

Alberta Provincial Police Service

# Community Policing Deployment Model Detachment Prototype Design

March 2022



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# Executive summary

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

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



## Community Oriented

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



## Consistent

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



## Transparent

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



## Fair

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



## Efficient and Integrated

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



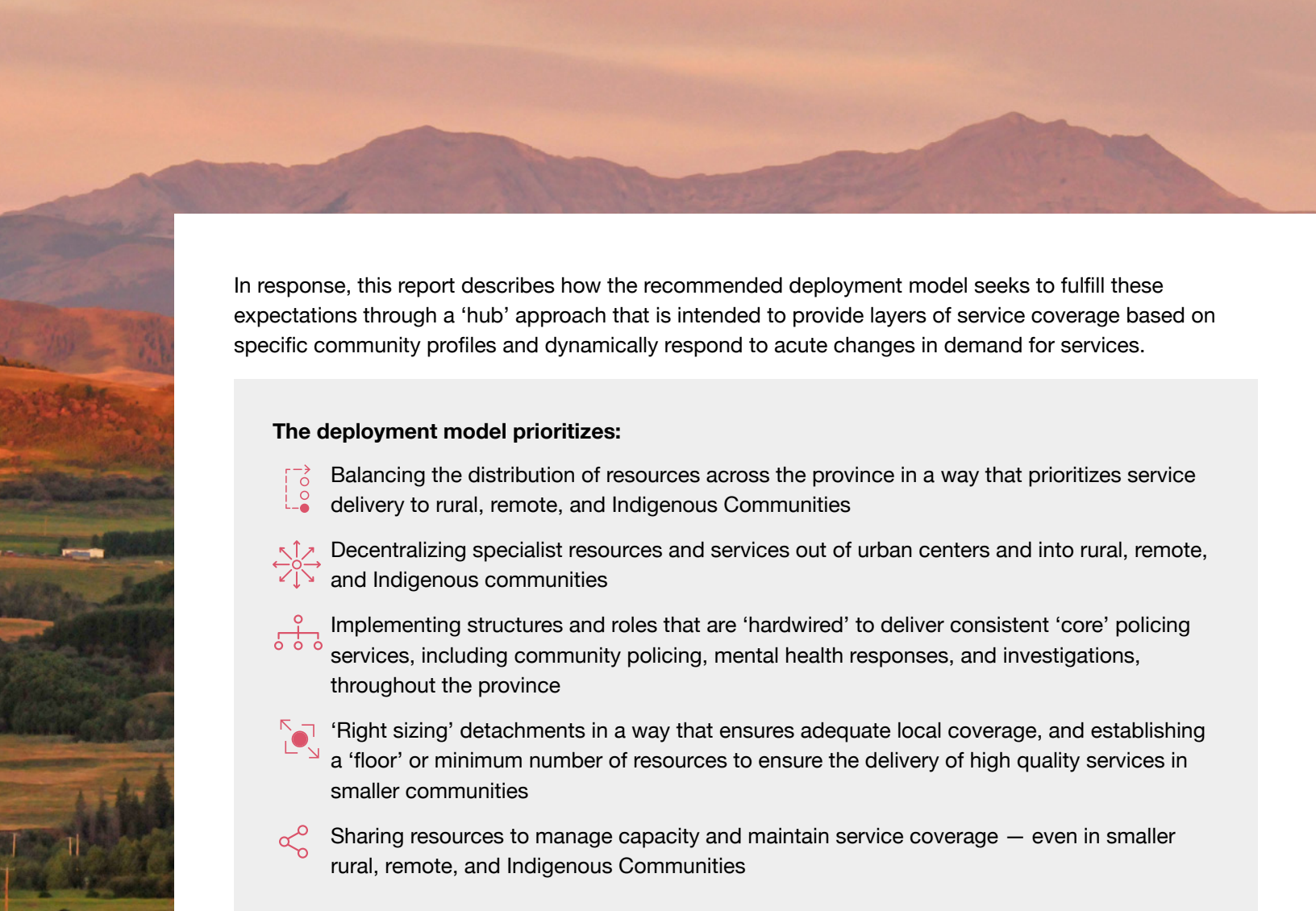
## Responsive

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








## Collaborative

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



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

### The deployment model prioritizes:

-  Balancing the distribution of resources across the province in a way that prioritizes service delivery to rural, remote, and Indigenous Communities
-  Decentralizing specialist resources and services out of urban centers and into rural, remote, and Indigenous communities
-  Implementing structures and roles that are 'hardwired' to deliver consistent 'core' policing services, including community policing, mental health responses, and investigations, throughout the province
-  'Right sizing' detachments in a way that ensures adequate local coverage, and establishing a 'floor' or minimum number of resources to ensure the delivery of high quality services in smaller communities
-  Sharing resources to manage capacity and maintain service coverage — even in smaller rural, remote, and Indigenous Communities

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



#### Community Detachments

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



#### Service Hubs

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



#### Detachments in Indigenous Communities

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



#### Regional (Urban) Hubs

3 detachments with an average number of sworn officers of 153



#### Provincial Police Service Headquarters

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

The impact of this conceptual deployment model on front line services include:

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

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

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

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

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

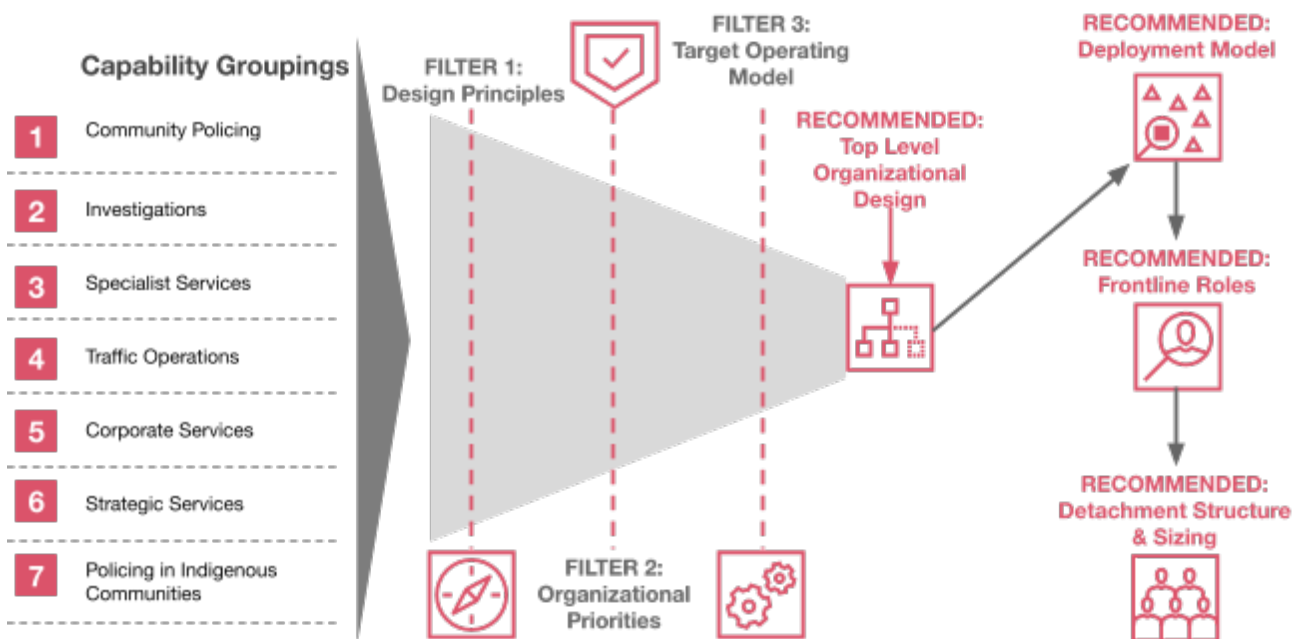
# Approach and Methodology

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

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

- Design Principles
- Organizational Priorities
- Target Operating Model
- Top Level Organizational Design
- Community Policing Deployment Model
- Frontline Roles
- High-Level Detachment Structure & Sizing

