

# ST. ALBERT POLICING SERVICES LONG-TERM DEPARTMENT PLAN

Cultivating a Safe, Healthy and Inclusive Community

June 2014



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## EXECUTIVE SUMMARY

The City of St. Albert's Policing Services carried out an extensive planning exercise to evaluate safety in the community and establish recommended service levels for the future. The result is this Policing Services Long-Term Department Plan.

Created in 2005, the previous plan focused solely on one service – General Duty. This updated plan better reflects the reality of St. Albert's Policing Services, with insights into each unit's core functions. The department comprises of Royal Canadian Mounted Police (RCMP) members, Municipal Enforcement Service officers and municipal employees who deliver a broad range of services to the community. Enforcement related to traffic, drugs and bylaws continues, along with work on community policing such as drug education and neighbourhood development.



A careful and thorough assessment of a number of aspects, from the department's service delivery models to future demands and resource levels, is critical in determining how to best achieve Council's goal of cultivating a safe, healthy and inclusive community. Input from City Council, community feedback, research into best practices and trends, and a review of financials were considered in the development of this plan.

This process has illustrated that, while St. Albert has consistently received recognition for its safety record, Policing Services has primarily taken a reactive approach to policing. Considering a number of factors that include population growth and the changing criminal landscape, the department sees significant value in taking an enhanced approach focused on crime reduction activities and other proactive police work. Another key element highlighted here is the department's need to remain flexible in how it deploys its resources, allowing it to adapt to the community's evolving needs.

As part of this long-term plan, Policing Services is recommending a modest increase in resources. This will ensure Policing Services remains responsive to the community and can pursue a more proactive approach that will further cultivate a safe St. Albert in the years to come.

Key assumptions made in relation to completing this plan can be viewed in Appendix A.

## **COUNCIL'S VISION AND DEPARTMENT MISSION**

### **Council's Vision**

As the Botanical Arts City, St. Albert is recognized throughout the region as a vibrant and thriving urban centre with a strong sense of community.

### **Department Mission**

Our mission statement defines our purpose:

“We are committed to building a safe and secure community to enhance quality of life by providing policing services in partnership with community.”

The above mission is carried out with a continued focus on preserving the peace, protecting life and property, preventing crime and offences, and apprehending criminals, offenders and others who may be lawfully taken into custody.

## **BACKGROUND**

### **History of Law Enforcement in St. Albert**

St. Albert's past is strong and steeped in tradition, as is its history of policing and law enforcement. Father Albert Lacombe founded St. Albert in 1861 and the community's first detachment followed shortly thereafter in 1888 when the North West Mounted Police (NWMP) arrived.

When the federal government withdrew resources from Alberta to focus on World War One in 1917, the community began policing itself, with occasional support from the newly formed Alberta Provincial Police. To maintain order and keep the peace, St. Albert hired its own constables who were mostly tasked with enforcing town bylaws during those early years. Looking after areas such as dog licencing, weed control, and sidewalk and roadway upkeep, these officers established community standards and assumed duties similar to today's bylaw enforcement officers.

In 1932, the renamed Royal Canadian Mounted Police (RCMP) returned to police the province after a need for cost savings led to the disbanding of the Alberta Provincial Police. The local detachment was reopened after St. Albert entered into a Municipal Policing Agreement with the RCMP in 1944.

The year 1976 was eventful for policing in St. Albert, with the RCMP relocating into its new quarters on Sir Winston Churchill Avenue and the introduction of the city's first Office of Bylaw Enforcement. At that time, the office included one officer dedicated to



animal control and various other bylaws. Within 15 years, the Office of Bylaw Enforcement expanded in numbers and moved into the RCMP detachment, a sign of what would become a more collective approach to law enforcement in St. Albert. When officers started enforcing provincial legislation in 2005, the Office of Bylaw Enforcement was renamed Municipal Enforcement Service in recognition of its expanded mandate.

## Current State of Law Enforcement in St. Albert

Since then, the department has continued to grow in step with the community. The primary mandate still focuses on core policing services: preserving the peace, protecting life and property, preventing crime and offences, and apprehending criminals and executing warrants. In more recent years, the department has responded to community needs and evolved to include more dedicated specialized sections, such as Community Policing and Traffic enforcement.

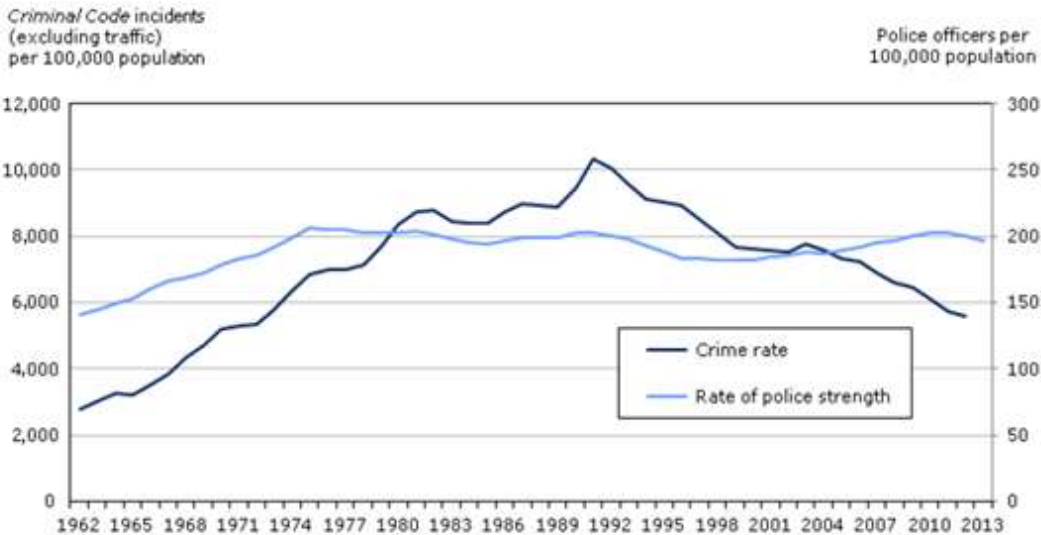
Today, the RCMP and the Municipal Enforcement Service, along with a 911 Public Service Answering Point, are housed within the newly named Maloney Place and Beaudry Place. Together, they operate under the umbrella of the Policing Services Department.

St. Albert is a prospering community and is experiencing significant new growth in both residential and commercial development, with notable increases in multi-family dwellings, retail services and industrial development. Over the last twenty years St. Albert has averaged about 53,000 square feet of industrial building growth per year. Over the next five years it is anticipated that the community may see upwards of 200,000 square feet of industrial building growth per year.

Crime continues to decrease in Canada despite a relatively stable rate of police strength. Further research is required to determine if there is a relationship between police strength and crime rates. Having said this, it is important to understand that with all this new growth it is important that Policing Services are maintained and continue to keep pace with community needs.



## Crime rate and rate of police strength, Canada, 1962 to 2013



**Note:** Information presented in this chart represents police-reported data from the Aggregate Uniform Crime Reporting (UCR1) Survey, and permits historical comparisons back to 1962. 2013 data from the Uniform Crime Reporting Survey is not yet available.

**Source:** Statistics Canada, Canadian Centre for Justice Statistics, Police Administration Survey Uniform Crime Reporting Survey.

## LEGAL AND REGULATORY REQUIREMENTS

A number of factors contribute to the way in which policing services are delivered in the City of St. Albert. In developing this long-term plan, this combination of documents, agreements and existing initiatives is important to consider. A summary of the most noteworthy factors is included here.

### The Alberta Police Act, the Peace Officer Act, and the Municipal Government Act

Alberta municipalities with populations exceeding 5,000 are responsible for providing policing services in their communities, as per the *Alberta Police Act*. Three options exist:

1. contract the federal or provincial government or another municipality for the provision of policing services;
2. establish a stand-alone municipal police service; or
3. create a regional police service with other municipalities, which may include support from the province.

The first option is how St. Albert has chosen to deliver policing, with a contract between the City and the federal government that sees the RCMP provide the majority of policing services. This contract, known as the *Municipal Policing Agreement*, was renewed in 2012 and expires in 2032.

Municipalities looking to extend their services beyond core police work can decide to bring in Bylaw Enforcement Officers under the *Municipal Government Act* and/or Peace Officers under the *Peace Officer Act*.

As part of its commitment to maintaining a safe community, St. Albert elected to introduce both Bylaw Enforcement Officers and Peace Officers to complete its Municipal Enforcement Service. This allows for enhanced policing and additional support for the RCMP, while also ensuring policing is delivered in the most cost-effective manner. Given that RCMP members come at a higher cost to the municipality, the use of Bylaw Enforcement and Peace Officers is a fiscally responsible, yet effective choice.

These three pieces of Provincial legislation impact what choices and rules must be followed as a Municipality provides policing services to their community.

### **RCMP (Public Safety Canada) Municipal Policing Agreement (2012)**

A contract between the City and the Government of Canada, the *Municipal Policing Agreement* outlines general services, roles and responsibilities and financial obligations for policing services.

This agreement is a very important guiding document for policing. It is the agreement on what services the RCMP will and will not provide and what support and resources the Municipality has agreed to provide the RCMP. This document also outlines a number of roles, responsibilities and processes. For example, this agreement outlines that the Municipality will;

*“provide, without any cost to Canada, all necessary Support Staff; such staff will meet the job and other related requirements as determined by the Commissioner.”*

In addition the agreement sets out communication protocols on matters such as policing priorities.

*“The CEO may set the objectives, priorities and goals of the Municipal Police Service which are not inconsistent with those of the Provincial Minister and document those objectives, priorities and goals no more frequently than annually, and in concert with the annual RCMP planning cycle.”*

The City does not have a direct say in the establishment of this agreement; however, through the City’s membership and participation in the Alberta Urban Municipalities Association there is municipal representation in the negotiation and review of this agreement.

Some key sections of this agreement can be viewed in Appendix B.



## Alberta Law Enforcement Framework (2010)

The Government of Alberta developed the Alberta Law Enforcement Framework, a plan that sets out nine strategic directions to guide the future of the province's law enforcement system in three main areas. All of these elements are considered in planning for the future of policing in St. Albert.

### **Strengthening Service Delivery**

*Communities will have flexibility in meeting their policing needs and have access to integrated specialized investigation services on a province-wide basis. Roles, responsibilities and competencies of law enforcement personnel in the province will be clear, relevant and consistent.*

*Strategic Direction 1: Capable, flexible and responsive operational policing will be the foundation of modern law enforcement in Alberta.*

*Strategic Direction 2: The full continuum of law enforcement delivery will be utilized to provide flexibility in policing approaches throughout the province.*

*Strategic Direction 3: Alberta Law Enforcement Response Teams (ALERT) will be the mechanism to coordinate and enhance the delivery of integrated, specialized policing services on a province-wide basis.*

*Strategic Direction 4: Law enforcement in Alberta will be intelligence-led.*

*Strategic Direction 5: Law enforcement in Alberta will be guided and assessed using clear, strong standards and performance indicators.*

*Strategic Direction 6: Alberta communities will be safer through a balance between traditional enforcement activities and community-led prevention initiatives aimed at reducing crime over the long term.*

### **Ensuring Accountability to Albertans**

*The trust and confidence of Albertans in law enforcement will be retained through structures and processes that provide for community input into policing priorities and credible oversight mechanisms for addressing public concerns.*

*Strategic Direction 7: All Alberta municipalities will have adequate, transparent and meaningful community input into local policing needs and priorities.*

*Strategic Direction 8: The police public complaint process will be responsive and timely, thereby enhancing oversight of Alberta police officers and police services.*

## **Equitable Distribution of Policing Costs**

*Funding mechanisms for law enforcement will be structured so that they are flexible, predictable, sustainable and equitable. They consider municipality size and ability to pay, and they better align funding responsibilities with the types of police services provided.*

*Strategic Direction 9: Develop a model to distribute the costs of local policing in an equitable, transparent and sustainable manner.*

## **Council Policy on Policing Services**

In 2005, shortly after receiving the first long-term policing plan, Council passed the following policy for policing services.

*City of St. Albert Council Policy – Policing Services – C-PS-02 (2005)*

*The City of St. Albert has approved priority of response and policy standards for its policing services.*

### **Standards**

1. *The policy standard is 20% discretionary/proactive general duty patrol time.*
2. *Priorities of response shall be:*
  - *Priority 1: Officer down, life in jeopardy urgent – offence continuing;*
  - *Priority 2: Protection of property, injury motor vehicle accident, medical attention required, etc.;*
  - *Priority 3: Routine – conditions of #1 and #2 do not apply but in most cases attendance is required; and*
  - *Priority 4: Information only, no police attendance required.*
3. *Service standards for Priority 1 and Priority 2 shall be:*
  - *Priority 1: Dispatch within 0.9 minutes; Response within 6.0 minutes.*
  - *Priority 2: Dispatch within 1.2 minutes; Response within 6.5 minutes.*

This new Policing Services Long-Term Department Plan is likely to spur further updates to policies like those noted here, as well as guide future services and standards.

Historically policing services has not reported on or been able to accurately track the above performance standards, necessitating a review and recommended drafting of a new Council Policy.

