24	108	32	91	14
<b>Total</b>	<b>279</b>	<b>183</b>	<b>242</b>	<b>155</b>

The RCMP has acknowledged municipal concerns about staff recruitment and retention, vacancies, and emergency response, and has provided further information about current strategies to address these issues in Appendix B.

## **PFM Renewal**

As the police funding model expires in 2024-25, Public Safety and Emergency Services is expected to begin engaging on a renewed model in late 2024 or early 2025. Department staff have indicated that if engagement is not completed in time for the 2025-26 fiscal year, the Minister will likely extend the model for an additional year, billing municipalities at the same rate as in Year Five (30% cost recovery).

When the PFM was created in 2019, the total cost of contracting the RCMP as Alberta's provincial police service was estimated at \$232.7 million. Since then, there have been significant increases to RCMP policing costs, primarily due to wage increases arising from collective bargaining. While these cost increases have been passed along to municipalities with populations over 5,000 that contract the RCMP directly through a Municipal Police Service Agreement, they have not been accounted for in the PFM.

The first collective agreement for the RCMP was finalized in 2021. This six-year agreement (2017 to 2022) included five years of retroactive salary increases, meaning that the salary for a First-Class Constable increased by a total of 24%. A second collective agreement was finalized in April 2024 and over the term of this two-year agreement (2023-2024), RCMP members will receive an 8% salary increase. Accounting for wage increases alone, the cost of provincial policing is estimated at \$311.4 million in 2024. This represents nearly a 39% increase in policing costs compared to the 2019 estimate. Even if the province maintains a 30% cost recovery model for the PFM, municipalities would be responsible for contributing \$93.4 million towards policing costs, compared to the \$69.8 million recovered in Years 4 and 5. Note that this estimate is likely on the low side as it does not include inflationary increases to non-salary costs.

## **Police Act Amendments**

### ***New Police Governance Model***

The Police Act mandates the Government of Alberta to ensure that adequate and effective policing is maintained in Alberta. Following several years of engagement with stakeholders and the public, the province passed Bill 6, the Police Amendment Act (PAA), in December 2022. According to the Government of Alberta, this legislation was intended to increase police transparency and enhance public trust to help build safer communities. In addition to other reforms, the legislation required the formation of civilian governance bodies for all municipalities in Alberta, with the intent for communities to have a role in setting policing priorities and performance goals. The PAA creates several new mandated structures for municipal input into policing:

- Communities with a population of under 15,000 policed by the RCMP with a Municipal Police Service Agreement (MPSA) will be represented by regional policing committees but will have the option to form their own municipal policing committee.
- Communities with a population over 15,000 that are policed by the RCMP with an MPSA will be required to establish municipal policing committee.
- Communities policed by the RCMP under a Provincial Police Service Agreement (PPSA) will be represented by a Provincial Police Advisory Board (PPAB).

As next steps to the 2022 legislative amendments, the Government of Alberta is currently developing supporting regulations to clarify the powers, duties, functions, and composition of these new governance bodies, as well as the configuration of regional policing committees.. Written submissions were accepted until mid-March 2024 and were in the form of an online questionnaire.

In terms of the PPAB, there are many concerns about how one board will be able to speak on behalf of so many unique communities across the province. It is essential that the PPAB develop governance, engagement and accountability processes that align with the fact that policing challenges and priorities are often regional or local in nature. Before the PPAB begins speaking on behalf of those it represents, it must have a plan in place to ensure that perspectives from different parts of the province, as well as different sub-sets within communities, are adequately represented. It is currently unclear what role the Interim Police Advisory Board will play moving forward with this transition.