## Approach to Community Policing Deployment Model Design










## 2. Approach and Methodology

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

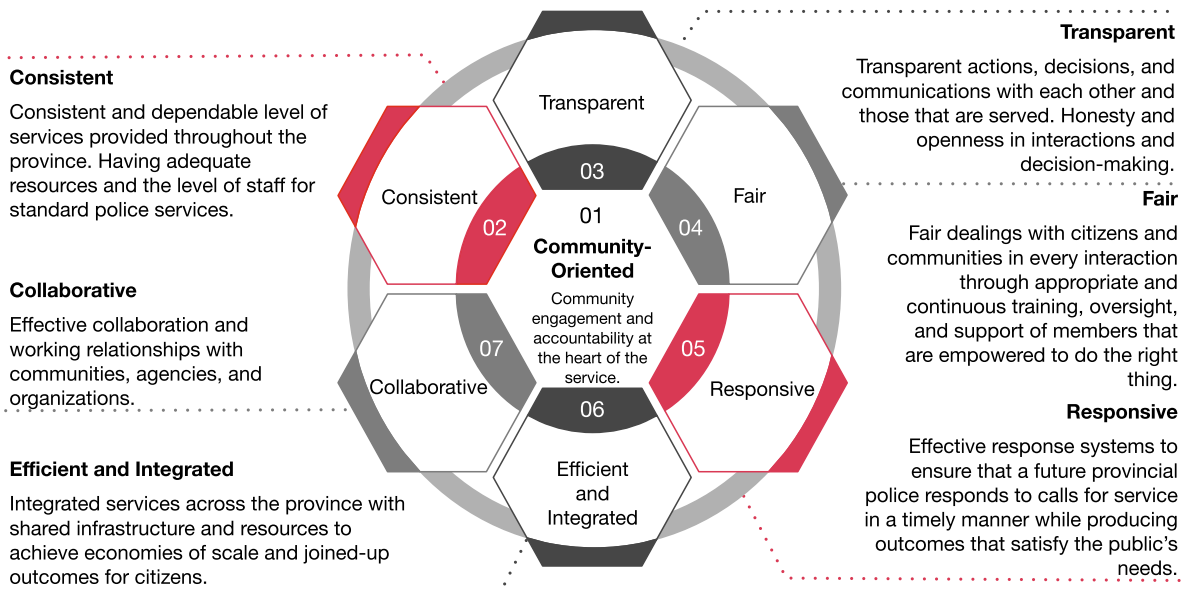
Grounded in the target operating model and top level organizational design, this report brings the envisioned community policing deployment model for a future provincial police service to life in a way that is consistent with the design principles and organizational priorities defined previously. At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

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

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

## 1. Design Principles

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



## 2. Organizational Priorities

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

## 3. Target Operating Model

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

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



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

#### **4. Top Level Organizational Design**

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

#### **5. Community Policing Deployment Model**

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

#### **6. Frontline Roles**

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

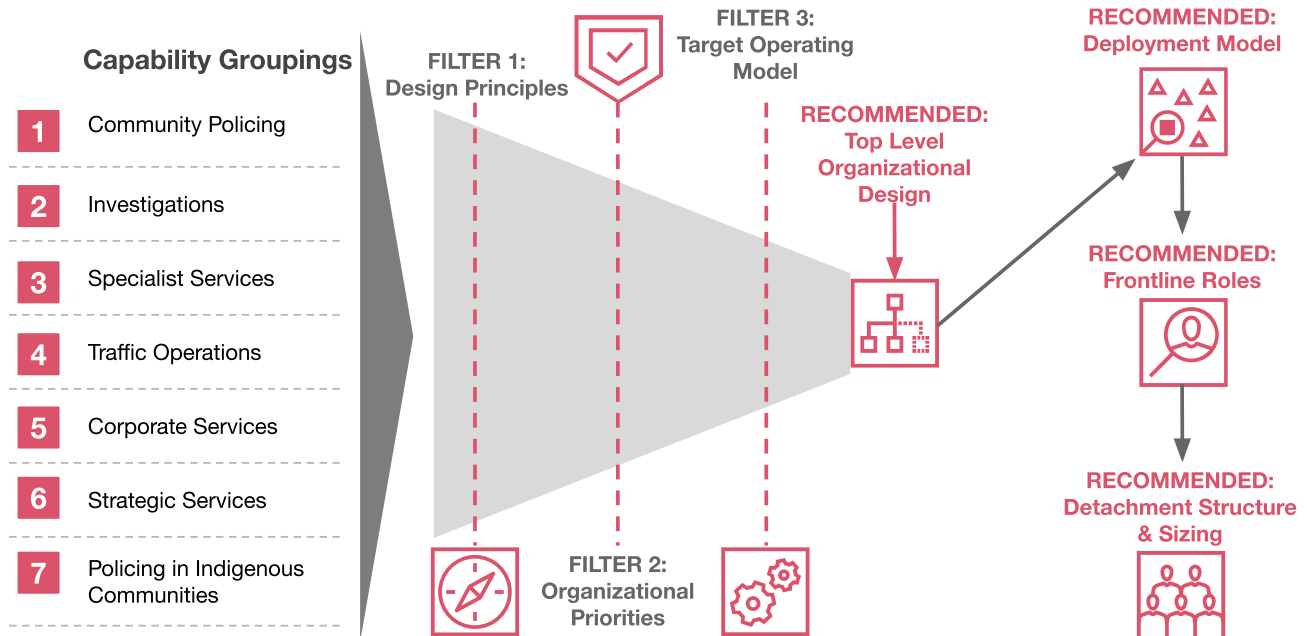
#### **7. High Level Detachment Structure & Sizing**

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

The conceptual community policing deployment model outlined in this report is the culmination of this expanded seven-step approach. It is shaped by the design principles, organizational priorities, target operating model, and detailed design that, together, serve as 'filters' to inform the decision points throughout the design process.

At its core, the intent of this approach has been to enable a 'fit for Alberta' outcome that is tailored to the province's unique needs and aspirations.

## Approach to Community Policing Deployment Model Design



### Assumptions

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

- Consistent with the initial phases of this overarching engagement, the intent is not to recommend whether or not the Government of Alberta should proceed with a provincial police service, but rather to present potential options for how it could be structured if the Province decides to move forward with an Alberta Provincial Police Service.
- This report does not purport to complete the design of a future provincial police service. The concepts presented herein are intended to be high-level and to overlay further details on the operating model and organizational design that were defined in previous reports.
- Throughout the report, the concepts presented about the detachment prototypes, and where the different prototypes could be located across the province, do not represent recommendations, but rather are intended to serve as conceptual representations of what the model could look like in Alberta.
- Detachment locations were maintained for the purposes of envisioning the sizing and structure of the APPS
  - The total capacity and size for each detachment was considered at a high level for potential future capacity limits; however, the current staffing numbers were not treated as 'fixed' or the maximum capacity a detachment could support.
  - The location and capacity of the K Division Headquarters was not considered static when considering alternative options for the future model.
  - It was assumed that the physical space and available infrastructure that exists today can accommodate the deployment model proposed.
- Assumptions in shift lengths were set according to generally accepted and widespread standards, but are not intended to be prescriptive. Further study will be required based on additional data-driven analysis as well as ramifications of any collective agreement language.

- Similarly, team supervisory ratios and make-up are presented for illustrative purposes only and must be refined and validated for alignment with leading practice guidelines and considering capabilities and service complexity.
- Sworn officer to civilian ratios were estimated using nation-wide averages. Further analysis is required to determine whether these ratios are adequate across all regions and detachments considering the service environment and community demands.
- Numerous additional data points should be considered in further detailed analysis, including crime volume, community service demands, other agency demands, population projections, Crime Severity Index scores, case clearance ratios, and geographic spread of jurisdictions for each detachment as a part of detailed deployment model design.
- Input from communities should be incorporated into the deployment model including required resources, public safety priorities, and needs as an additional data point to be incorporated into a detailed deployment plan.
- Moving forward, the concepts presented in this report must be validated by - and are, therefore, dependent on - on the results of stakeholder engagement and consultations with the broader community if or when the province decides to proceed with the establishment of an Alberta Provincial Police Service.
- In particular, the province should seek to further define, and validate the assumptions that informed the following concepts that are presented in this report:
  - Conceptual detachment prototypes, including where in the province the various types of detachments could be located
  - Frontline roles and responsibilities
  - High-level sizing across the different detachment prototypes
  - Integration, collaboration opportunities, and ways of working between a future provincial police service and other service providers across the broader community safety ecosystem, including healthcare partners, family and community supports, and public safety partners, among others (e.g., Fish and Wildlife, Alberta Sheriffs, community peace officers, and the RCMP federal policing support).