## STRATEGIC ALIGNMENT

Plan	Level of Impact	Explanation (if required)
<p><b>Council's Strategic Plan</b></p>	<p><b>High</b></p>	<p>The Policing Long-Term Department Plan is inline with Council's Strategic Outcome to:</p> <p><b><i>CULTIVATE A SAFE, HEALTHY AND INCLUSIVE COMMUNITY: A community that provides opportunities for everyone to realize their potential in a thinking, caring and connected way.</i></b></p> <p>Although there are no direct goals related to Police services, it is clear that Council values a safe community and this plan helps to maintain policing resources levels at a standard that is in line with this value.</p>
<p><b>City of St. Albert Social Master Plan (2013)</b></p>	<p><b>Medium</b></p>	<p>In April 2013, St. Albert City Council approved the community's first Social Master Plan. Created with significant public input, the plan reflects social issues community members identified as most important to St. Albert residents. The plan is aimed at ensuring that all residents can enjoy the best quality of life possible while doing their part to contribute to the community's social well-being.</p> <p>As part of the Social Master Plan, a series of goal statements was developed. Several of these statements have strong connections to policing and are highlighted here:</p> <p><i>St. Albert is a community where...</i>  <i>... crime is not tolerated.</i>  <i>....residents are able to live free from bullying.</i>  <i>....all residents are free from domestic violence.</i>  <i>....residents have timely access to mental health and addiction services.</i></p> <p>Extensive consultation was undertaken to develop the Social Master Plan. As such, it is considered indicative of resident priorities and is important to the development of this long-term plan.</p>

<p><b>Municipal Development Plan (2007)</b></p>	<p><b>Medium</b></p>	<p>The Alberta Municipal Government Act provides the legislative basis for the preparation of a Municipal Development Plan. The purpose of the Municipal Development Plan is to articulate the community's vision, goals, objectives and policies, all of which guide physical, social and economic development to the year 2029.</p> <p>St. Albert's Municipal Development Plan, CityPlan 2007, includes the following vision statement:</p> <p><i>St. Albert is an inclusive, family-oriented community that values its natural, cultural, historical and recreational amenities. Our community secures the safety and well-being of its people through controlled growth, innovation and dynamic leadership.</i></p> <p><i>The plan outlines a number of goals, objectives and policies, with those that most impact policing services listed here:</i></p> <p><b>Goal:</b> <i>Ensure health, social, and protective services are provided in an economical, coordinated, and timely manner.</i></p> <p><b>Objectives:</b> <i>The health, social, and protective services objectives established in CityPlan 2007 are to:</i></p> <ul style="list-style-type: none"> <li>• <i>meet the health and social service needs of a growing and changing population;</i></li> <li>• <i>provide emergency and protective services in an efficient and economic manner relative to land use development and planning; and</i></li> <li>• <i>provide emergency and protective services to a uniform standard in order to provide equitable access across all areas of St. Albert.</i></li> </ul> <p><i>14.2 Emergency and Protective Services Policy</i></p> <p><i>The City of St. Albert shall ensure the provision of emergency and protective services to accommodate a growing and changing population.</i></p>
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<p><b>Council's Strategic Plan</b></p>	<p><b>Low</b></p>	<p>The establishment and understanding of resource requirements is required in order to maintain a safe and secure community and this aligns with the following Council Strategic Outcomes:</p> <p><b><i>CULTIVATE ECONOMIC PROSPERITY: A diversified, robust and resilient economic foundation to support growth and community service delivery.</i></b></p> <p>A safe and secure community helps attract and retain business and tourism.</p> <p><b><i>CULTIVATE A HISTORIC, CREATIVE AND ACTIVE COMMUNITY: A vibrant and involved community with a variety of culture, recreation and heritage opportunities.</i></b></p> <p>A safe and secure community helps create an environment where recreational and cultural activities can flourish.</p> <p><b><i>CULTIVATE A GREEN COMMUNITY: A healthy natural environment for future generations that preserves and promotes enjoyment, conservation and responsible development.</i></b></p> <p>Maintaining Policing resources will help ensure that investigation and enforcement services will be available for implementation of environmental protection initiatives and regulations.</p> <p><b><i>Outcome: Cultivate Sustainable Infrastructure and Services A growing community that has balanced development and management of civic facilities, transportation networks and related services.</i></b></p> <p>Policing Services helps ensure our transportation network and systems are safe through enforcement of legislation.</p> <p><b><i>CULTIVATE EXCELLENCE IN GOVERNMENT: A responsive, accountable government that delivers value to the community.</i></b></p> <p>The policing long term plan has built in and emphasized continuous improvement which aligns with Councils goals.</p>
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<p><b>Recreation Master Plan(2012)</b></p> <p><b>Cultural Master Plan (2012)</b></p>	<p><b>Low</b></p>	<p>Policing Services are an essential service that local government provides which ultimately impacts the safety and well being of a community.</p> <p>These plans require a base level of policing services in the community to ensure that residents feel safe and secure.</p> <p>Mutually beneficial, these plans also help establish a sense of well being and community which have been known to help increase perceptions of safety and reduce crime.</p>
<p><b>Transportation Master Plan (2009)</b></p> <p><b>Transit Long Term Department Plan (2013)</b></p>	<p><b>Low</b></p>	<p>The City of St. Albert Transportation Master Plan (TMP) of 2009 and Transit Long-Term Department Plan builds on the policies adopted in the Municipal Development Plan and contains more detailed guidelines for the development of the overall transportation network for St. Albert for the next 25 years.</p> <p>Many of the recommendations put forth by the TMP involve the integration of land use, neighbourhood design, sustainable transportation modes, and greater dependence on transit.</p> <p>The Policing Long-Term Department Plan is inline with these approaches as it relates to traffic and transit safety and enforcement.</p>
<p><b>Environmental Master Plan (2009)</b></p>	<p><b>Low</b></p>	<p>As an essential component of the City’s integrated approach to environmental management, the Environmental Master Plan (EMP) is a long-term action plan to improve environmental performance and achieve tangible environmental outcomes for both the City and the community.</p> <p>There are many goals and initiatives outlined in the Environmental Master Plan that have potential impacts on Policing Services. These include initiatives such as a Tree and Naturalization Protection Bylaw, Water/Energy Efficiency Bylaw, and continued enforcement with the Idle-Free Bylaw.</p>

## CORE SERVICES

The department performs activities that fall under seven key service areas, which are Prevention and Education, Protective Services, Intelligence Services, Investigation Services, Enforcement Services, Other and Support Services. These high level services are provided by various units and functional areas within the department. More information on these units and the services they provide can be reviewed in Appendix C. *In addition the Policing Services Core Services Map can be reviewed in Appendix D.*



### 1. Prevention and Education Services

This is a proactive approach to reduce crime and increase community safety. This service:

- delivers educational and prevention programs;
- better connects Policing Services with the community, attributing to higher satisfaction levels with the department;
- enhances feelings of safety within the community; and
- actively engages residents in crime prevention.

### 2. Protective Services

This service is generally described as one designed to reduce victimization. Two different approaches exist to render these services.

#### Proactive Approach

This is where Policing Services puts measures in place to prevent crime. This includes activities such as directed patrols (park patrols, high visibility, officer presence), surveillance, the apprehension of offenders wanted on outstanding warrants, the operation of a detention facility, and traffic control.

#### Reactive Approach

This approach covers the appropriate response police provide to a crime or potential social disorder such as victim services, domestic violence and Emergency Protection Orders, and matters related to the Mental Health Act and Protection of Children Abusing

Drugs Act. Public order maintenance, special events management, business and residential alarm responses, and 911 call responses also fall under this category.

### **3. Intelligence Services**

To ensure enforcement activity is intelligence-led, Policing Services is involved in gathering, compiling and disseminating information about crimes, offences, trends and social issues. Some examples include crime analytics and database management, participation in regional intelligence sharing opportunities, and surveillance and undercover operations.

### **4. Investigation Services**

This entails gathering information to determine facts surrounding a particular crime or offence. Investigative services are carried out in a number of ways: crime scene management, interviews, documentation, and disclosure and court processes.

Crime scene management includes attending the location of an offence and executing search warrants at other locations, while interviews are conducted to obtain information pertaining to an alleged violation. Recording details pertaining to an alleged violation falls under documentation – this is an internal process that ensures the integrity of the investigation and is essential to conveying information in court. Lastly, the disclosure/court process ensues to prosecute any known offenders, at which time members are sometimes required to testify.

### **5. Enforcement Services**

Enforcement is a proactive approach to address violations and criminal acts. It ensures accountability of the law and improves quality of life and public safety. Examples include traffic enforcement, park or trail patrols, and theft or vandalism.

### **6. Other Services**

These are services provided to citizens that cannot be rendered by another department or are best provided through Policing Services. These include:

- criminal record/police information checks;
- fine and fee collection;
- recovered property;
- security clearances;
- next of kin notification; and
- assistance to the general public.

### **7. Support Services**

A number of services are essential to the department's daily operations, many of which are carried out in support of the above-mentioned activities. Examples include: dispatch,

facility management, records and data management, property and exhibits, training, and administrative support like finance and information technology.

## THE POLICING RESPONSE MODEL

Five main policing models have emerged over the years. The police response models outlined here can be applied to both RCMP services, as well as the Municipal (Bylaw) Enforcement Service.

The policing response model in St. Albert has evolved and today's combined response model incorporates aspects of all five models. Examples of each have been included in the table below.

Policing Response Model	Description	Assumptions of Root Causes of Crime	St. Albert Examples
<b>Professional Response Model</b>	Aim of the Professional Response Model is to enforce the law; respond rapidly to criminal activity and apprehend law breakers.	Crime can be reduced by increasing the cost of committing crime and taking law breakers out of society.	<ul style="list-style-type: none"> <li>• General Duty RCMP Policing</li> <li>• General Duty Municipal Enforcement</li> <li>• Traffic Enforcement</li> </ul>
<b>Community Policing Model</b>	Aim of the Community Policing Model is to create a partnership between people and the police focused on local, community problem-solving. Focus is on resolving certain types of crime or issues that are of concern to the community.	Causes of crime vary depending on local circumstances and conditions. Different strategies are required depending upon location in the community. Those living in the community are best qualified to identify local issues concerns.	<ul style="list-style-type: none"> <li>• Supporting Citizens on Patrol</li> <li>• Supporting Neighbourhood Development</li> <li>• DARE</li> <li>• Bike/Cart Patrols</li> <li>• Junior High Visitation/School Liaison program</li> <li>• Crime Free Multi Housing</li> </ul>

<b>Social Justice Model</b>	<p>Aim of the Social Justice Model is to intervene with those most vulnerable to crime, changing environmental conditions that can lead to criminal activity.</p>	<p>Criminal activity is largely a function of the environment, circumstances and conditions in which people find themselves.</p>	<ul style="list-style-type: none"> <li>• Supporting SAIF Society</li> <li>• Participating in the Strategy and Mobilization Committee</li> <li>• Victim Services</li> <li>• Supporting Asset Development</li> </ul>
<b>Strategic Model</b>	<p>Aim of the Strategic Model is to use data and analysis to identify problems and set priorities for resource allocation. Focus is placed on identifying and resolving certain types of crime that are prevalent in a community.</p>	<p>Causes of crime vary depending on local circumstances and conditions. Different strategies are required depending upon location (community). Statistical facts and analysis are best source of problem identification.</p>	<ul style="list-style-type: none"> <li>• Utilizing Crime Analyst</li> <li>• Reviewing Crime and Offence Trends</li> <li>• Intelligence gathering</li> <li>• Crime Reduction Strategy and Unit</li> <li>• Traffic Safety Committee Participation</li> </ul>
<b>Order Maintenance Model</b>	<p>Aim of the Order Maintenance Model is limiting “public disorder and urban decay” and ensuring the general orderly appearance of the community. Focus is placed on nuisance crimes including graffiti, public intoxication, vandalism and related “quality of life issues.”</p>	<p>Urban decay and general deteriorating environmental conditions contribute to increasing levels of crime.</p>	<ul style="list-style-type: none"> <li>• Community Standards Bylaw Enforcement</li> <li>• Graffiti Reduction Program</li> </ul>



St. Albert's Policing Services sees value in continuing to build upon and deliver a blended response. This provides members flexibility in their response – different approaches can be called on to effectively and appropriately address the type of crime, disorder or issue.



## **FUTURE DEMANDS FOR POLICING SERVICES**

From community priorities to current law enforcement trends, several factors will impact service delivery, priorities and resource requirements in the future.

### **Resident Feedback**

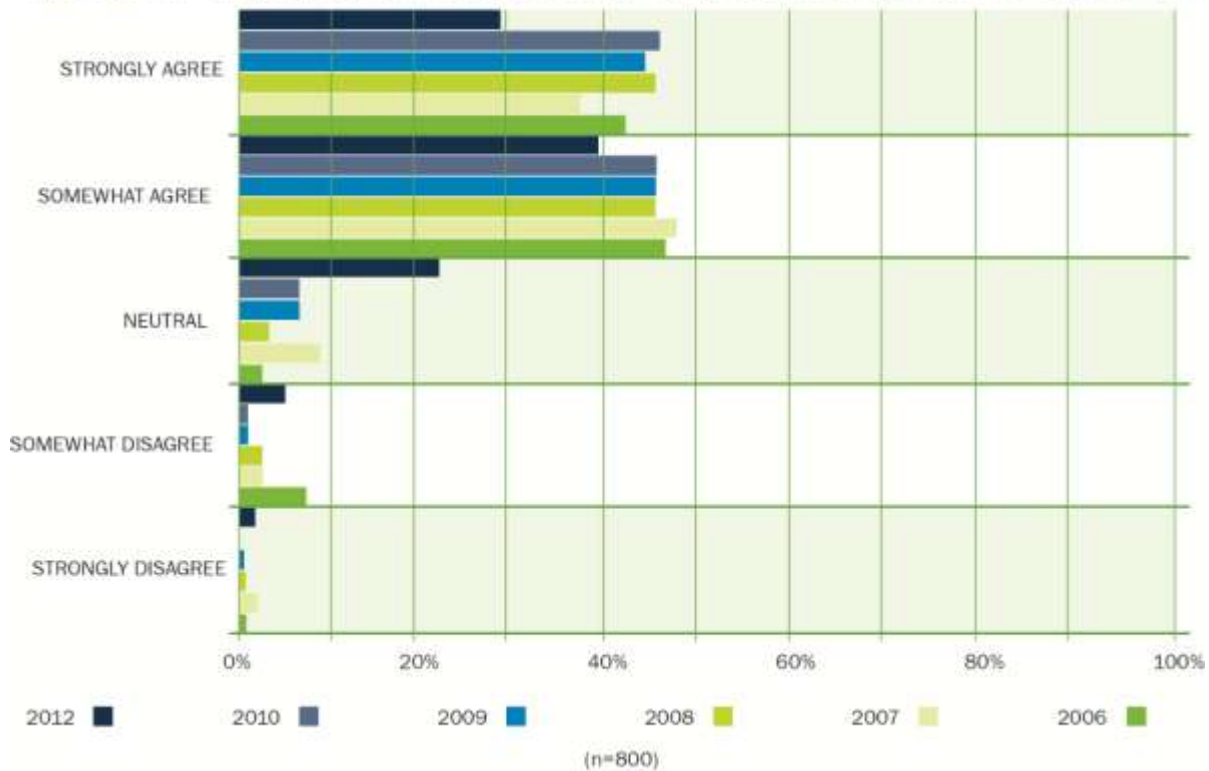
The City of St. Albert regularly conducts a community satisfaction survey, part of which includes residents' level of satisfaction with policing services. Generally, residents have expressed a high level of satisfaction when it comes to policing in St. Albert – over 80 per cent of respondents remained satisfied or very satisfied with RCMP Police Services in 2012.