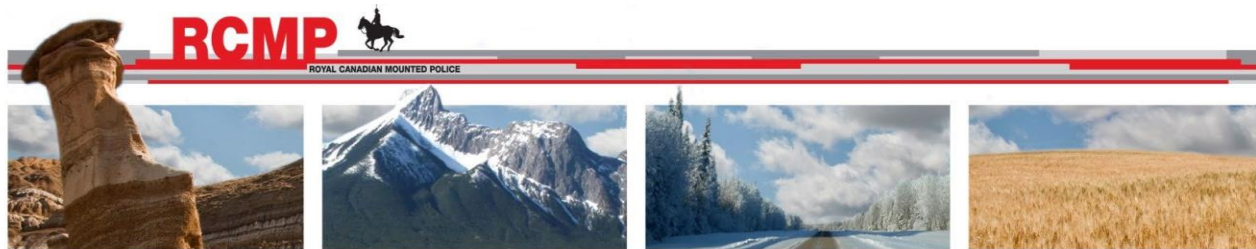
### **Bill 11**

In March 2024, the Government of Alberta introduced Bill 11, the Public Safety Statutes Amendment Act, which permits the province to establish a new policing organization. This new organization would work alongside police services across the province. Officers in the new agency would take on the responsibility for the roles currently carried out by the Alberta Sheriffs. This independent police agency will have the authority and jurisdiction to support the RCMP, municipal police services, and First Nations police services in Alberta, with the goal of allowing other police services across the province to spend more of their time on core operations and frontline duties.

It is important to note that there was no mention of this new policing organization in the 2024-25 provincial budget, and it is unclear where the funding for this potential transition would come from. Unfortunately, it does not appear that there was any engagement done regarding Bill 11 with municipal associations, municipalities, or any other policing organizations, such as Alberta Sheriffs. This lack of engagement is concerning, considering the community input necessary to ensure that policing reflects local needs.

Although AAPG, ABmunis, and RMA support any effort that will help make life safer and more secure for Albertans, it is unclear how Bill 11 will accomplish this. There are many unknowns regarding how this entity will work with the RCMP at the local level in terms of collaboration, the development of Community Safety Plans, gathering community input, implementing policing priorities, and so on. If supported by proper governance and local input, enhanced police capacity is beneficial to rural communities, but there are risks around having two different entities providing similar services within the same community.

The Minister of Public Safety and Emergency Services has claimed that no decision has been made on the creation of an Alberta Provincial Police Service and that this new agency is not intended to replace the RCMP.



## Appendix A – Police Officer and Civilian Position Detail

Funding provided through the Police Funding Model has enabled the Alberta RCMP to grow the Provincial Police Service by adding 279 police officer positions and 242 civilian support positions. The chart below highlights how many positions were added each year, and the current staffing status as of May 10<sup>th</sup>, 2024.

POSITIONS ALLOCATED & FILLED						
	Regular Members			Public Service Employees		
	Allocated	Filled	% Filled	Allocated	Filled	% Filled
<b>PFM Year 1</b>	76	76	100.00%	57	57	100.00%
<b>PFM Year 2</b>	55	51	92.73%	42	40	95.24%
<b>PFM Year 3</b>	40	24	60.00%	52	42	80.77%
<b>PFM Year 4</b>	108	40	37.04%	91	16	17.58%
<b>Total</b>	<b>279</b>	<b>191</b>	<b>68.46%</b>	<b>242</b>	<b>155</b>	<b>64.05%</b>

*\*Data as of May 10, 2024. Number of filled positions fluctuate with new hires, transfers, leaves, etc.*

To ensure we provide a comprehensive policing service to Albertans, Alberta RCMP allocated positions afforded to us through the PFM to frontline policing, specialized support units and resources focused on addressing root causes of crime.

### POLICE OFFICER POSITIONS

#### Police Officers Allocated to Detachments

Over four years, the Alberta RCMP added 136 Regular Member positions directly at detachments. When allocating police officer positions, our first priority was to ensure all detachments had adequate resources to balance the time spent responding to call for service with the time available to engage in activities such as strategic patrols, participation in community events and increased school presence. Through a workload analysis model and data related to the frequency, seriousness and type of crimes occurring, geography and population of the detachment area and travel time to calls, we determine the number of resources needed at each detachment to ensure we direct resources to where the data told us they were needed.



**POLICE OFFICER POSITIONS BY DETACHMENT = 136 POSITIONS**

<b>Central Alberta District Detachments</b>		<b>31</b>	<b>Eastern Alberta District Detachments</b>		<b>34</b>	<b>Southern Alberta District Detachments</b>		<b>35</b>	<b>Western Alberta District Detachments</b>		<b>36</b>
Bashaw	Stettler		Athabasca	Viking		Airdrie	Three Hills		Beaverlodge	Spirit River	
Blackfalds	Strathcona		Bonnyville	Westlock		Bassano	Vulcan		Edson	Swan Hills	
Breton	Sylvan Lake		Cold Lake			Bow Island			Evansburg	Valleyview	
Camrose	Thorsby		Elk Point			Canmore			Faust	Whitcourt	
Innisfail	Wetaskiwin		Kitscoty			Cochrane			Grande Prairie		
Leduc			Lac La Biche			Didsbury			High Level		
Morinville			Provost			Hanna			High Prairie		
Parkland			Smoky Lake			High River			Manning		
Ponoka			St. Paul			Lake Louise			Mayerthorpe		
Rimbey			Two Hills			Okotoks			Peace Regional		
Rocky Mountain House			Vegreville			Strathmore			Red Earth Creek		