# How Does Organizational Design Impact the Deployment Model?

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

The proposed operating model is enabled by:



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

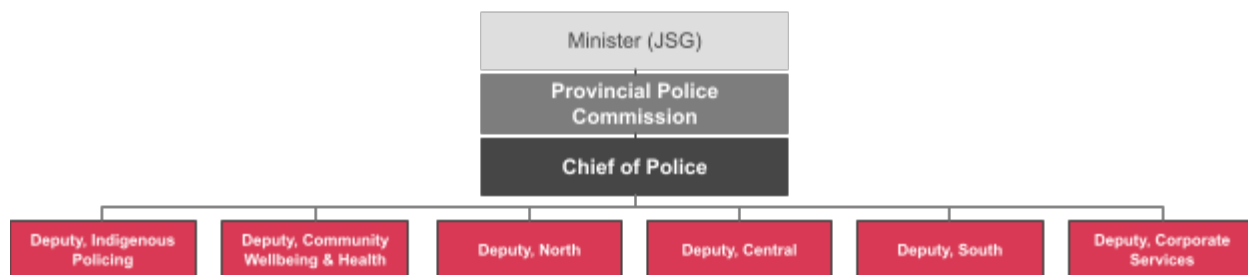


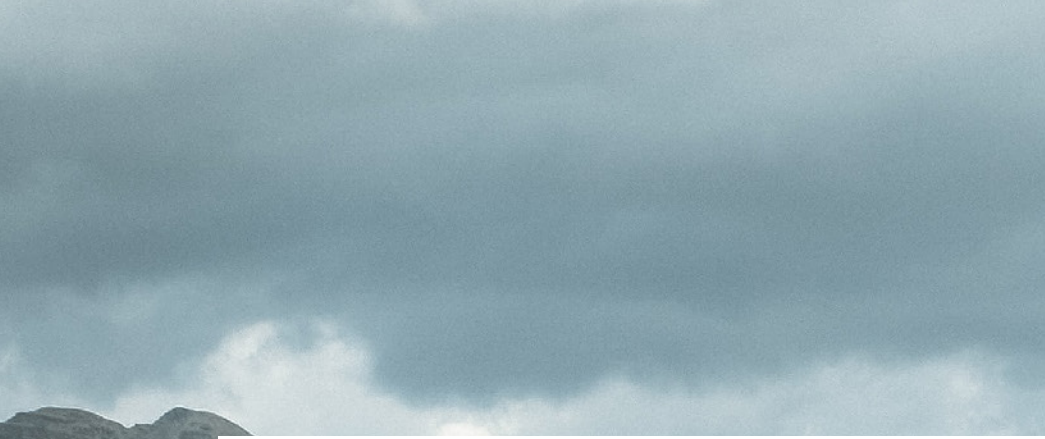
A **deployment model** that puts the right resources in the right places at the right time to deliver the services locally wherever possible.

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

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

We propose doing this by implementing the following in the structure:





#### **Geographically aligned deputies:**

- Balances responsiveness with consistency
- Recognize the specific regional challenges unique to Alberta and tailor localized services to align with individual Community priorities, the nature of crimes, and public safety
- Aligns with Alberta HealthZones, Treaty 6,7,8 and (the) Metis Nation to ensure safer communities

#### **Partnerships, Integration and Collaboration Impact Roles & deployment**

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

#### **Embedding specialist services and Investigations Capabilities in every region**

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

#### **Introducing the Deputy of Indigenous Policing: Embedding and Prioritizing a New approach to Collaborating with Indigenous Communities**

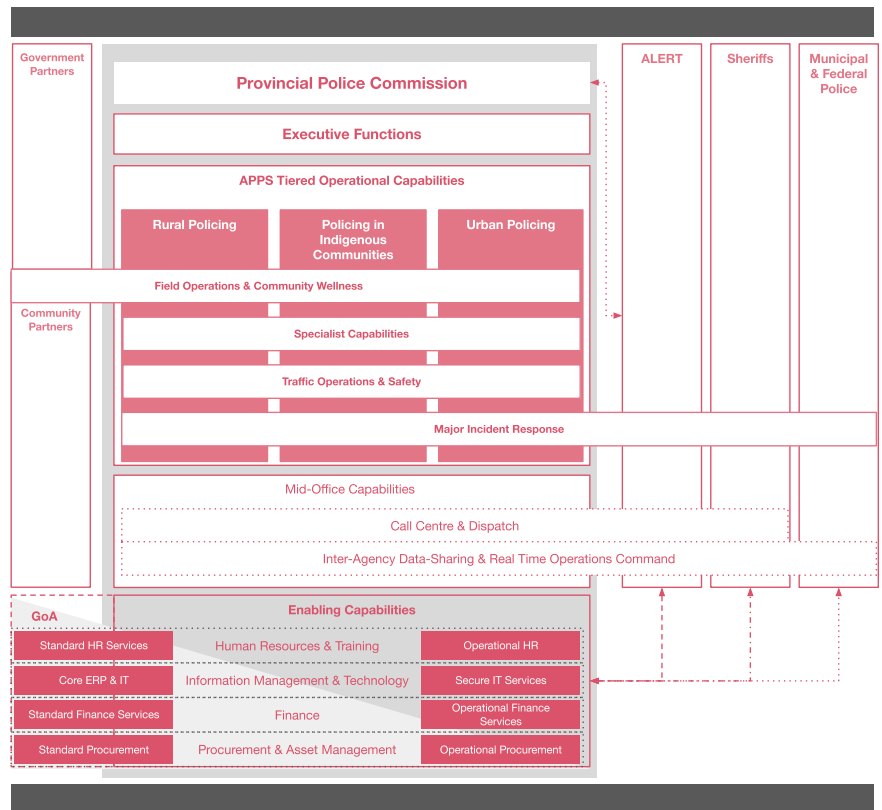
- Ensures Indigenous-specific, culturally-appropriate service standards and considerations are embedded throughout the Alberta Provincial Police Service.
- Liaises, coordinates, and builds relationships with Indigenous Communities across Alberta with the goal to support self-administered Indigenous police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



### 3. How Does Organizational Design Impact the Deployment Model?

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

By taking a new approach to deployment and resource allocation there is an opportunity to balance the distribution of officers throughout the province, increase access to specialist services in rural, remote and Indigenous Communities, and improve the consistency of services and service levels in all communities, and to maintain staffing levels that provide coverage closer to what Alberta citizens in urban communities receive.



The operating model design recommended for the Alberta Provincial Police Service demands that these challenges be met in order to enable the innovative capabilities and service delivery model designed for Alberta (see graphic above for a summary of the APPS operating model).

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

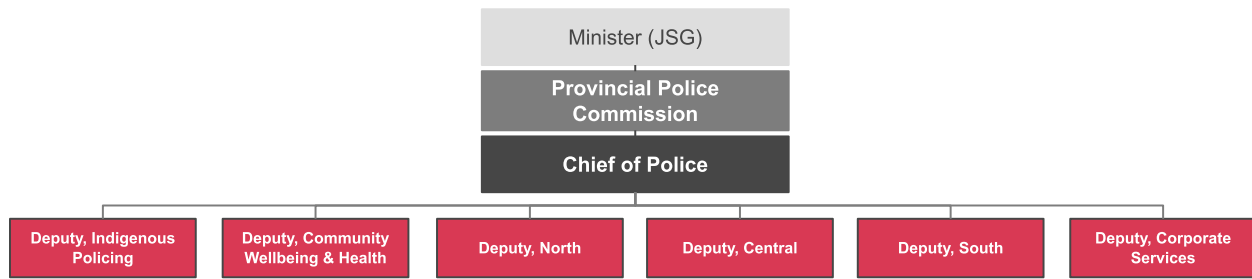
1. An effective organizational structure that prioritizes the right capabilities in portfolios and roles with effective accountability; and
2. A deployment model that puts the right resources in the right places at the right time to deliver the services people in Alberta need.