That same year, 99 per cent of respondents also rated the quality of life in St. Albert as 'Good' or 'Very Good.' Interestingly, 23 per cent of residents classified the following statement as the second top contributing factor to their high quality of life: "A safe place to live with low crime rate and good policing."

In the areas of community standards, animal control enforcement and traffic safety and parking enforcement, the majority of residents maintained some level of satisfaction.

And while the majority of St. Albertans still consider their city a safe place to live, a comparison between 2010 and 2012 data shows a significant decrease in that category.

## LEVEL OF AGREEMENT THAT ST. ALBERT IS A SAFE PLACE TO LIVE



When asked to identify areas of concern, residents specified youth vandalism, drugs, theft/burglary, youth crime and vandalism. Policing Services continues to respond to these areas in a number of ways, from proactive patrols to initiatives focused on graffiti reduction and youth development.

### Law Enforcement Trends

Policing is complex and multifaceted. Many factors exist that influence and challenge the delivery, efficiency and cost of policing services.

The Alberta Law Enforcement Framework outlines a number of factors that currently influence policing in Alberta.

*Law enforcement in Alberta is more complex and complicated than ever before:*

- *Alberta's population has grown more diverse. Law enforcement personnel encounter a wider range of cultures and perspectives.*
- *A continuing trend of urbanization is creating higher service demands in urban centres and creating the risk of service inequities in rural and remote communities facing decreases in population.*

- *Crime in Alberta has become more severe given the rise in gang activity, and criminal elements have become more sophisticated in their tactics and use of technology.*
- *Legal and administrative requirements have grown more complex, diverting law enforcement resources away from providing frontline services.*
- *Alberta's law enforcement system has evolved to include many types of personnel: police officers, peace officers, private security personnel and civilian support. There is a need for clarity in the roles and responsibilities of these personnel, to avoid confusion in the general public and among law enforcement.*
- *A lack of consistent standards across the province has resulted in differing levels of training and skills among law enforcement personnel.*
- *Jurisdictional and geographic boundaries present barriers to adequate and effective service delivery. Increased collaboration, integration and information sharing among law enforcement agencies is needed to navigate these barriers.*
- *Accountability and governance issues, including the need for community input and civilian oversight, must be addressed in order to maintain the confidence Albertans have in the province's criminal justice system.*

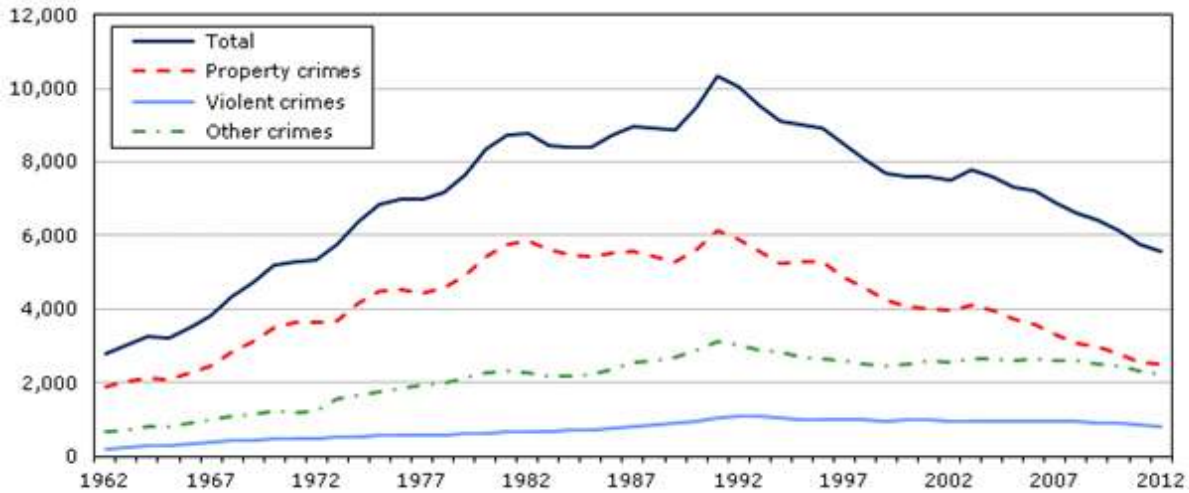


The extent to which each factor influences a municipality varies, but it is important to understand how local law enforcement is impacted by regional, provincial and national criminal justice matters.

Looking at national trends, overall and property-related crime rates have generally declined since the early 1990s, while other and violent crime has remained relatively flat. (Source: Statistics Canada – Catalogue no. 85-002-x Police Reported Crime Statistics in Canada-2012).

## Police-reported Crime Rates, Canada, 1962 to 2012

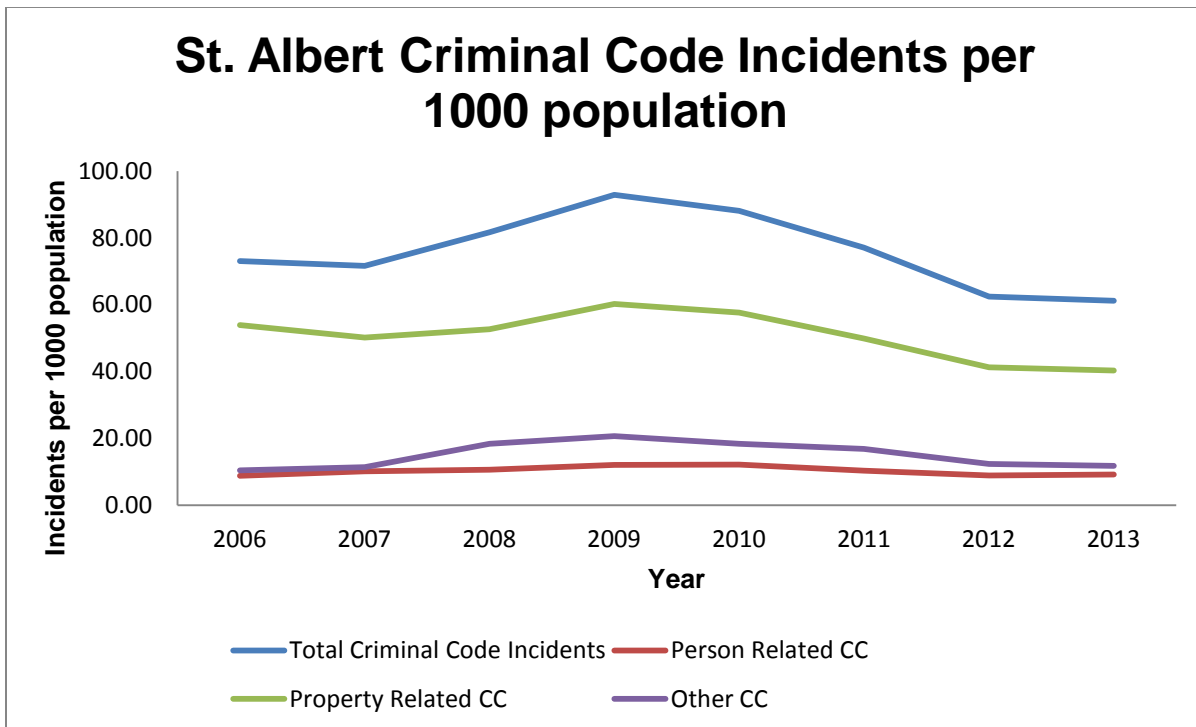
rate per 100,000 population



**Note:** Information presented in this chart represents data from the UCR Aggregate (UCR1) Survey, and permits historical comparisons back to 1962. New definitions of crime categories were introduced in 2009 and are only available in the new format back to 1998. As a result, numbers in this chart will not match data released in the new UCR2 format. Specifically, the definition of violent crime has been expanded. In addition, UCR1 includes some different offences in the 'Other' crimes category.

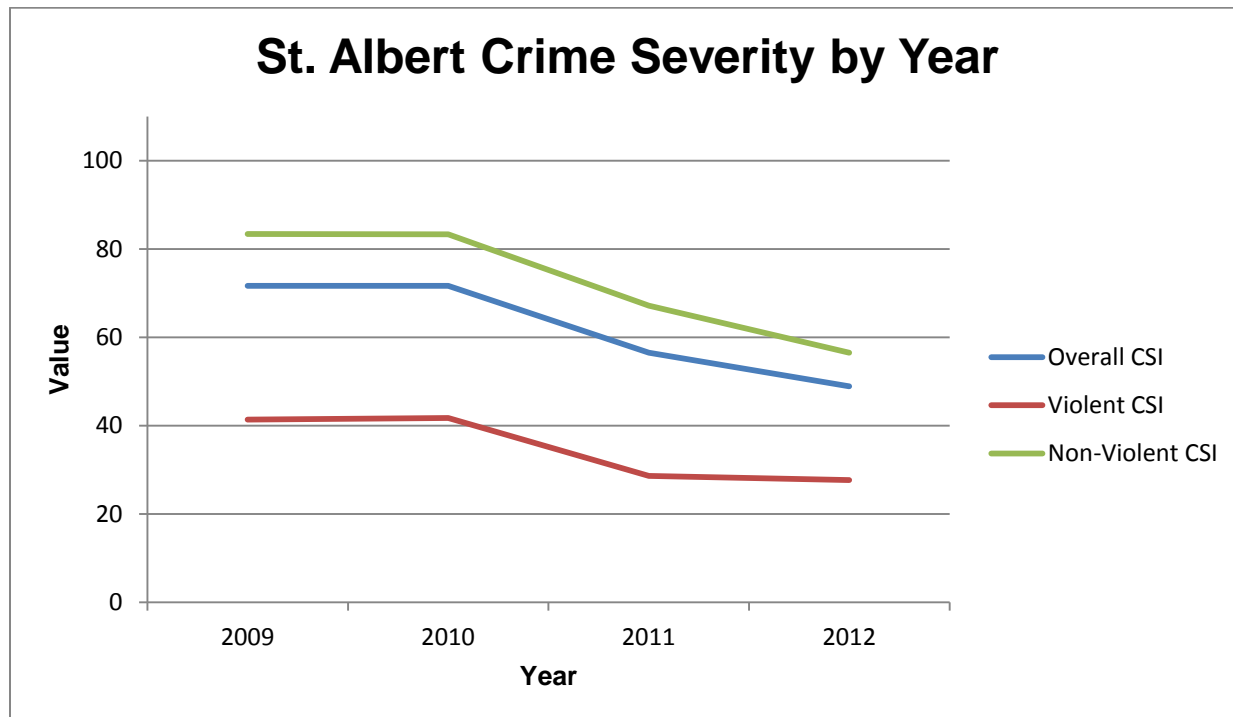
**Source:** Statistics Canada, Canadian Centre for Justice Statistics, Uniform Crime Reporting Survey.

Expanding further on trends specific to St. Albert, the graph below illustrates the continued decline in Criminal Code incidents per 1,000 residents.



The Police-reported Crime Severity Index (PRSCI) measures changes in the severity of police-reported crime. The PRSCI considers both the amount and seriousness of overall police-reported crime, violent crime (including only crimes against the person), and non-violent crime like property and drug offences.

St. Albert has seen a decline in all three categories over the last four years.