**Relief Support for Detachments**

30 Positions were also allocated to Relief Teams. When staffed, these teams of police officers will be able to deploy to detachments experiencing short-term resource pressures.

**Police Officers Allocated to Specialized Units**

Ensuring that we have the necessary specialized services in place to support the work of the front-line officers when needed is critical to providing a comprehensive police service to our communities. To that end, the Alberta RCMP has increased capacity to a number of units that provide specialized support to detachments in areas such as investigations, forensic units, police-dog teams, and Emergency Response Teams (ERT). We were able to establish the Real Time Operations Centre (RTOC), a team of senior police officers who monitor operations in real-time, assess incident risk, coordinate resources (including with other police agencies and first responders) and manage the response. Additionally, we were able to build capacity in our teams dedicated to tackling financial and cybercrime, and in teams that provide specialized skills related to child advocacy. While these resources are not needed in each community every day, they are always available to address more dangerous situations or take on the more sensitive, complex, or serious files.

**Police Officers Focusing on Root Causes of Crime**

We also know enforcement alone or in isolation doesn't always work. Often, people facing addictions, mental health challenges and those who live without adequate housing are among offenders who land in a cycle of reoffending. We know there are root causes to some of this behavior, and while there are no simple solutions to address them all, there is work we can do with our community and social agency partners to achieve tangible, positive impacts to community safety. To this end, we used funding through the PFM to establish the Community Safety and Wellbeing Branch. With our partners, the Branch was able to build Rural Police and Crisis Teams (RPACT), teams of police officers and health professionals who respond to calls related to mental health. We also implemented the Virtual Opioid Dependency Program (VODP), which provides medical intervention and support to those dealing with addiction.



## CIVILIAN SUPPORT POSITIONS

### Civilian Supports Allocated at Detachments

Over four years, the Alberta RCMP added 77 Public Service Employee positions directly to detachments to enable police officers to be more visible with the communities they serve.

CIVILIAN SUPPORT POSITIONS BY DETACHMENT = 77 POSITIONS							
Central Alberta District Detachments		Eastern Alberta District Detachments		Southern Alberta District Detachments		Western Alberta District Detachments	
16		20		21		20	
Bashaw	Wetaskiwin	Athabasca	Wood Buffalo	Airdrie	Nanton	Beaverlodge	Swan Hills
Blackfalds		Bonnyville		Beiseker	Picture Butte	Ft. Vermillion	Valleyview
Breton		Boyle		Bow Island	Strathmore	Fox Creek	
Camrose		Cold Lake		Cardston	Turner Valley	Grande Prairie	
Innisfail		Coronation		Cochrane	Vulcan	High Level	
Rimbey		Desmarais		Crowsnest Pass		High Prairie	
Rocky Mountain House		Elk Point		Didsbury		Hinton	
Strathcona		Kitscoty		Gleichen		Manning	
Stony Plain		Lac La Biche		Lake Louise		Mayerthorpe	
Sylvan Lake		Provost		Milk River		Peace Regional	
Thorsby		Two Hills		Olds		Peace River	
Wetaskiwin		Westlock		Oyen		Red Earth Creek	

### Civilian Supports in Specialized Units

The Alberta RCMP allocated a number of civilian support positions in areas such as intelligence and analytics, digital forensics and scenes of crime. We were also able to dedicate more operators to the Operational Communication Centre (OCC) and build our Remote Piloted Aircraft Systems (or drones) program, to name a few. Additionally, we invested in establishing a Return-on-Investment Team that will help us assess whether our efforts are achieving their stated goals and objectives.

### Civilian Supports Focusing on Root Causes of Crime

Civilian positions in Community Safety and Wellbeing branch provide critical support to communities by working with our community partners to tackle the root causes of crime. These include the Rural Police and Crisis Teams (RPACT), and teams focused on community engagement and outreach, social engagement, alternative and restorative justice, and youth programming.