#### Overview of Top Level Structure Recommendations

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

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

### Recommended APPS Top Level Organizational Structure



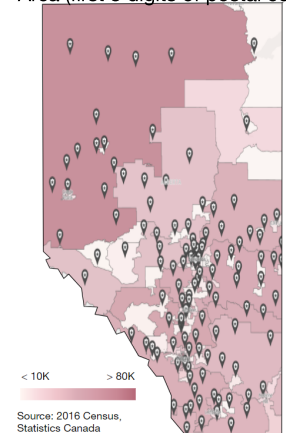
The recommended organizational structure introduced key structural elements that were required to enable the operating model and established a foundation for the recommended deployment model presented in this report. Critically, several of the structural recommendations drove decisions and design elements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

### Geographically-Aligned Deputies

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

The introduction of Regional Deputies is consistent with the need for the APPS to be responsive to community needs and a recognition of the differences between areas of the Province. Population densities, geographic characteristics, available infrastructure, opportunities for partnership and collaboration and relative distances away from major centers vary from Northern, Central and Southern parts of the province.

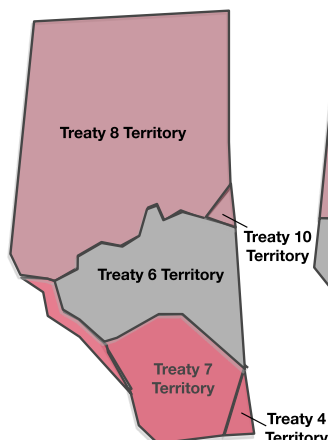
Population by Forward Sortation Area (first 3 digits of postal code)



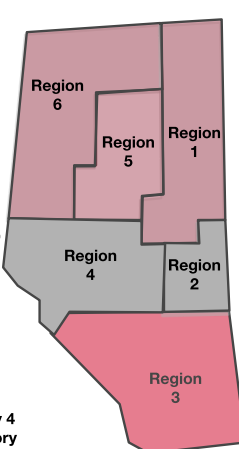
Alberta Health Zones



Treaty Territories



Metis Nation Regions



The introduction of Regional Leadership to better respond to the real differences in needs across the province creates the need to organize the deployment model around those same regions. This will allow the Regional Deputies to more effectively tailor and adapt their services to meet local priorities and meaningfully respond to the operating environment in Northern, Central, and Southern Alberta respectively.

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

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

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

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

### Partnerships, Integration and Collaboration Impact Roles and Deployments

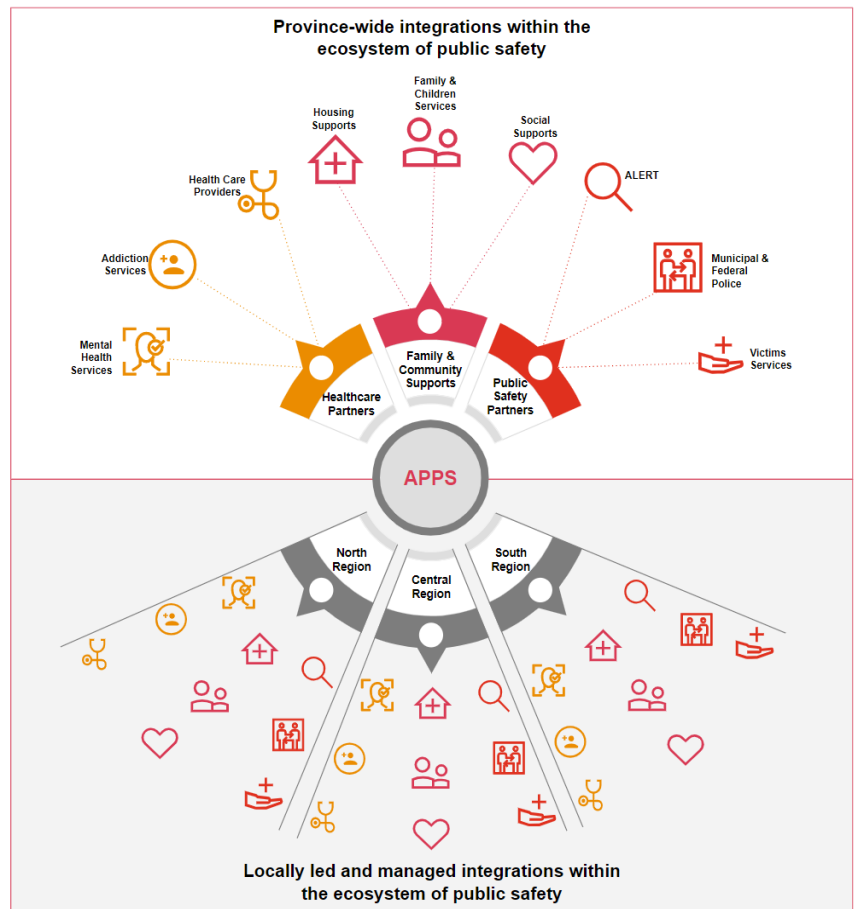
The ecosystem of public safety is a major consideration in the development of the recommended organizational structure. A future Alberta provincial police service is one of many players within a broader ecosystem of service providers that span the community safety continuum - from mental health and addiction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

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

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

### Embedding Specialist Services & Investigations Capabilities in Each Region

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





surrounding communities and to Central Alberta and ALERT providing investigative support services to the entire province as is the case today.

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

### Specialist Teams & Responses Dispersed Across Alberta



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

### Embedding and Prioritizing a New Approach to Collaborating with Indigenous Communities through the Deputy Indigenous Policing

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

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

### Solidifying the Scope of Portfolios Which Drives Role Definition in the Deployment Model

The Operating model defined what services are delivered and some detail on how those services are delivered. The deployment model seeks to answer and define who delivers those services and where they are deployed to enhance public safety outcomes.

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

# Considerations in developing a Fit-for-Alberta deployment model

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

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



## **Balancing the distribution of resources to prioritize services in rural, remote, and Indigenous Communities in Alberta**

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



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

The recommended deployment model decentralizes specialist resources and deploys teams more evenly in each region.



## **Implementing roles and structures focused on delivering 'core' policing services consistently**

To achieve consistency in 'core' policing, this model recommends:

- Standardized roles
- Consistent detachment structures
- Standardized 'core' services that make up the 'core' of community policing



## **Right-sizing detachments to provide fulsome coverage locally, and establishing a 'minimum' number of resources to deliver services in smaller communities**

The recommended minimum viable resourcing complement of 10 resources would see an immediate increase in 42 detachments across Alberta with an average increase in size of 65% (based on data provided to the Alberta Provincial Police Transition Study in 2020).



## **Sharing resources to manage capacity and maintain service coverage – even in small, Indigenous, and remote communities**

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

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

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

- Developing a tailored approach to distributing resources to deliver 'core' police services in rural, remote and Indigenous Communities
- Improving access to specialized services and the ability of the APPS to deploy specialists in rural, remote and Indigenous Communities in a timely manner
- Deploy resources to allow delivery of consistent 'core' services provided from location to location to provide people in Alberta who live in rural areas with the same, high-quality services
- Ensuring there are enough resources to provide the 'core' community policing services that all communities expect
- Creating flexibility and responsiveness to manage the capacity of detachments and maintain coverage during periods of high levels of calls for service.