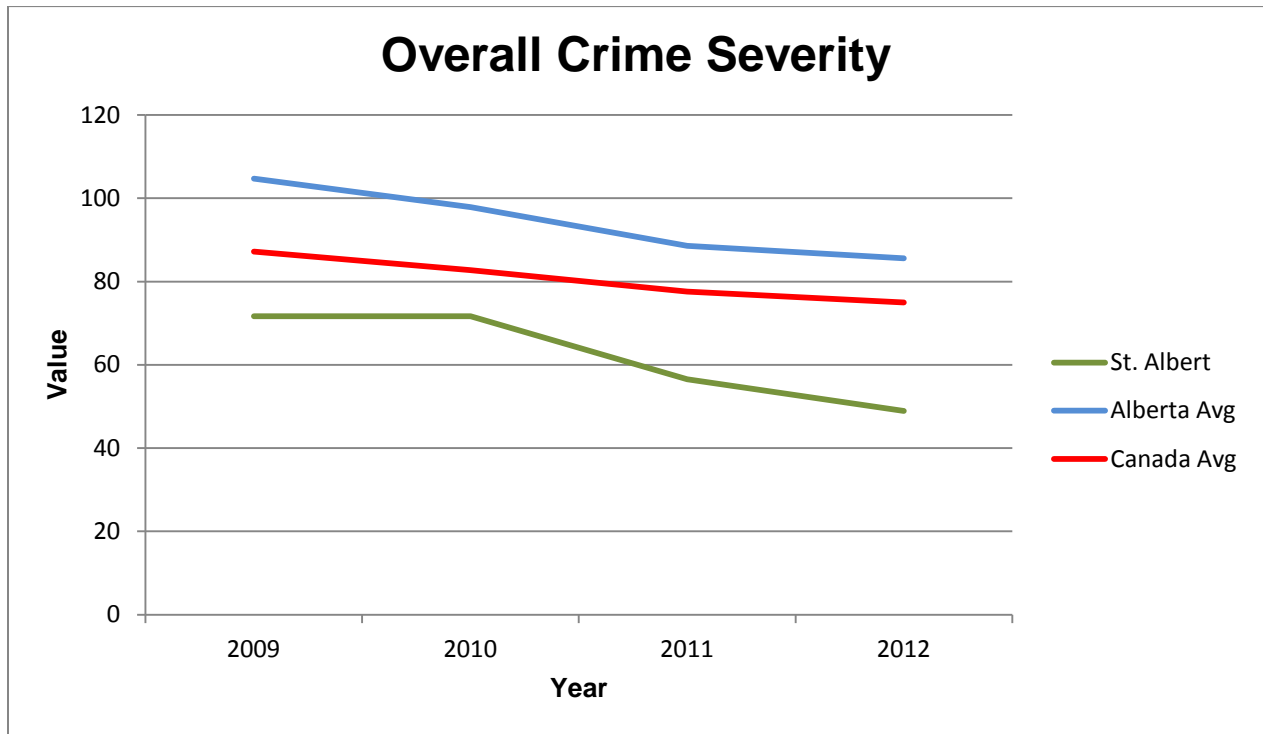


Source: Statistics Canada

(Note: 2013 CSI data was not available at the time of this report)

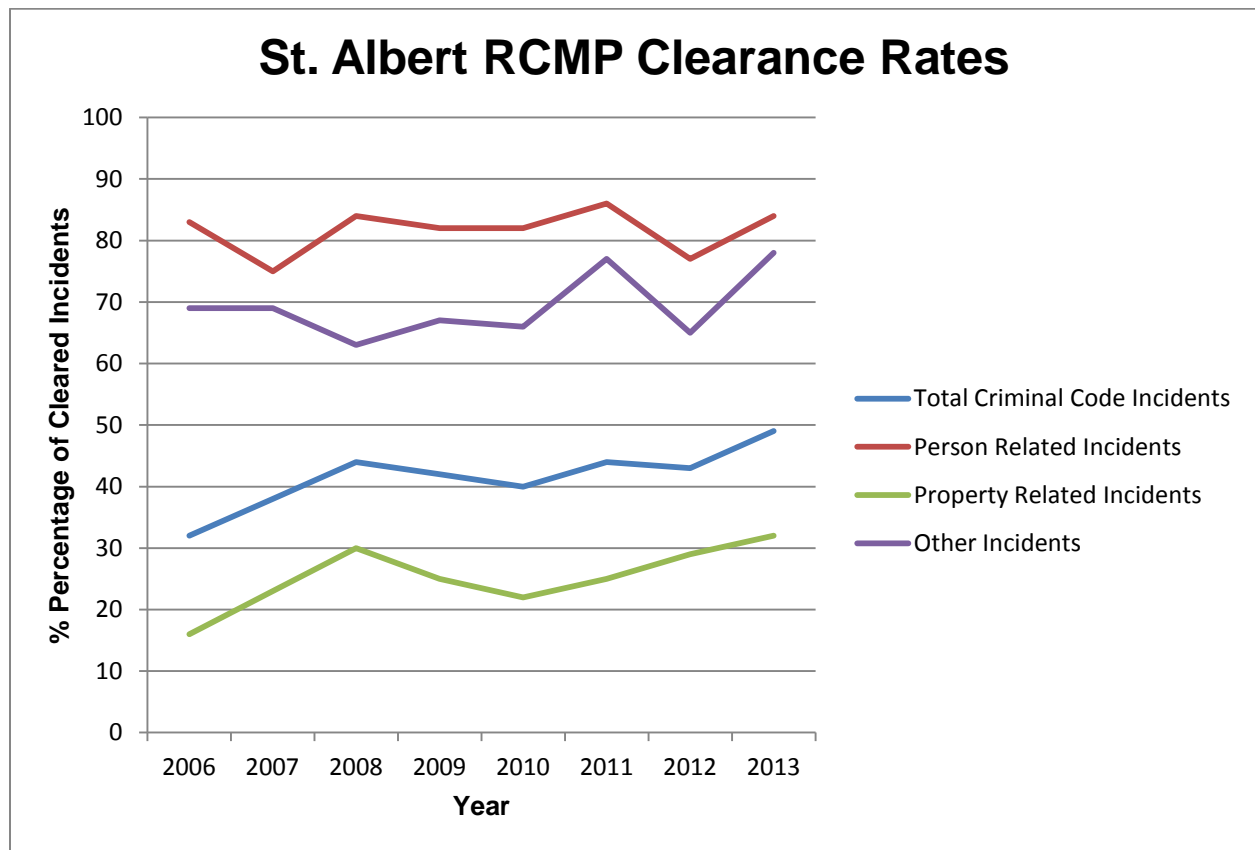


Although the national and provincial overall CSI values have declined, Statistics Canada data shows that St. Albert's has decreased at a slightly faster rate.



Source: Statistics Canada

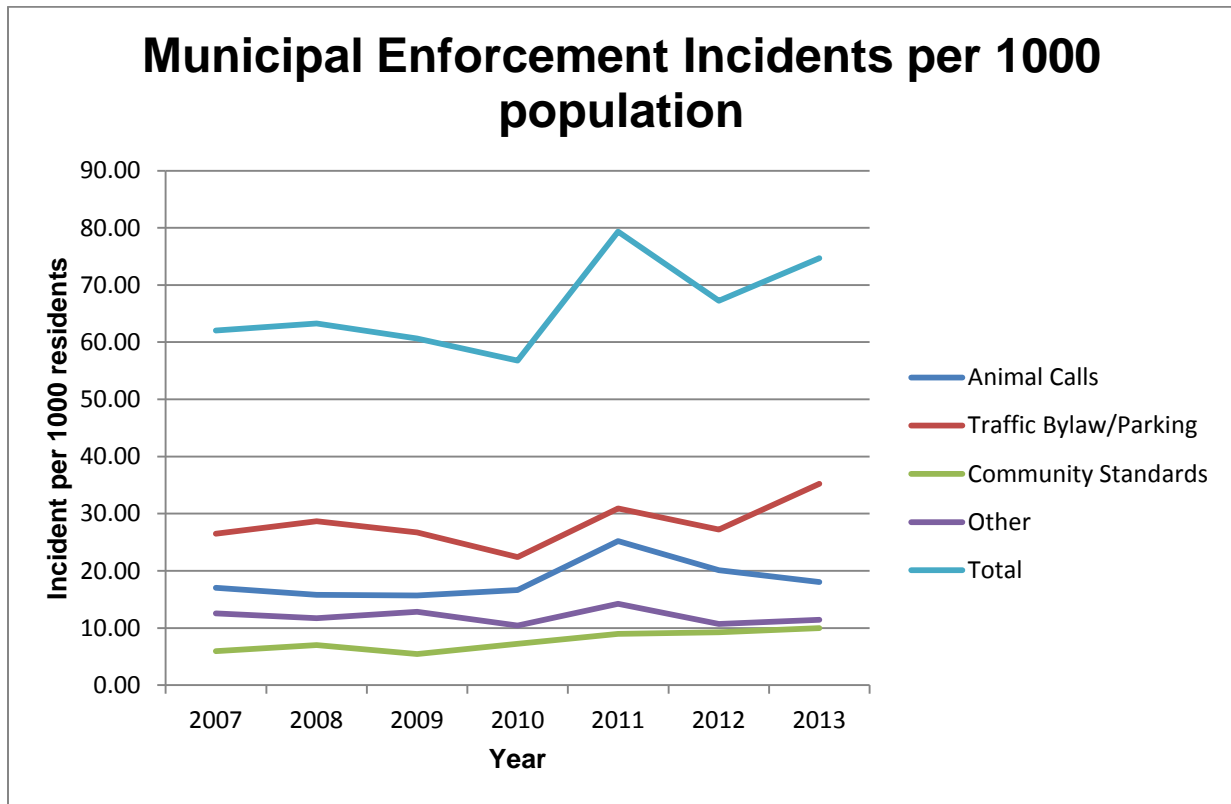
Clearance rates are another measure commonly used in policing. They represent the number of reported incidents that are deemed “solved”. This does not necessarily mean that a charge is laid; however, it does mean that police were able to say who was responsible for a particular incident or incidents with confidants.



St. Albert’s clearance rate has remained relatively flat over the years. Approximately 80 per cent of all Person and other related criminal code incidents are solved. Property related incidents have a much lower clearance rate due to the lack of evidence and transient aspects of these types of crimes. St. Albert’s clearance rates are similar to other municipal detachments across Alberta.

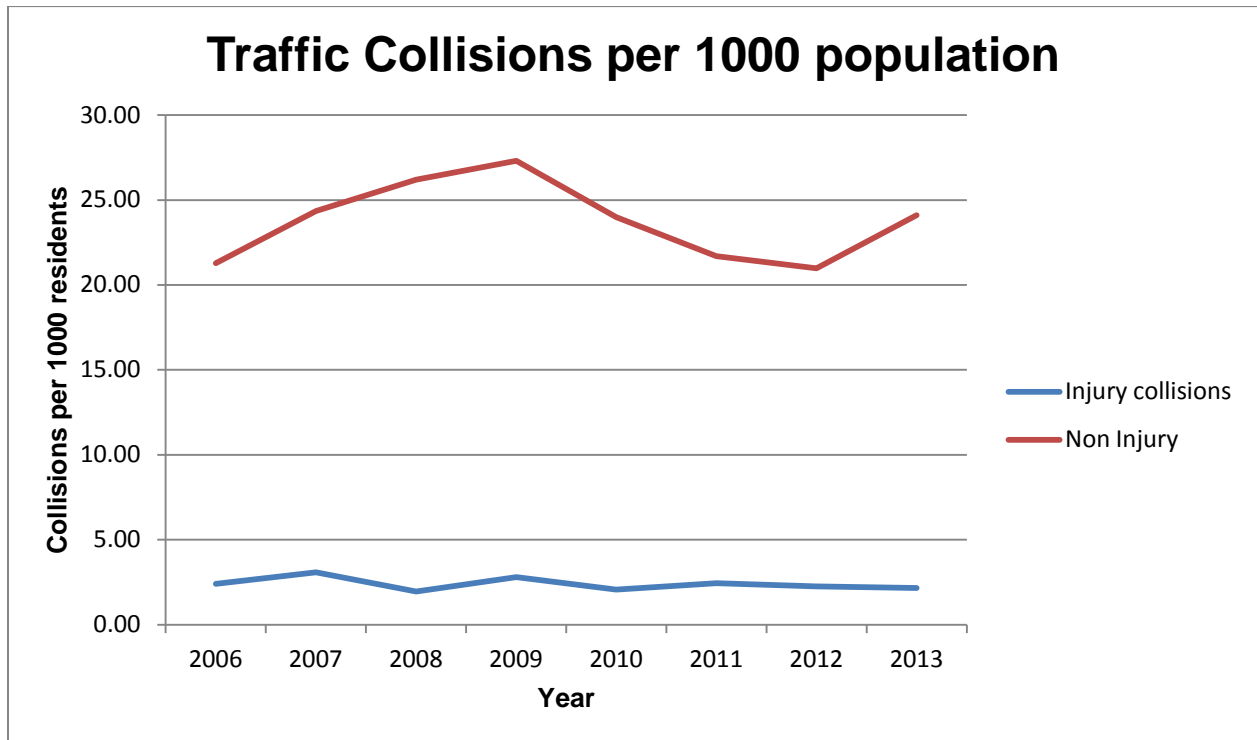
## Municipal Enforcement Trends

In the area of Municipal Enforcement, the City has seen increases in some areas, such as community standards and traffic. The general trend is that overall there is a consistent steady increase in the total number of reported incidents.



## Traffic Safety Trends

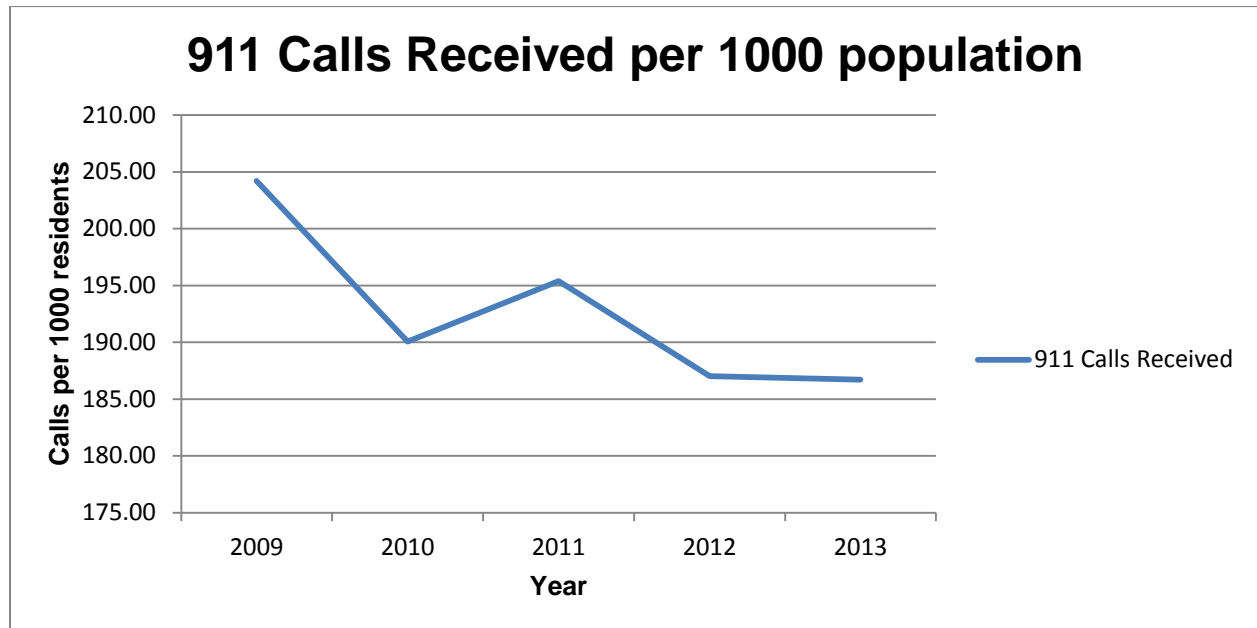
Another area of enforcement in which St. Albert Policing Services continues to be effective is traffic. While law enforcement personnel are pleased with the overall decline in non-injury collisions since 2009, the department continues to monitor the relatively steady number of injury collisions.