## Appendix A – Police Officer and Civilian Position Detail

### Enhancing Recruitment Efforts

Over the past several years, recruiting has been a challenge for not only the RCMP, but for all police organizations in North America. The Alberta RCMP has made addressing this challenge a top priority.

In addition to all detachments having their own recruiting strategy, over the past year we have attended over 1,200 events and engaged with over 400,000 people to talk about a policing career with the Alberta RCMP. These efforts are paying off: in April 2023, the Alberta RCMP had 102 applicants. As of March 2024, this number has more than tripled to 334 Albertans. Depot (the RCMP training academy) is also back to having troop gate that it had prior to the pandemic.

The Alberta RCMP has also been focused on recruiting experienced police officers, and over the past couple of years a significant number of experienced police officers have joined the. Several years ago, regular member officers received a pay raise that brought their salaries in line with other police officers in Canada, and this pay raise has had a positive impact on our ability to recruit officers to the RCMP.

We're continually working to find efficiencies in the application process, and thus far have cut the time it takes to get into training to 6 months. We're examining ways to cut that timeframe down even further.

Our focus on recruiting remains, and will continue to remain, a top priority for the Alberta RCMP.

### Addressing Vacancies

Increased vacancy rates have been a challenge for all police services in North America, including the Alberta RCMP. Ensuring that we have enough police officers in our detachments to respond to calls is a critical aspect of how we manage our resources. We are continually analyzing our service delivery models to ensure they are as efficient and effective as they could be. Some of this work includes regular examination of shift schedules to ensure optimal schedules are in place or looking at alternate service delivery models such as regional options, fly-in options for remote communities. This work is always done in consultation with the communities, as if the model doesn't meet their needs, it's not workable.

Our Human Resources Management dashboard allows our District Management Teams to continually monitor HR numbers at detachments to ensure they have an adequate number of police officers working at any given time. Should a detachment be experiencing a significant resource pressure, the District Management Team is able to redeploy resources from another area to address the pressure.

We share our vacancy rates with the Police Advisory Board at our meetings, and with the Ministry of Public Safety and Emergency Services on a monthly basis. As of May 15<sup>th</sup>, our combined vacancy number is 16.8%, which includes both hard vacancies (meaning we don't have an officer to fill a position) and soft vacancies (meaning the position is encumbered, but the employee is away from work due to things such as medical or parental leave). Earlier this year, that number was closer to 20%, but we are seeing improvements every month.

The Alberta RCMP is very focused on recruiting to address hard vacancies, but we're also very focused on addressing our soft vacancies, and have introduced number of initiatives to ensure we're supporting our employees and getting them back to work as soon as they are able. These strategies include hiring additional doctors, disability case managers, nurses and psychologists and enhancing our mental health and wellness programs.



### **911 Call Response**

The Alberta RCMP operates in a vast geographic area, which brings its own challenges. Given the geography and size of the areas we police, response times in a rural environment will be different than in an urban setting such as Calgary or Edmonton. That said, we continually monitor our response times to priority calls and implement any changes required to policy or by examining the service delivery model, ensuring we are best positioned to respond. In some cases, as a community evolves its existing detachment boundaries no longer make sense, so we examine whether adjustments to those boundaries would enhance our response.

We are also looking at ways to educate the public around proper use of 911, with the ultimate goal of reducing the number of non-emergency calls to 911. We've also hired a number of new operators in our call centers, which decreases wait times when calling 911. Additionally, the Alberta RCMP is currently working towards providing an easy-to-remember option for non-emergency calls.

The Alberta RCMP is always examining strategies that will positively impact response times and enhance our service.

### **24/7 Shift Coverage in all PPSA locations**

In late 2000, the Alberta RCMP presented an analysis of what would be required to have police officers on shift 24/7 in each of our detachments to the Police Advisory Board. The key finding was that in order to do this, the Alberta RCMP would need to add an additional 350 police officers to the PPSA. Adding this many police officers would also require additional detachments and housing (in some locations), along with the items that our officers would need to do their job, such as equipment, vehicles and more. In order to achieve this, it required a significant increase in financial investment by the province.

While we do not have someone on shift 24/7 in every one of our detachments, all detachments do have 24/7 coverage via our on-call officers.