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

1. Balancing the distribution of resources in the Province between rural, remote, and urban areas to prioritize service delivery in rural, remote, and Indigenous Communities in Alberta
2. Decentralizing specialist resources and services out of urban centers and into rural areas of the province
3. Implementing roles and structures that are focused on delivering consistently 'core' policing services including community policing, mental health responses, and investigations throughout the Province
4. Sizing detachments to provide fulsome coverage locally and establishing a 'minimum baseline' number of resources required to deliver the core community policing services that people in Alberta expect, even in smaller communities, and to provide service coverage for rural, remote and Indigenous communities
5. Sharing resources to manage capacity and maintain service coverage even in smaller, Indigenous and remote communities.

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

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

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

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

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

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

*How does the deployment model enable consistent outcomes?*

This deployment model seeks to decentralize services to communities where they are needed and provides enhanced access to a broader range of services in rural, remote, and Indigenous Communities by ensuring resources and services are available, including highly-trained specialists or investigators. This increased access to services can be formalized with Service Level Agreements (SLAs) to provide strengthened accountability to rural, remote, and Indigenous Communities.

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

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

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

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

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

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

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

*How does the deployment model allow for greater levels of efficiency and integration to sustain positive outcomes?*



By starting with the idea that all resources can and should be shared and then deployed based on need, it becomes much easier to find efficiencies in the deployment model. The deployment model doesn't consider 'jurisdictional' boundaries or that resources 'belong' to a specific community.

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

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

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

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

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

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

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

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

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

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

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

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





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




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

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

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

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

Design Principles	Description	How the Model Supports the Value
 <p>Community Oriented</p>	<p>Community engagement at the heart of the service and establishing mechanisms to facilitate relationships between the provincial police and communities.</p>	<ul style="list-style-type: none"> <li>• Larger minimum detachment size</li> <li>• Consistent portfolios of services and capabilities</li> <li>• Enhanced community policing front line officer role</li> </ul>
 <p>Transparent</p>	<p>Transparent in actions, decisions and communications with each other and those that are served. Ensure honesty and openness in interactions and decision making.</p>	<ul style="list-style-type: none"> <li>• Regional leads for functional areas to ensure consistency and accountability throughout the province</li> <li>• Local Commissions to bring in the Community wherever possible</li> </ul>
 <p>Fair</p>	<p>Fair dealings with citizens and communities at every contact through appropriate and continuous training, oversight and support so service members are empowered to do the right thing.</p>	<ul style="list-style-type: none"> <li>• Highly trained members of the APPS are deployed in all communities in Alberta</li> <li>• Consistent standards and defined ways of working are required to share resources across locations</li> </ul>
 <p>Responsive</p>	<p>Effective response systems to ensure that the future provincial police are responding to calls for service in a timely manner while producing outcomes that satisfy citizens' needs.</p>	<ul style="list-style-type: none"> <li>• More effectively placing front line officers where they are needed in the community, at times they are needed</li> <li>• Providing service coverage and surge capacity in Service Hubs for all Community Detachments</li> <li>• Placing specialized services where they are needed and accessible to all communities</li> </ul>

Design Principles	Description	How the Model Supports the Value
 Efficient and Integrated	Integrated services across the province with infrastructure and resources shared to achieve economies of scale and joined-up outcomes for citizens.	<ul style="list-style-type: none"> <li>Centralizing services and capabilities where it is operationally and fiscally advantageous to do so</li> </ul>
 Collaborative	Establish and reinforce effective collaboration and working relationships with communities, agencies and organizations.	<ul style="list-style-type: none"> <li>Embedding community collaboration leads into the organizational structure to drive the ecosystem approach</li> <li>Appoint regional leads responsible for collaboration and community partnerships</li> </ul>
 Consistent	Consistent and dependable level of services provided throughout the province. Having adequate resources and the level of staff for standard police services.	<ul style="list-style-type: none"> <li>Maximizing staffing efficiency by not having a one-size-fits all approach</li> <li>Layering services to all communities by the implementation of service hubs</li> <li>Optimizing staffing and shifting models by community need and capability demand</li> </ul>

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

# What does the Deployment Model Look Like for Alberta?

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

1

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

Regional (Urban) Hub		Service Hub	
<b>Range of officers:</b> 125 – 200	<b>Number of detachments:</b> 3	<b>Range of officers:</b> 48 – 192	<b>Number of detachments:</b> 20 – 30
<b>Average number of sworn officers:</b> 153		<b>Average number of sworn officers:</b> 55	
<b>Community characteristics:</b> Larger rural communities acting as centres in Northern, Central, and Southern Alberta	<b>Types of services:</b> Full range of operational and strategic services	<b>Community characteristics:</b> Medium sized, rural communities in Alberta likely acting as a ‘centre’ in rural areas	<b>Types of services:</b> <ul style="list-style-type: none"> <li>• Community Policing &amp; Field Operations</li> <li>• Investigation teams</li> <li>• Mental health and addictions response</li> <li>• Specialist service teams</li> </ul>
Community Detachment		Detachment in Indigenous Communities	
<b>Range of officers:</b> 10 – 80	<b>Number of detachments:</b> 65 – 85	<b>Range of officers:</b> TBD	<b>Number of detachments:</b> TBD
<b>Average number of sworn officers:</b> 15		<b>Average number of sworn officers:</b> TBD	
<b>Community characteristics:</b> Rural and Remote Communities in Alberta, likely smaller in size	<b>Types of services:</b> <ul style="list-style-type: none"> <li>• Community Policing &amp; Field Operations</li> <li>• Investigations</li> <li>• Mental health and addictions response</li> <li>• specialist service resources</li> </ul>	<b>Community characteristics:</b> Indigenous Communities that choose to contract the APPS to provide services	<b>Types of services:</b> Community Policing & Field Operations to be determined with input from Indigenous Communities and Leaders





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

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

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

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

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

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

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### Priorities for the Community Policing Deployment Model in Alberta

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

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

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

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

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

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

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

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

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

- Standardized roles
- Consistent detachment structures
- Standardized 'core' services that make up the 'core' of community policing

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

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

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

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

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

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

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

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

## **Key Elements of the Deployment Model**

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

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

**1.** Community Detachments

**2.** Service Hubs

**3.** Regional (Urban) Hubs

**4.** Detachments in Indigenous Communities

**5.** Headquarters

## Summary of Detachment Profiles



### Regional (Urban) Hub

Range of officers: 125 – 200

Number of detachments: 3

Average number of sworn officers: 153

Community characteristics:  
Larger rural communities acting as centres in Northern, Central, and Southern Alberta

Types of services:  
Full range of operational and strategic services



### Service Hub

Range of officers: 48 – 192

Number of detachments: 20 – 30

Average number of sworn officers: 55

Community characteristics:  
Medium sized, rural communities in Alberta likely acting as a 'centre' in rural areas

Types of services:

- Community Policing & Field Operations
- Investigation teams
- Mental health and addictions response
- Specialist service teams



### Community Detachment

Range of officers: 10 – 80

Number of detachments: 65 – 85

Average number of sworn officers: 15

Community characteristics:  
Rural and Remote Communities in Alberta, likely smaller in size

Types of services:

- Community Policing & Field Operations
- Investigations
- Mental health and addictions response
- specialist service resources



### Detachment in Indigenous Communities

Range of officers: TBD

Number of detachments: TBD

Average number of sworn officers: TBD

Community characteristics:  
Indigenous Communities that choose to contract the APPS to provide services

Types of services:  
Community Policing & Field Operations to be determined with input from Indigenous Communities and Leaders

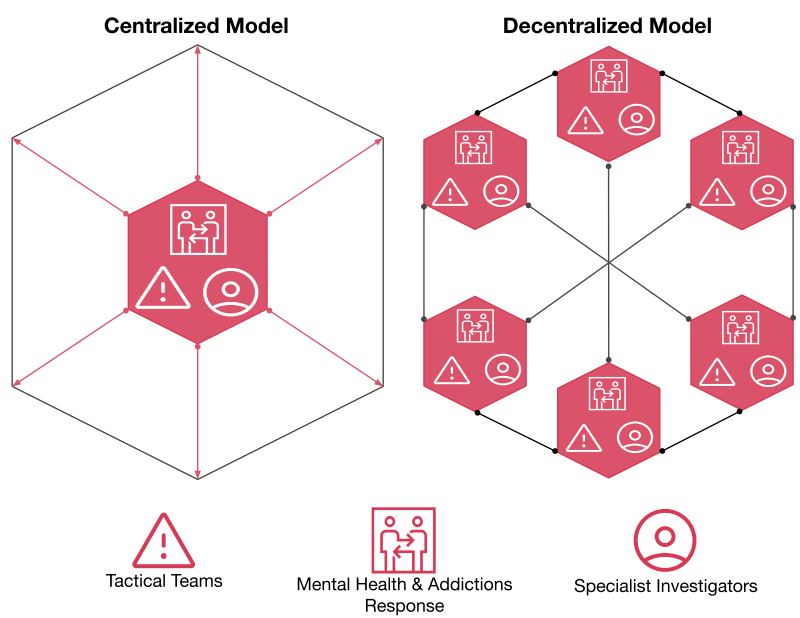
Number of detachments, resources and averages are based on the conceptual deployment model and are for illustrative purposes only.