In 2013, Policing Services formalized a Traffic Safety Committee. The purpose is to provide a collaborative forum to effectively address the traffic safety matters arising within the City of St. Albert by implementing the 4 E's of Traffic Safety (Engineering, Education, Enforcement and Evaluation). The Committee is comprised of a working group and steering group and include representatives from Engineering, Communications, RCMP and Municipal Enforcement.

## Dispatch and 911 Trends

The following provides an overview of call volumes related to St. Albert's 911 Public Safety Answering Point. Also shown is the type of call, which helps to illustrate the overall policing picture in the community as well as call volumes and work load for call answering and dispatching.



### Police Dispatch by Priority

	2008	2009	2010	2011	2012	2013
<b>Priority 1*</b>	1	3	6	5	6	15**
<b>Priority 2*</b>	6	4	17	13	69	270**
<b>Priority 3*</b>	10,973	11,248	11,356	11,376	10,790	10,422
<b>Priority 4*</b>	19	0	2	2	5	113**
<b>Total*</b>	10,999	11,255	11,381	11,396	10,870	10,820

\*Note these do not include Municipal Enforcement Dispatched calls

\*\*At the time of this report a thorough analysis of the increases in these categories did not take place; however, it is believe that the majority of these increases are due to new employees categorizing complaints differently than in the past. Further analysis will need to happen in order to confirm.



Each priority is described below:

- *Priority 1: Officer down, life in jeopardy urgent – offence continuing;*
- *Priority 2: Protection of property, injury motor vehicle accident, medical attention required, etc.;*
- *Priority 3: Routine – conditions of #1 and #2 do not apply but in most cases attendance is required; and*
- *Priority 4: Information only, no police attendance required.*

## **RESOURCE AND FINANCIAL IMPLICATIONS**



### **Funding Policing**

In Alberta, the way in which a municipality funds policing is dependent on the option they elect to deliver those services. In St. Albert's case, the City is responsible for:

- 90 per cent of the RCMP contract costs, with the remaining 10 per cent covered by the Government of Canada;
- 100 per cent of costs related to accommodation (building, workstations, etc.) and administrative support for the RCMP;
- 100 per cent of the costs associated to employing Peace Officers and/or Bylaw Enforcement Officers;
- 100 per cent of the costs associated to employing support staff; and
- 100 per cent of the costs associated to operating a 911 Public Safety Answering Point/Dispatch unit.

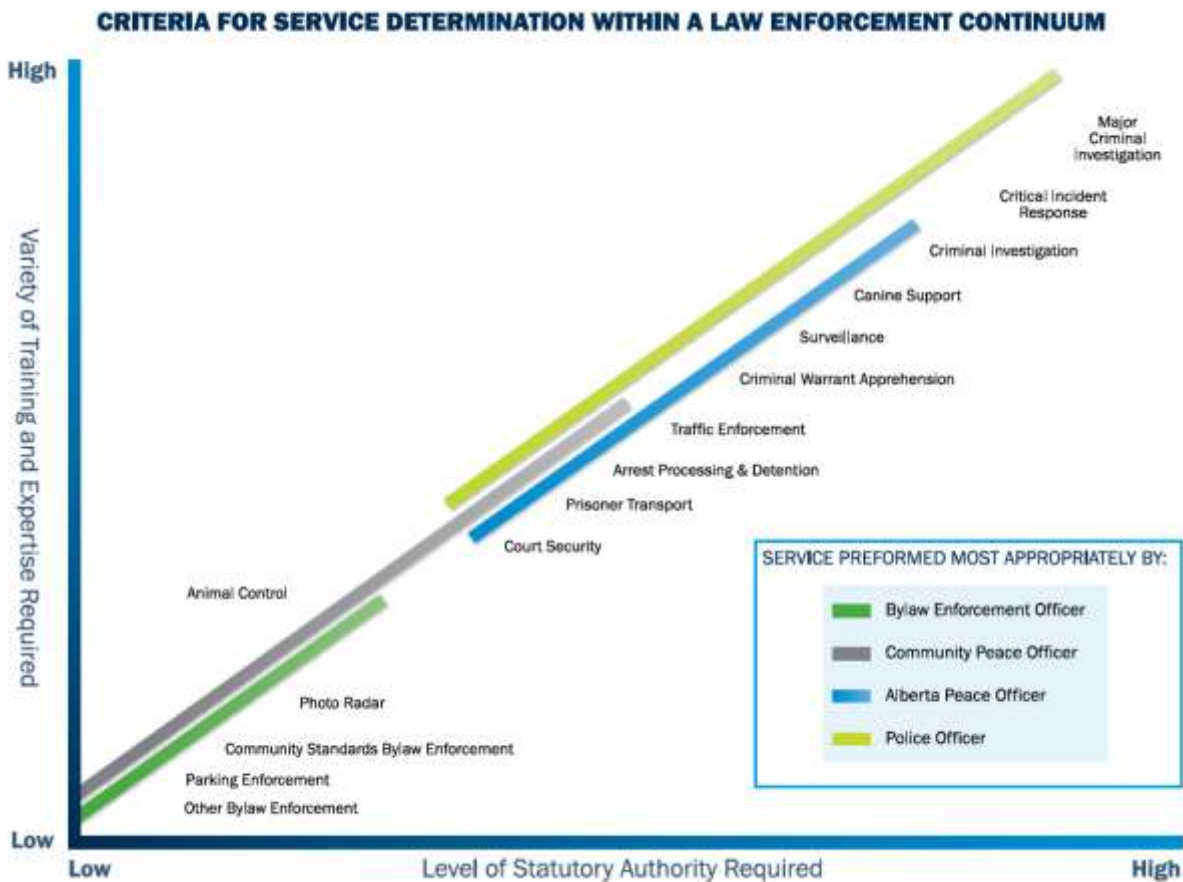
To offset these costs, provincial grants and fine revenue are available to the City:

- The Municipal Policing Assistance Grant provides the City with \$16/per capita annually.
- The Police Officer Grant provides St. Albert with an additional \$200,000 per year.
- The City receives approximately 70 per cent of provincial traffic fine revenue and 100 per cent of bylaw fine revenue.
- The City receives .37cents/per month for every telephone landline in the community. This is a National CRTC directive and in place to help offset costs for operating a 911 Public safety Answering Point (PSAP).
- The 911 (conditional) Grant Program under the authority of the new Alberta Emergency 911 Act provides the City with a base amount of \$75,000/year plus a percentage of the total amount of funds collected from cell phone providers based on the percentage of the Alberta population they serve.

Paired with the 10 per cent federal government subsidy, this assists the City in covering policing costs for the community.

The Province of Alberta is currently reviewing the police funding model as per The Alberta Law Enforcement Framework's Strategic Direction 9, "Develop a model to distribute the costs of local policing in an equitable, transparent and sustainable manner." This review may have a significant impact on the way municipalities fund policing costs in the future.

The Alberta Law Enforcement Framework also highlights the Law Enforcement Continuum, which illustrates functions of various levels of law enforcement. It is yet another indicator of how to best make use of RCMP members and Peace Officers to ensure efficiency and cost savings. For example, tasking Peace Officers with parking complaints or animal control matters translates into less RCMP members required to respond to and provide services in these areas. This is in line with St. Albert's current approach. The below image is St. Albert's version of the continuum, which includes Bylaw enforcement activities.

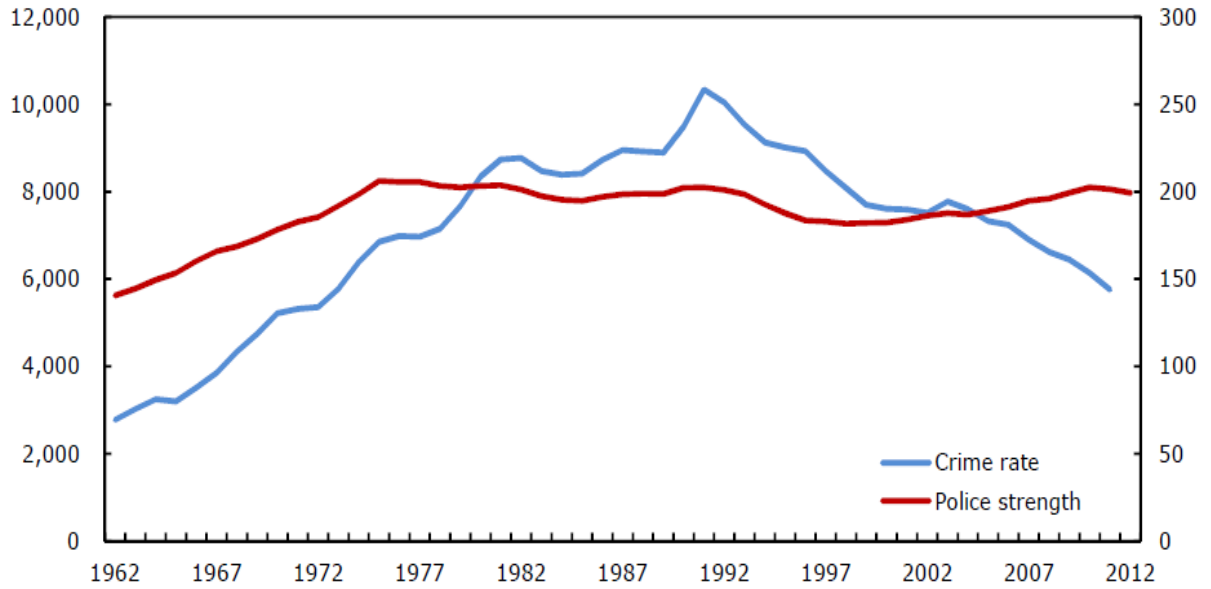


The graph below shows how police resources across Canada have continued to increase since 2005, yet the crime rate has decreased during that timeframe. (Source: Statistics Canada – Catalogue no. 85-225-x Police Resources in Canada-2012)

## Crime rate and police strength per 100,000 population, Canada, 1962 to 2012

Criminal Code incidents (excluding traffic)  
per 100,000 population

Officers per 100,000 population



**Source:** Statistics Canada, Canadian Centre for Justice Statistics, Police Administration Survey and Uniform Crime Reporting Survey.

While the number of policing resources has grown in recent years, Canada still ranks well below average when it comes to the officer per population rate (*Source: Statistics Canada – Catalogue no. 85-225-x Police Resources in Canada-2012*).

#### Police officers per 100,000 population, selected countries

	2012	2002	Percent change 2002 to 2012
	rate		percent
Scotland <sup>1</sup>	337	303	11
England and Wales	244	247	-1
United States <sup>2</sup>	238	245	-3
Australia <sup>3</sup>	222	231	-4
New Zealand	201	181	11
Japan <sup>4</sup>	201	..	..
Canada	199	186	7
Finland <sup>2</sup>	141	160	-12

1. Rates for 2012 are calculated using population statistics for 2011.

2. Data shown for 2012 represent 2011 population statistics and officer counts.

3. Data shown for 2012 represent 2010 officer counts.

4. Data shown for 2012 represent 2011 population statistics and officer counts. Data for 2002 are not available.

Source(s): Police Officer Quarterly Strength Statistics (Scotland); Home Office Statistical Bulletin (England and Wales); Federal Bureau of Investigation Uniform Crime Report (United States); Australian Institute of Criminology (Australia); Annual Report - New Zealand Police (New Zealand); National Police Agency (Japan); Statistics Canada, Canadian Centre for Justice Statistics, Police Administration Survey (Canada); Police of Finland (Finland).

## Maintaining Service Levels in a Growing Community

St. Albert City Council has expressed a desire to maintain the current approach and philosophy towards policing. Given the new Social Master Plan and other City initiatives, the municipality has demonstrated support for Policing Services' proactive work. This includes work on asset development for youth, drug prevention and school liaison programs, speed and impaired driving enforcement, visibility in green spaces and targeting vandalism. In addition, St. Albert has a history of supporting many special events such as the Kinsmen Rainmaker Rodeo, Children's Festival, Rock'n August, and Farmers' Market to name a few. These events although great for the community, also have an impact on policing resources.

St. Albert Policing Services' challenge is determining how to continue providing this level of service, while also managing increased frontline workloads and a vacancy pattern that consistently reduces resource levels. This applies to all areas of policing including RCMP members, Municipal Enforcement Officers, 911/Dispatch staff, as well as other administrative and support staff.