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

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

**Decentralized:** Resources, teams and units are dispersed and embedded in detachments locally throughout the province

**Centralized:** Specialist teams and services are deployed out of major metropolitan areas and must travel to local communities to provide service



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

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

### Detachment Profiles

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

### Community Detachments



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

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

### Services & Capabilities

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

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

### Role in the Deployment Model:

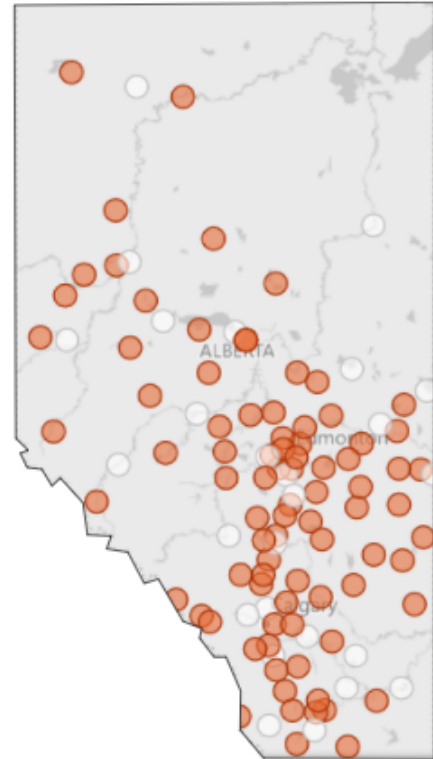
Community detachments will be the most common detachment profile within the provincial police service deployment model. They play a critical role in providing the majority of people in Alberta with community policing services. They will be responsible for providing public safety and well-being services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

These detachments will be equipped with the capabilities and resources to deliver the most common frontline services and maintain service levels to their communities in normal operations. Beyond their own capabilities and resources, these detachments will be supported by at least one (ideally two or even three) different Service Hubs to provide even more access to the full suite of services across the province.

In this way, every detachment should be able to provide all services at a baseline level without any support and, beyond this, deliver services that are supplemented with ‘flex and surge’ resources from adjacent Service Hubs, as needed. These detachments will rely on Service Hubs for select specialist services, such as Forensic Identification Services, Special Tactical Operations, Hub Tables, or alternative justice services.

Community detachments will have access to highly skilled and trained resources, including resources that are capable of participating in Special Tactical Operations or emergency response teams in partnership with Service Hubs and/or other public safety agencies. Unlike the current model, the future operating model and organizational structure will allow

Conceptual Example of Community Detachment Locations



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

Deputies and highly trained functional experts or leads to be located in any detachment regardless of size or location. Leadership, and the presence of specialist skill sets or training, will be broadly available regardless of detachment size or location.

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

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

## Service Hubs



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

## Services & Capabilities:

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

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

## Role in the Deployment Model:

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

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

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

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

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

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



## Regional (Urban) Hubs

Regional (Urban) Hubs will provide the broadest range of services and coordination of resources within each Region. Regional (Urban) Hubs will serve as 'Regional Headquarters' and provide strategic services and commissioning for their Regions in addition to the full range of community policing and field operations services. These Regional (Urban) Hubs will act as the strategic and coordinating centers in each Region of the province and will provide support and resources, as required, in each Region according to demand for services. Regional (Urban) Hubs will provide services to communities with larger populations and their surrounding areas. If and when needed

or requested, they will also provide support to Indigenous Communities, Community detachments, and Service Hubs as envisioned by the deployment model recommended for the APPS. This includes 'flexing' and 'surging' resources,



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

### **Services & Capabilities:**

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

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

### **Role in the Deployment Model:**

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

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

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

## Detachment in Indigenous Communities

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

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



Detachments in Indigenous Communities will provide community policing services to First Nations Communities that opt for policing services from the APPS, as well as for Metis Communities. These detachments will provide public safety and community well-being services to Indigenous Communities in partnership with local leadership and in accordance with local history, traditions, and values. Detachments in Indigenous Communities will offer a broad range of services to the public, including services that are unique to the specific community, and will be supported by Service Hubs and Regional (Urban) Hubs to provide increased access to specialized services that are traditionally found in larger urban centers in the current policing model. A collaborative and cooperative approach to providing resources and services is

essential to driving consistent and dependable levels of service, enabling respectful and appropriate delivery of services, and tailoring outcomes for Indigenous Communities - all core values and strategic priorities for the future provincial police service.

### Services & Capabilities:

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

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

### **Role in the Deployment Model:**

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

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

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

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

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

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

### **Provincial Police Headquarters**

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

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

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

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

### **Role in the Deployment Model:**

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

### **Which detachment profiles are appropriate for what communities?**

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

- **Population (size and service needs) served:** What is the size and density of the population being served, and what services are most commonly in demand?
- **Geography of community served:** How geographically vast (or concentrated) is the jurisdiction being served? Is it easily accessible?
- **Location and geographic characteristics:** Are there unique geographic features of the community that inhibit the sharing of resources (e.g., seasonal inaccessibility; lack of direct roads; rivers, other bodies of water, or other natural barriers) or impact the types of capabilities and services required between communities that are in relatively close proximity?
- **Physical size/infrastructure of detachments:** Does the size of the detachment allow for the deployment of more resources? Could the physical infrastructure of the detachment accommodate the delivery of specialized services, units, or resources to support service delivery to nearby locations? (e.g., canine units, tactical response, specialist investigations)?
- **Number of officers and frontline resources required in the detachment to serve the community:** What is the relative demand for services? Compared to benchmarks on officers per sq/km or officers per capita, what is the optimal number of officers and frontline resources required?
- **Relative location of the detachment to other detachments:** How far is the detachment from other detachments (Community Detachments, Service Hubs, Regional (Urban) Hubs, HQ)?
- **Access to other service providers within, or near, the community:** Beyond the provincial police service, are there other service providers or partners in the public safety ecosystem (e.g., municipal police services, mental health and addictions response, Child Advocacy centers) that could support the delivery of services?
- **Demand for services and historical crime data:** What is the relative demand for each service based on the frequency, complexity, and severity of crime? What services are needed in the community to protect vulnerable people, prevent social disorder, and support public wellness?