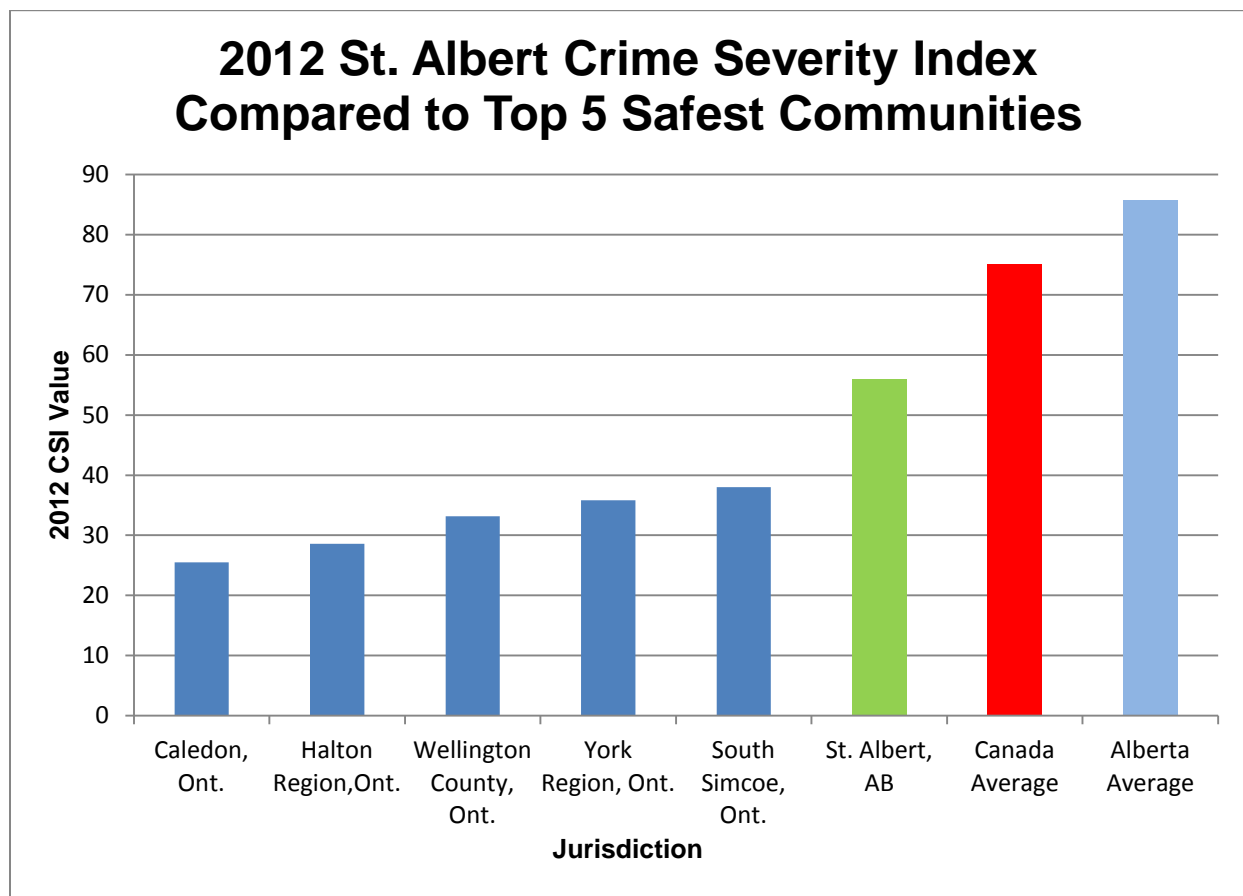
To establish an acceptable resource level, Policing Services must consult with the municipality, while also factoring in crime statistics and community feedback. Combined, this will help determine the service level that best meets St. Albert's policing needs.

## RCMP Resources

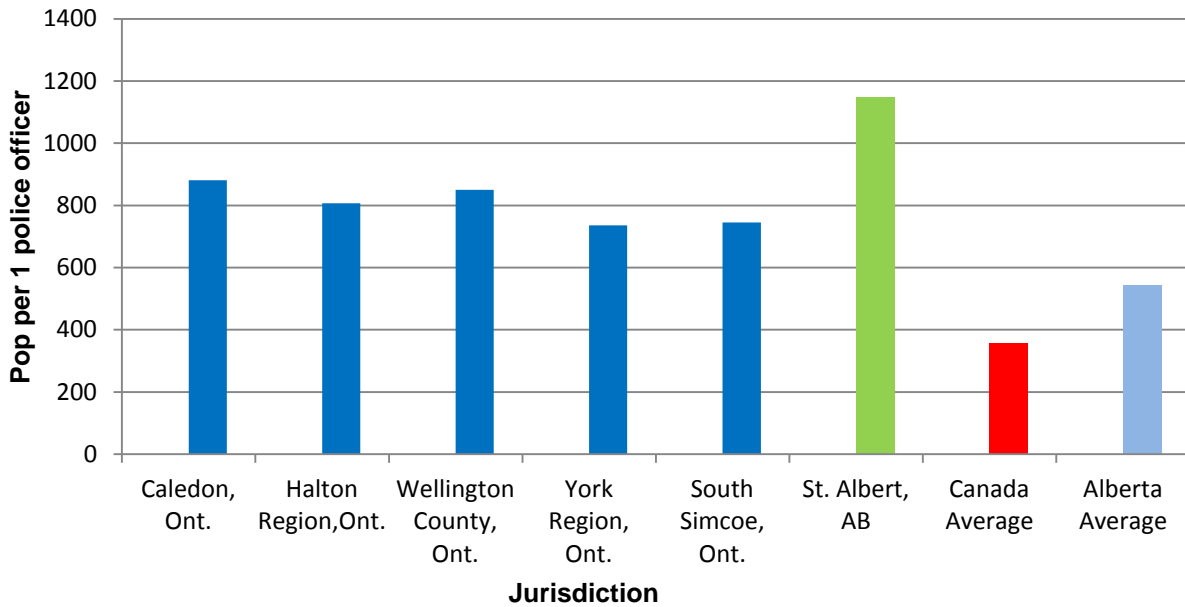
Looking at RCMP resources in our community, St. Albert is consistently below-average when it comes to the provincial ratio of police to population.

A review of the top five safest communities in Canada shows a connection between police to population ratios and community safety. Canada's top five safest communities (out of the 100 most populated municipalities) typically have more police resources per capita.

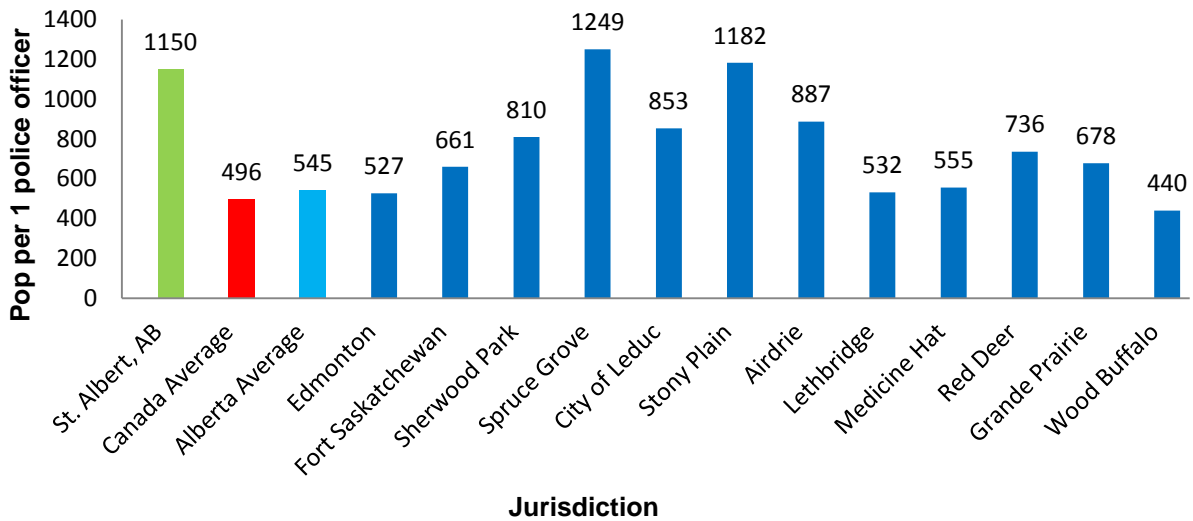
While the provincial average was one member for every 545 residents in 2012 according to Statistics Canada, St. Albert only had one member for every 1,150 residents that same year. The following depicts St. Albert's situation, versus the top five safest communities according to the national crime severity index.



## 2012 Population per 1 Police Officer Compared to Top 5 Safest Communities



## 2012 Population per 1 Police Officer Compared to Alberta Municipalities





St. Albert Detachment has a complement of 61 regular members this year, as per the 2014 budget process. The most recent Police Resource Methodology Study reinforces the need to increase capacity beyond its current level. When discussing resources, the number of resources should reflect the number of police officers physically working and/or available for service at any given time, rather than the approved organizational number.

The department continues to run a vacancy pattern, with an average expenditure of 48.91 full-time employees versus the budgeted expense of 54. This represents a vacancy rate of 9.5 per cent, a figure that represents an ongoing challenge for the department and yet is largely due to factors beyond the department's control.

RCMP Management must maintain minimum frontline resourcing levels, while also striving to staff units outside General Duty. Given that General Duty is responding to calls for service, it must remain a priority over units providing enhanced services, such as Community Policing, Drug and Traffic sections.

In an effort to offset the historical vacancy gap, the City of St. Albert has begun requesting additional resources through the Annual Resource Level Update (ARLU) process. At the same time, Policing Services sets out to achieve a utilization rate of 100 per cent for its full-time employees, based on the approved budget in any given year.

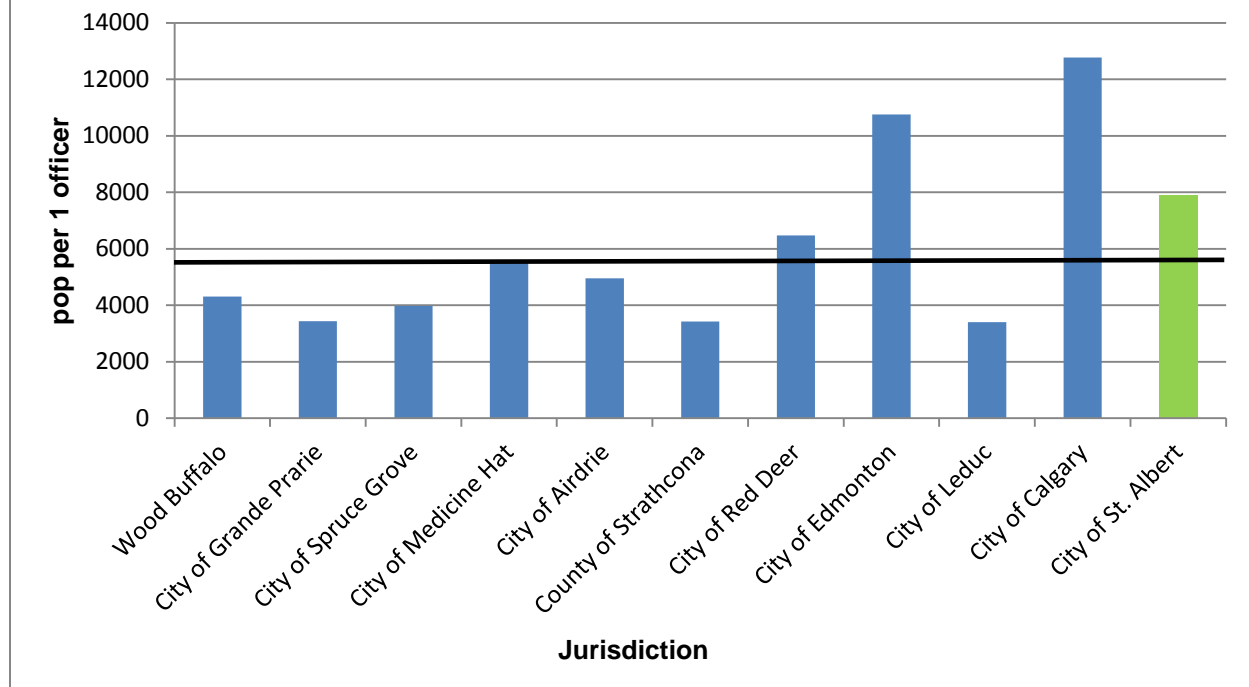
## Municipal Enforcement Resources

Communities in and outside of Alberta tend to use Municipal Enforcement officers differently, depending on their guiding legislation, organizational structure and desired service levels. This creates a challenge in developing comparisons and benchmarks for this particular area of St. Albert's Policing Services.

Having said this, Administration has completed a survey of similar-sized Alberta communities in an effort to provide an approximate comparison. The graph following provides an outlook on the ratio of Municipal Enforcement Officer to population.



## 2013 Population per 1 Municipal Enforcement Officer



Looking specifically at Peace Officers, St. Albert is below average, with communities reporting an average of one officer for every 5,992 residents. As of 2013, St. Albert has one officer for every 7,892 residents.

In spite of this shortfall, Policing Services regularly reviews the way in which it uses its Bylaw Officers, Community Peace Officers and RCMP members. The goal is to ensure existing resources are structured to respond to community needs. More detail on reviews will follow in the Continuous Improvement section.

### Other Municipal Staff

As mentioned earlier, Policing Services relies on the contributions of a number of municipal administrative staff who support frontline RCMP and Municipal Enforcement operations. As of January 2014, this totalled 31 full-time employees who include managers, supervisors, 911/Dispatch operators and various other administrative and operational support positions. This excludes Municipal Enforcement frontline officers and any casual employees.



How these positions are used varies from community to community and is largely dependent on a service's structure and priorities; however, what remains consistent is the link between the number of frontline officers and the number of support staff. For every frontline officer that is hired, support services are required.

That being said, having an adequate number of support staff can reduce the need for uniformed officers, resulting in cost savings without compromising service delivery. One such example is the recent hiring of municipal RCMP File Reviewers, which has allowed the RCMP to increase its officer presence in the community and reduced the need to hire more officers in supervisory roles to complete the review work.

One other benefit to the way in which St. Albert's municipal support staff are structured is the ability for Policing Services to use approved resources in more than one capacity. Many of these positions are set up to support more than one unit. For example, the Court Liaison positions support both the RCMP and Municipal Enforcement officers, while the 911/Dispatch Operators manage calls and dispatch service and also provide administrative support during non-peak times.

Because of this structure, Policing Services has identified a municipal employee to uniformed officer ratio, rather than direct support service ratios.

The current ratio of municipal full-time employee to authorized RCMP and Peace officers in Policing Services is one municipal employee for every 2.06 uniformed officers. This is slightly above the 2012 national average of police officers to civilian employees (1:2.5), but that ratio does not take into account the 911/Dispatch staff included in this plan.

## Continuous Improvement

The City is committed to operating in a way that is efficient, fiscally responsible and effective. To meet these objectives, the City regularly reviews administrative departments to ensure an appropriate balance between cost minimization, revenue maximization, and quality enhancement in program and service delivery. Policing Services is committed to continuous improvement and has identified a number of areas for ongoing and future review. The chart below represents some reviews that should be completed. New reviews may emerge and ones identified may not necessarily be completed in the identified year. This will depend on the policing priorities and actual resources available at the time.

Review Area/Topic	Completed	2014	2015	2016	Future
False Alarms	x				
Animal Control Bylaw	x				
Automated (Photo) Enforcement Contract vs In-house	x				
Theft of Gas	x				
Kennel Services Contract		x			
911/Dispatch Services		x			
Community Peace Officers vs Bylaw Officers vs RCMP officers for Bylaw matters, front counter non-injury collision reports, traffic enforcement, crime prevention/traffic safety education			x		
Civilian Policing Oversight (establishment of an official policing Committee pursuant to Sec 23 of the Police Act)					x
Municipal Enforcement role in regulatory enforcement (Land Use and Business Licensing)					x
Municipal Enforcement Role in Corporate/Transit Security					x
Protection of Persons and Property Bylaw			x		
Noise Bylaw					x
Taxi Bylaw					x
Community Standards Bylaw					x
City employee jail guards vs commissionaires contracted by RCMP					x

It is important for Policing Services to continue to evaluate individual roles as new resources are added. There is a trend emerging amongst law enforcement agencies where more and more historical policing duties are being completed by civilian employees or other peace officers with a limited scope and authority. This is clearly demonstrated with the implementation of the Alberta Peace Officer Act. Municipalities are permitted to hire and use Peace Officers to enforce Provincial Traffic laws amongst other things. This is an area that was history only done by fully sworn Police Officers. St. Albert has embraced these opportunities historically and has not only hired municipal employees to do traffic enforcement but has also hired municipal employees to do other police duties such as exhibit custodial work, fleet management, crime analysis and investigational reviews. There are some real efficiencies and financial savings that can result from by using this approach; however, it is recognized that not every duty can or should be civilianized and therefore in depth reviews are required when contemplating if a fully sworn police officer, peace officer or civilian employee should do the needed work.

## **THE WAY FORWARD**

St. Albert Policing Services is aiming to maintain the City's reputation as one of Canada's safest mid-size municipalities. Looking ahead, Policing Services sees a need and a desire to continue and pursue more proactive police work. More and more, the department is engaged in reactive policing. Factors such as a modest increase in population or a change in crime severity could potentially impact existing proactive police work.

Given the situational analysis of Policing Services in this plan and how the community itself measures against other municipalities, a modest adjustment in resource levels is proposed. The following are recommended resource levels that St. Albert Policing Services views as appropriate and necessary to continue meeting the community's safety-related needs.





	<b>Current 2013 Resource Level</b>	<b>Recommended Resource Level</b>
<b>RCMP Actual Officer Ratio</b>	1 officer for every 1,193 residents	1 officer for every 1,000 residents
<b>MES Authorized Officer Ratio</b>	1 officer for every 7,746 residents	1 officer for every 5,000 residents
<b>Other Municipal Employee Ratio</b>	1 employee for every 2.06 officers	1 employee for every 2 officers

From a resource perspective, a moderate increase would still only position St. Albert in the middle of Canada’s safest communities, yet Policing Services sees a significant benefit for the community. From crime reduction activities to proactive bylaw enforcement, securing additional resources could have a positive impact on a number of areas.

While the department is seeking additional resources, the units to which these employees would be assigned are not yet determined. Flexibility is key and any increase in resources will be used to address any gaps in service or directed to areas in which a need has been identified by police, in consultation with Council and the community.

For further detail, see long-term estimated resource table in Appendix E.



## **APPENDIX A**

### **Key Assumptions**

The following is a summary of assumptions taken into consideration during the development of this long-term policing plan.

#### **Assumption #1 – Primary Focus for Policing Services**

Policing is an essential service to the community, with a primary focus of:

- preserving the peace;
- protecting life and property;
- preventing crime and offences; and
- apprehending criminals, offenders and others who may be lawfully taken into custody.

#### **Assumption #2 – Continued Contract with Public Safety Canada for RCMP Services**

In 2012, City Council signed a 20-year agreement with Public Safety Canada to provide policing services by way of the RCMP until April of 2032. There are no current plans to exercise the two-year notice to terminate these services and this plan takes that into consideration.

#### **Assumption #3 – Continuation with Peace Officer Program**

The City of St. Albert participates in the Peace Officer Program and employs Peace Officers in accordance with the Alberta Peace Officers Act.

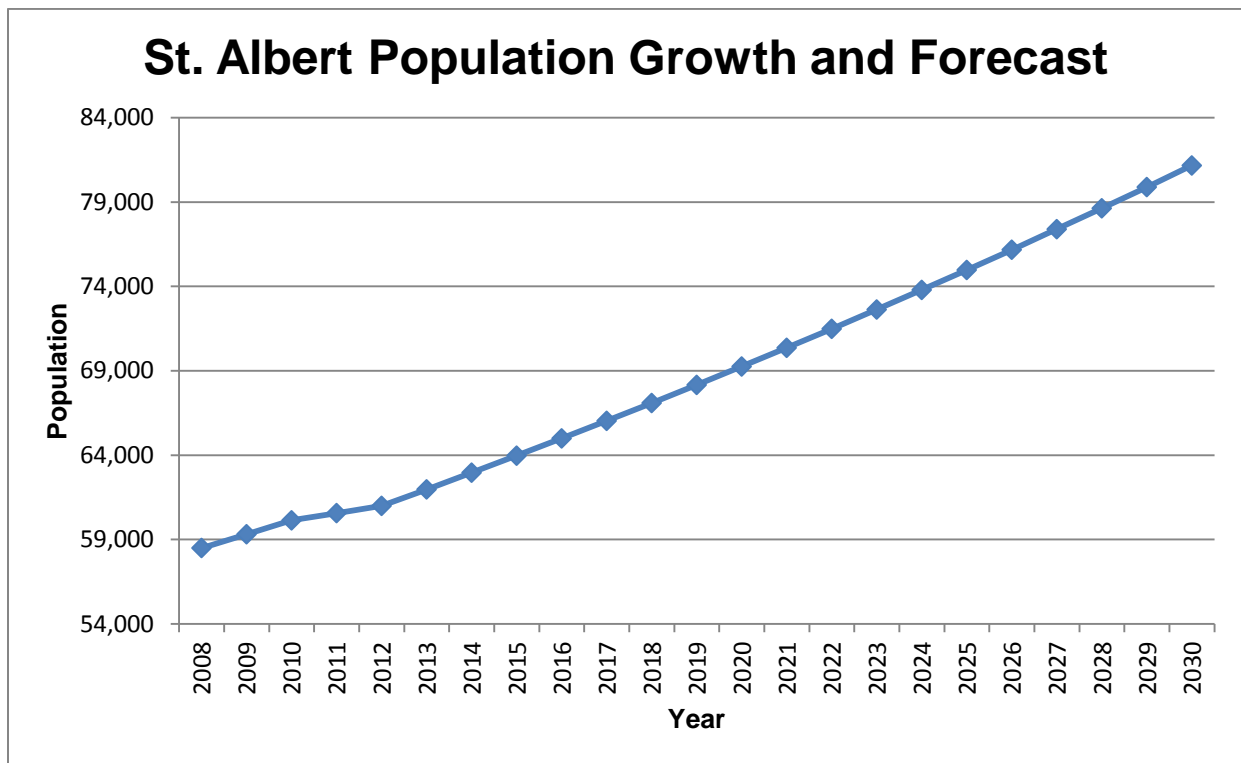
Today, the City uses this program in three main ways:

1. It enhances the legal authorities of the City's Municipal Enforcement (Bylaw) Officers, allowing them to enforce select provincial statutes such as speeding and seatbelt enforcement.
2. It enables the City to deliver photo enforcement services, as the City is required to employ officers (currently under contract) with limited Traffic Safety Act authority.
3. Participation in this program provides further police support, with several positions needing limited Peace Officer authority to assist officers in the court process and in the delivery/service of legal documents.

In order to obtain and retain its authorization to employ Peace Officers, the City is required to follow guidelines and policy established by the Alberta Solicitor General and Minister of Justice. This covers a number of aspects, such as administrative requirements related to officer code of conduct and operational requirements related to the deployment of photo enforcement vehicles, as well as processes on how complaints or calls for service are investigated and reviewed.

**Assumption #4 – Population Growth and Forecast**

St. Albert continues to grow, with the most recent civic census reporting a population of 60,994 in May 2012. As of 2013, Alberta Municipal Affairs counts St. Albert’s population as 61,466. With modest yet steady growth anticipated, it is assumed the community’s policing-related needs will continue to increase and evolve. The graph below assumes a 1.6 per cent growth per year from 2012.



**Assumption #5 – Organizational Structure and Service Delivery**

When it comes to the RCMP and municipal policing, a dramatic shift in structure is not anticipated; however, it is important to consider the ratio of supervisor to employees as frontline resources are added and as such, there will be a need to add appropriate senior and supervisory positions.

This plan was also crafted under the assumption that the current scope of services provided by policing will remain relatively intact. In the event a significant change occurs, updated projections and resource requirements will be brought forward. Examples of such significant changes may include things such as Land Use Bylaw enforcement, transit security, corporate security, or taxi regulation.

### **Assumption #6 – Evolving Criminal Justice System**

The Canadian criminal justice system evolves each year with new case law. This leads to a growing administrative burden and has a significant impact on the operations of policing services across Canada, including St. Albert. For instance, this can translate into more complex, time-consuming processes in court. Even new technologies that ultimately enhance information sharing mean officers are spending more time performing administrative duties, rather than on enforcement activities. As new case law will undoubtedly continue to impact efficiency, it is on the service to determine how best to respond.

In 2005 the University College of the Fraser Valley in British Columbia in partnership with the RCMP conducted an in-depth 30 year analysis of police service delivery. Although this study is nearly 10 years old, it highlights the impact that the evolving criminal justice system has on police services. This study found that amount of time required by police officers to handle a case from initial call to acceptance by crown prosecutors increased substantially over the course of the 30 years. For example:

- Break & Enter cases required 58 per cent more time in 2003 than in 1983;
- Driving Under the Influence cases required 250 per cent more time; and
- Domestic assault cases required 964 per cent more time.

### **Assumption #7 – A Commitment to Continuous Improvement**

St. Albert Policing Services remains committed to continuous improvement, with management and members consistently looking to increase efficiency and decrease redundancies. One such example is this past year's amendment to the Alarm System Bylaw, which was brought forward to decrease the disproportionate amount of time spent responding to false alarms. These changes led to a 65 per cent reduction in call volumes within the first six months of its implementation, as compared to the same timeframe last year.

### **Assumption #8 – Capital Expenses / Accommodations**

St. Albert Policing Services is currently operating out of two buildings (Maloney Place and Second Floor Beaudry Place). It is assumed that these buildings will be able to accommodate the department for the next 20 years with moderate capital investments for renovations. In order for this to be possible a couple of key moves need to take place:

1. It is anticipated that the City departments currently occupying the first floor at Beaudry Place will vacate by 2018. Renovations will be required in order to meet RCMP security requirements.
2. It is anticipated that the warehouse space at Beaudry Place (currently occupied and leased to the Community Village/Food bank) will vacate for police expansion in 2024. More extensive renovations will be required at this point, again in order to meet RCMP security requirements.

It is anticipated that beyond 2034, Policing Services will out grow the current foot print provided by Maloney and Beaudry Place. It is recommended that long range capital planning occurs in order to purchase land and build a multi-level Policing building in order to bring all policing units back under one roof to regain operating efficiencies and provide for appropriate future accommodations.