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

# Improved Coverage and Access to Specialist Services Through the Deployment Model

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

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

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

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



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



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



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

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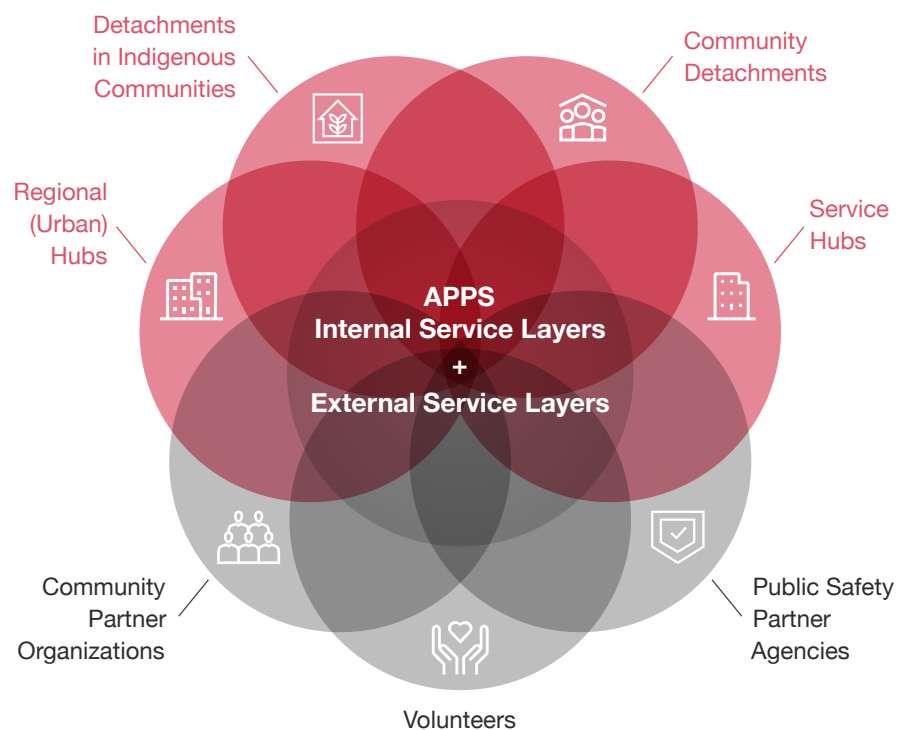
An increased rural policing presence of 275 officers from the current deployment model would allow the APPS to double the number of sworn officers in the smallest 42 detachments in Alberta (approximately 37% of current detachment locations based on data provided to the APPS Transition Study in 2020 during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

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

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

### Providing a Layered Approach to Services

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



## 6. Supporting Improved Coverage and Access to Specialist Services Through the Deployment Model

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

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

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

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

- Allocating the increased number of sworn members in the recommended resourcing model described in the [Alberta Provincial Transition Study Final Report](#) to rural and remote areas of the province (an increase of 121 sworn members and mental health addictions response teams)
- Minimizing the number of sworn officers performing administrative roles throughout the police service, including within HQ (current RCMP resourcing indicates there are 59 internal administrative roles filled by sworn officers and an estimated 50-100 additional roles that are currently filled by sworn members in detachments or regional offices that could be performed by civilian members resulting in a total estimated increase to rural policing of 100-150). Section 5.b (pg 46-50) of the Current State Report provided as a part of the APPS Transition Study project provides additional details on current RCMP authorized and actual strength, including Internal Administrative Roles.
- Redeploying specialist teams, resources, and units that are traditionally deployed out of Edmonton or larger suburban communities to be dispersed more evenly across the province (estimated increase of 25-100 resources to front line policing services)

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



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

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

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

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

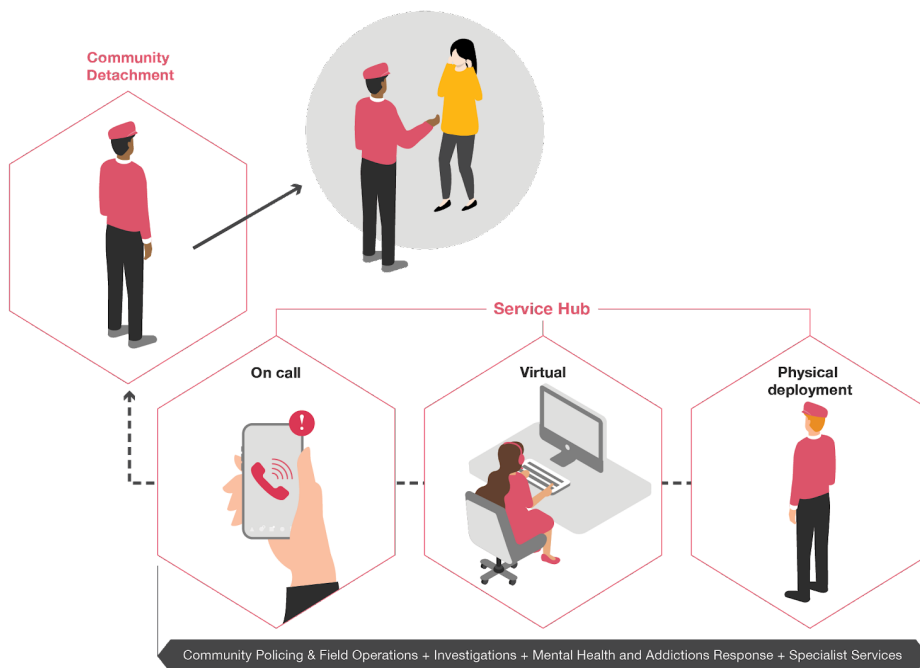
The figures presented above do not include additional resources that could potentially be deployed using more funding from the Police Funding Model, which would significantly bolster the already increased number of front line officers serving in rural Alberta.

### Utilizing Service Hubs to Improve Service Coverage

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

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

The conceptual deployment model presented in this document provides for approximately 20-30 Service Hub locations across Alberta, but that are primarily distributed in rural and remote areas with a complement of sworn officers ranging between 48-192. There is an average complement of 55 sworn members supported by civilian members and public service employees. The graphic, Conceptual Example of Service Hub Locations indicates one option for how Regional Hubs (yellow dots) and Service Hub locations (red dots) could be spread across the province to support Community Detachments (white dots).



The Service Hubs have been designed to provide service coverage and access to specialist resources and units that would be above and beyond what is currently available to rural communities. Specific roles and units are included to provide the following services to support Community Detachments:

- Community Policing & Field Operations
- Investigation teams
- Mental Health and Addictions response teams
- Specialist Service teams (e.g., Tactical Teams, Canine Units)

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



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

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

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

- Tactical Teams
- Explosive Device Units
- Canine Units
- Air Support Services
- Real Time Operations Command

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

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

### **Providing a Layered Approach to Services**

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

## Layers of Service Coverage in the 'Hub' Deployment Model



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

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

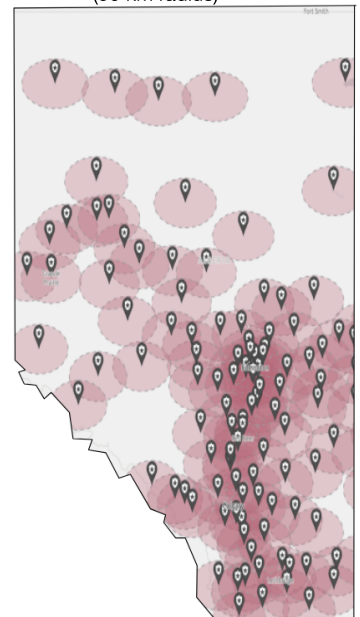
Community Detachment capacity and services are supported by Service Hubs. This additional support includes the ability to request deployment of Community Policing Constables, Specialist Units, or Investigators to support Community Detachment Resources. Services and resources can be redeployed from Service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

- Periods of time where demand for services in local communities is higher than normal
- Capacity in instances where Community Policing Resources may be required to travel for extended periods to provide services in remote areas of the province
- Incidents that require Specialist Teams to supplement local Specialist Resources that are deployed in Community Detachments
- Requirements for specialist investigators or ALERT resources to provide additional technical or investigative support for Community Investigators

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

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

Current Detachment Locations  
(50 km radius)



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

# Creating Consistency in ‘Core Services’

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

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



## Roles

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



## Consistent Detachment Structures

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

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

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

## Every detachment profile structure includes dedicated roles for:



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

## 7. Creating Consistency in ‘Core Services’ Throughout the Province

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

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

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

- **Roles:** Having consistent roles and responsibilities aligned with providing ‘core’ community policing services across each detachment including community policing and field operations, investigations, mental health and addictions response, and victim support services. Without consistent roles there can be no consistency in services offered - a detachment cannot provide investigative services if there are no roles for investigations in their organizational structure.
- **Consistent Detachment Structures:** Consistent organizational structures that are built to enable consistent service delivery and accountabilities are a critical component of driving consistent outcomes for the public. The articulation of functions and capabilities drive consistent services, capabilities and standards.