## **APPENDIX B**

### **Municipal Policing Agreement – Key Sections**

- 2.1 a) *Canada will, subject to and in accordance with the terms and conditions of this Agreement, provide and maintain a Municipal Police Service within the municipality during the term of this Agreement.*
- b) *Canada is hereby authorized by the Municipality to carry out the powers and duties of the municipal police service for the purpose of providing the Municipal Police Service in accordance with this Agreement.*
- 2.2.1 *Those Members who form part of the Municipal Police Service:*
- a) *will perform the duties of peace officers;*
- b) *will render such services as are necessary to:*
- i. *preserve the peace, protect life and property, prevent crime and offences against the laws of Canada and the laws in force in the Province, apprehend criminals, offenders and others who may be lawfully taken into custody; and*
  - ii. *execute all warrants and perform all duties and services in relation thereto that may, under the laws of Canada or the laws in force in the Province or the municipality, be executed and performed by peace officers;*
- c) *may render such services as are necessary to prevent offences against by-laws of the Municipality, after having given due consideration to other demands for enforcement services appropriate to the effective and efficient delivery of police services in the Municipality.*
- 2.3 a) *The Municipal Police Service will not be required to perform any duties or provide any services that are not appropriate to the effective and efficient delivery of police services in the Municipality.*
- 2.4 *The Municipality will provide, without any cost to Canada, all necessary Support Staff; such staff will meet the job and other related requirements as determined by the Commissioner.*
- 2.6 *If the Municipality does not provide the Support Staff required by sub article 2.4, Canada may provide, upon reasonable notice to the Municipality, resources in place of such Support Staff, and the Municipality will pay 100 per cent of all the costs incurred by Canada to provide such resources.*
- 5.1 *Canada will increase the number of Members in the Municipal Police Service as soon as practicable within one year from the receipt of a written request and confirmation of the corresponding financial commitment from the CEO.*

- 6.1 *The CEO may set the objectives, priorities and goals of the Municipal Police Service which are not inconsistent with those of the Provincial Minister and document those objectives, priorities and goals no more frequently than annually, and in concert with the annual RCMP planning cycle.*
- 6.2 *The internal management of the Municipal Police Service, including its administration and the determination and application of professional police standards and procedures, will remain under the control of Canada.*
- 6.3 *The CEO will determine, in consultation with the Commissioner, the level of policing service to be provided by the Municipal Police Service.*
- 7.1 *For the purposes of this Agreement, the Member in Charge will act under the direction of the CEO, or such other person as the CEO may designate in writing, in aiding the administration of justice in the municipality and in carrying into effect the laws in force in the Province and municipality.*
- 12.1 a) *The Municipality will provide and maintain, at no cost to Canada, accommodation that is fit for use by the Municipal Police Service and Support Staff, including:*
- i. office space that is Furnished, heated and lighted, together with electricity and water supply;*
  - ii. jail cell facilities that are heated and lighted together with bedding and water supply; and*
  - iii. if determined by the Municipal Police Service to be required, heated and lighted garage space.*
- b) *When providing and maintaining accommodations, the Municipality will pay 100 per cent of all operating and maintenance costs, such as building and property maintenance services.*
- 12.2 *The accommodation provided for the use of the Municipal Police Service and Support Staff will be to the satisfaction of the Commissioner and will meet the security standards of the RCMP.*



## **APPENDIX C**

### **Organizational Structure**

This section will address the service delivery model, including overviews of RCMP Police Services, Municipal (Bylaw) Enforcement, 911 Public Safety Answering Point/Dispatch, and Administrative Support Services.

### **RCMP Police Services**

The City of St. Albert has a contract with Public Safety Canada to deliver policing services to the community by way of the RCMP. This contract expires in 2032.

The RCMP contract provides core policing services for the community through five primary units, shown below. The contract for policing service includes access to a number of other RCMP resources on an as-needed basis. This includes services such as Forensic Identification, Major Crimes Unit, Police Dog Services, and the Emergency Response Team.

#### **General Duty Policing**

This unit provides the primary response to all policing public safety matters. These officers answer calls for service and investigate violations.

#### **General Investigation Section (GIS)**

This unit is responsible for investigating more serious and complicated offences and for conducting investigations that are prolonged and labour-intensive. The unit also coordinates and assists in intelligence gathering related to serious crime investigations.

#### **Drug Section**

The Drug Section's primary responsibilities include enforcement and intelligence gathering related to drug activity and trafficking, as well as target-focused investigations and drug endangered children protocol.

#### **Traffic Section**

This unit is dedicated to traffic law enforcement and education. These officers are tasked with the day-to-day enforcement of the Alberta Traffic Safety Act and impaired driving legislation. They are also called upon to investigate any serious injury or fatal motor vehicle collisions.

#### **Crime Prevention/Victim Services**

This unit's personnel conduct the majority of Drug Awareness Resistance Education (DARE) training and school liaison activities within St. Albert schools. They also respond to the numerous requests for RCMP participation at public events, crime

prevention presentations, Neighbourhood Watch, and a host of other community activities.

The Civilian Victim Services Coordinator and Advocates also work under the general direction of these members.

### **Crime Reduction Unit (CRU)**

This unit is new to the St. Albert RCMP structure and has been implemented in late 2013. The goal of the Crime Reduction Unit is the deterrence and overall reduction of criminal activity through targeted enforcement operations.

The Crime Reduction Unit is responsible for developing strategies to address community crime problems such as motor vehicle thefts, break and enter and all other property-related crime. Crime Reduction is tailored to the needs of our community. Strategies will be continuously evaluated for success and improvement. The CRU is project-driven and works closely with the detachment crime analyst to identify crime trends, hot spots and Priority Prolific Offenders.

### **Municipal (Bylaw) Enforcement**

The Municipal Enforcement Service responds to public complaints and enforces select municipal bylaws and provincial statutes. The officers in this unit are City of St. Albert employees and are appointed as Community Peace Officers pursuant to the Peace Officer Act, and/or Bylaw Enforcement Officers pursuant to the Municipal Government Act.

This area handles calls for service and investigates matters related to animal control, community standards and parking enforcement, to name a few. Officers also support the RCMP by investigating and enforcing select provincial legislation, such as the Alberta Traffic Safety Act and Alberta Gaming and Liquor Act. In addition, two resources have been specifically assigned to assist RCMP Traffic Services with enforcement.

Photo Enforcement Services is a subset of Municipal Enforcement. The City has a contract with Global Traffic Services for photo enforcement operations. This contract expires in July 2019. Currently, this agreement calls for three photo enforcement vehicles and six intersection safety devices. The contractor provides the equipment, vehicle operators and ticket processing services.

## 911 Public Safety Answering Point/Dispatch

Policing Services is the community's 911 Public Safety Answering point. This service receives all the initial 911 calls made from within the St. Albert jurisdiction. Once received, the call is either transferred to the appropriate service provider (fire/ambulance) or recorded and disseminated to the RCMP when it is police-related.

This area also serves as the main call answer and dispatch centre for non-emergency calls for RCMP and Municipal Enforcement, as well as provides administrative assistance to support policing operations.

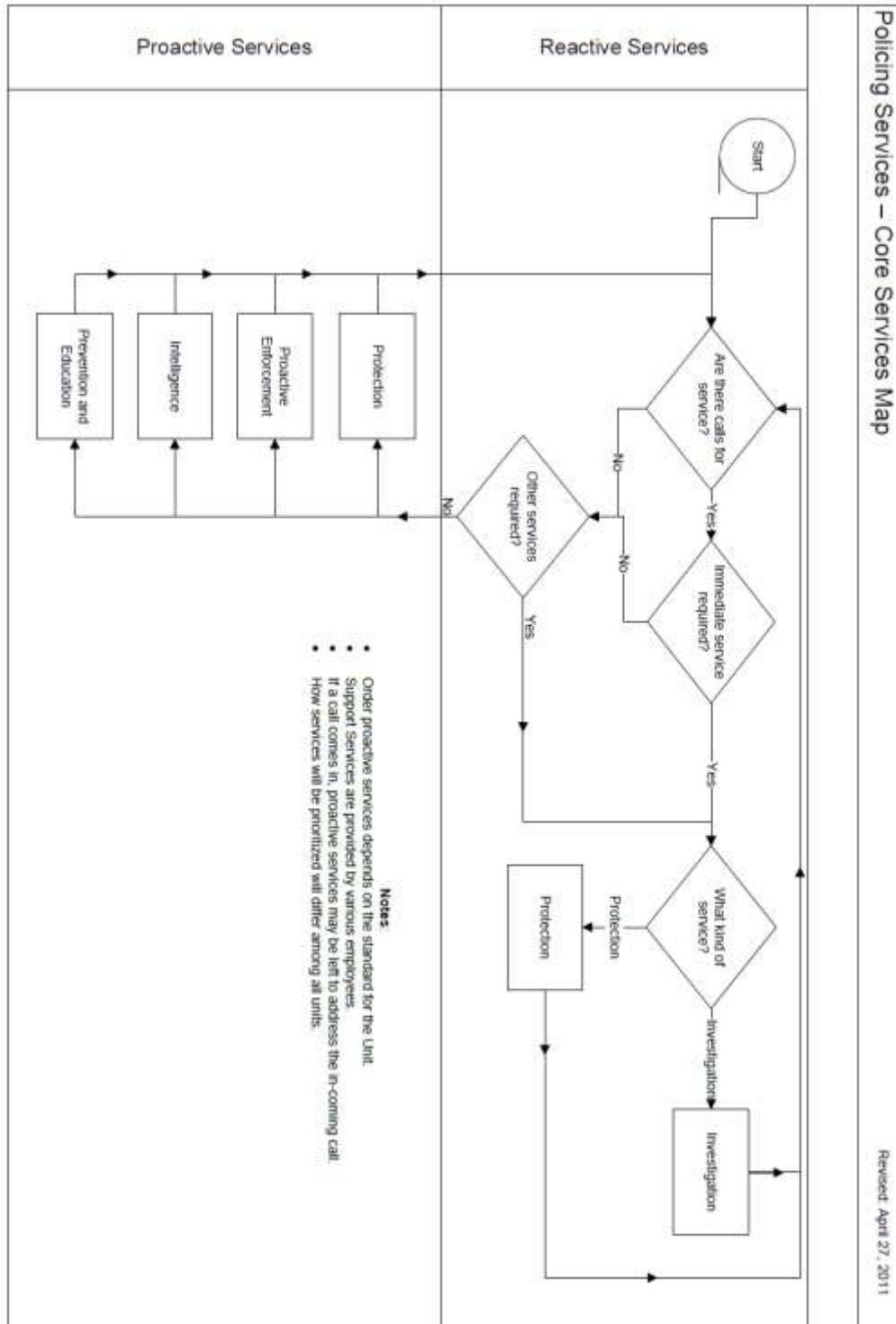
## Administrative Support Services

Various administrative resources are devoted to providing essential support to Policing Services. These include:

- front counter/walk-in services;
- criminal record/police information check processing;
- parking ticket, dog licence and false alarm processing;
- operational/administrative record keeping;
- court liaison services;
- crime analytics and operational file review;
- fleet and exhibit management; and
- general office/equipment supply and building accommodations.

# APPENDIX D

## Policing Core Services Map



## APPENDIX E

### Estimated Resource Plan

#### RCMP Resource Levels

	Year	Authorized RCMP Members	FTE Billed/ Actual RCMP Members (Annualized)	Budgeted RCMP Members	Actual Member to pop. Ratio Target 1:1000	Population Based on 1.6% increase from 2012
Actual	2003	44	39.33	44	1:1388	54,588
	2004	46	39.92	46	1:1367	54,588
	2005	46	39.54	46	1:1460	57,719
	2006	46	41.84	46	1:1379	57,719
	2007	46	39.66	46	1:1475	58,501
	2008	47	40.10	47	1:1459	58,501
	2009	51	45.70	51	1:1280	58,501
	2010	52	49.84	52	1:1206	60,138
	2011	55	46.99	52	1:1308	61,466
	2012	56	49.52	52	1:1260	62,382
	2013	61	53.05	54	1:1193	63,318
	2014	66	56.00	56 (+2)	1:1148	64,268
Estimated	2015	68	59.00	59 (+3)	1:1107	65,232
	2016	71	62.00	62 (+3)	1:1068	66,210
	2017	74	65.00	65 (+3)	1:1034	67,203
	2018	75	67.00	67 (+2)	1:1018	68,211
	2019	76	68.00	68 (+1)	1:1018	69,234
	2020	77	69.00	69 (+1)	1:1018	70,273
	2021	79	70.00	70 (+1)	1:1019	71,327
	2022	80	71.00	71 (+1)	1:1020	72,397
	2023	81	73.00	73 (+2)	1:1007	73,483
	2024	82	74	74(+1)	1:1009	74,659

## Municipal Enforcement Resource Levels

	Year	Authorized MES Officers FTE	Budgeted FTE	Officer to pop. Ratio Target 1:5000	Population Based on 1.6% increase from 2012
<b>Actual</b>	2003	6	6	1:9098	54,588
	2004	6	6	1:9098	54,588
	2005	6	6	1:9620	57,719
	2006	6	6	1:9620	57,719
	2007	6	6	1:9750	58,501
	2008	6	6	1:9750	58,501
	2009	8	8	1:7313	58,501
	2010	8	8	1:7517	60,138
	2011	8	8	1:7683	61,466
	2012	8	8	1:7798	62,382
	2013	8	8	1:7915	63,318
2014	9	9 (+1)	1:7140	64,268	
<b>Estimated</b>	2015	10	10 (+1)	1:6523	65,232
	2016	11	11 (+1)	1:6019	66,210
	2017	12	12 (+1)	1:5600	67,203
	2018	13	13 (+1)	1:5247	68,211
	2019	14	14 (+1)	1:4945	69,234
	2020	14	14	1:5020	70,273
	2021	14	14	1:5095	71,327
	2022	14	14	1:5171	72,397
	2023	15	15 (+1)	1:4899	73,483
	2024	15	15	1:4977	74,659



## Other Municipal Employee Resource Levels

	Year	Authorized FTE	Budgeted FTE	FTE to officer Ratio Target 1:2	Combined number of MES/RCMP officers
<b>Actual</b>	2003	14	14	1:3.24	45.33
	2004	15	15	1:3.06	45.92
	2005	16	16	1:2.85	45.54
	2006	17	17	1:2.81	47.84
	2007	18	18	1:2.54	45.66
	2008	22	22	1:2.10	46.1
	2009	25	25	1:2.15	53.7
	2010	25	25	1:2.31	57.84
	2011	29	29	1:1.90	54.99
	2012	31	31	1:1.89	57.52
	2013	31	31	1:1.97	61.05
	2014	31.5	31.5 (+.5)	1:2.06	65
<b>Estimated</b>	2015	33	33.5 (+2)	1:2.06	69
	2016	35	35 (+2)	1:2.09	73
	2017	37	37 (+2)	1:2.08	77
	2018	38.5	38.5 (+1.5)	1:2.08	80
	2019	39.5	39.5 (+1)	1:2.08	82
	2020	40	40 (+.5)	1:2.08	83
	2021	41	41 (+1)	1:2.05	84
	2022	42	42 (+1)	1:2.02	85
	2023	44	44 (+3)	1:2.00	88
	2024	44	44	1:2.02	89