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

### Consistent Does not Mean Identical

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

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

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

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

- Traffic Operations
- Specialist Resources

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

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

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

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

Sworn members of the APPS are an essential part of connecting the APPS to the broader ecosystem of community safety in the way they deliver services on a day-to-day basis. The role of Community Policing Constable, more than any other role, can impact the effectiveness of these partnerships and integrations.

Constables in the APPS must adopt a new approach to providing services that incorporates collaboration and integration as a part of front line service delivery. Constables play a critical role in identifying, fostering and utilizing partnerships and integrations that are essential to providing proactive community policing services.

Constables in the APPS need to develop ways of working that allow them to tap into the many resources available within the communities in which they serve. The effectiveness of the APPS Operating Model can only be maximized through effective partnerships and the same is true for the conceptual deployment model, structures and roles proposed in this

document. Front line APPS Constables must be proactive in building systemically entrenched integrations and connections within their communities to address the root causes of crime, improve public safety outcomes and effectively deliver optimum services for rural, remote and Indigenous Communities. Front line sworn officers are at the center of the ecosystem of public safety.



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

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

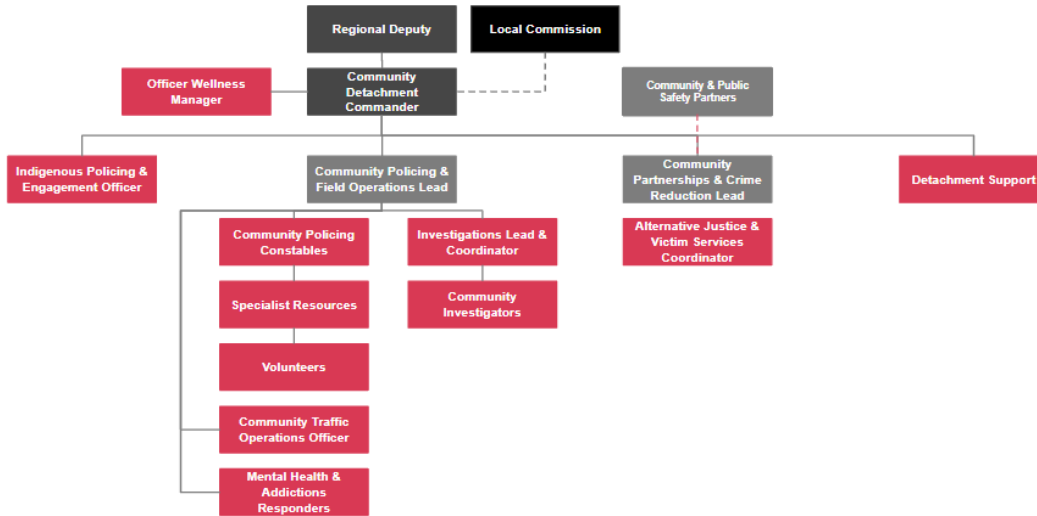
### Structures of Each Detachment Profile

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



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

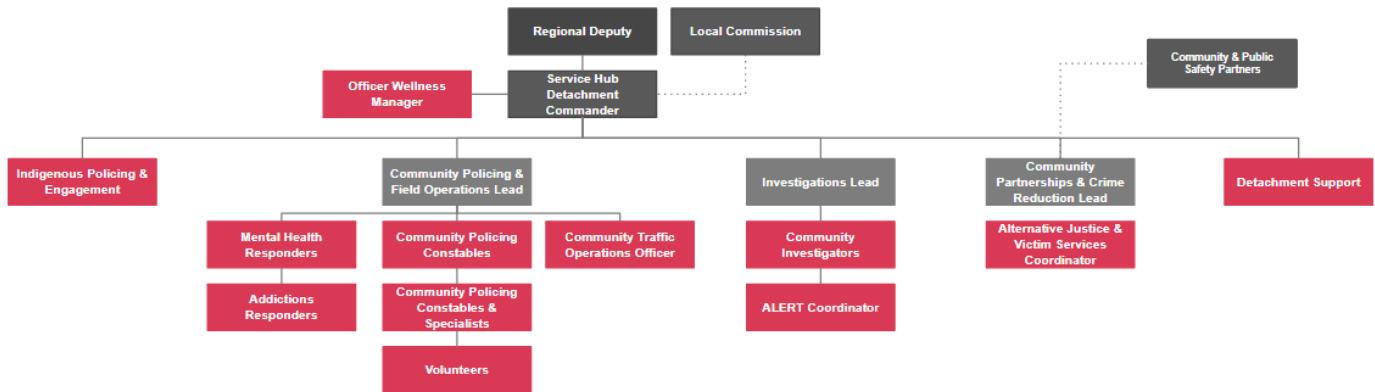
**Community Detachment Structure:**



Key Capabilities & Services Represented:	Roles in Community Detachments
<ul style="list-style-type: none"> <li>• Community policing and field operations</li> <li>• Mental health and addictions response</li> <li>• Investigations</li> <li>• Specialist resources</li> <li>• Indigenous engagement and policing</li> <li>• Community Partnerships, crime reduction, and Victim Supports</li> <li>• Traffic operations</li> </ul>	<ul style="list-style-type: none"> <li>• Detachment Commander</li> <li>• Community Policing Constables (all ranks)</li> <li>• Local Community Partnerships and Crime Reduction Lead</li> <li>• Specialist Team Resource</li> <li>• Indigenous Standards and Engagement Officer</li> <li>• Community Investigators</li> <li>• Mental Health and Addictions Responder</li> <li>• Traffic Operations Officer</li> <li>• Organizational Wellbeing Manager</li> <li>• Alternative Justice and Victim Support Coordinator</li> </ul>



## Service Hub Structure:



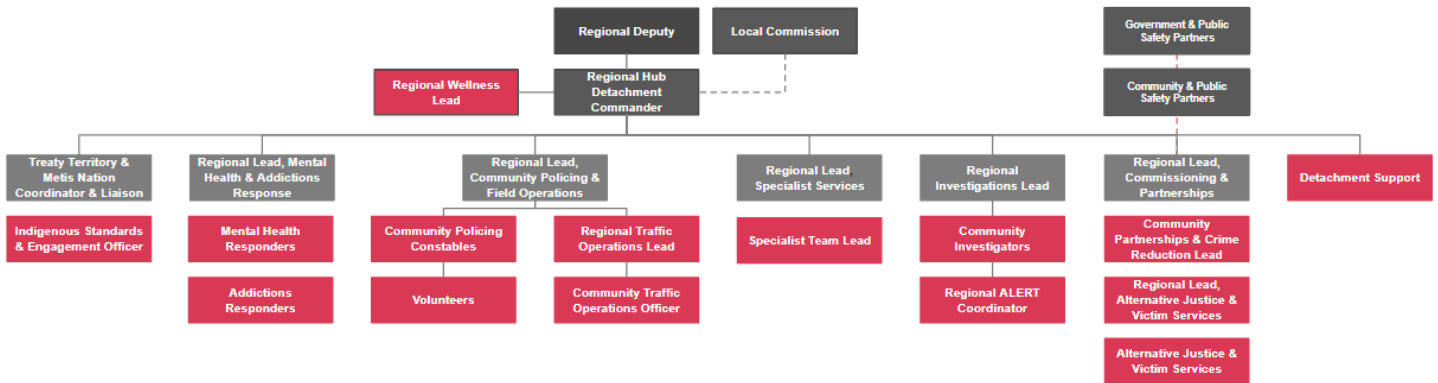
### Key Capabilities & Services Represented:

- Community policing and field operations including support capacity
- Mental health and addictions response
- Investigations
- Specialist teams
- Indigenous engagement and policing
- Community Partnerships, crime reduction, and Victim Supports
- Traffic operations

### Roles in Service Hubs:

- Detachment Commander
- Community Policing Constables (all ranks)
- Local Community Partnerships and Crime Reduction Lead
- Specialist Service Teams
- Specialist Services Lead
- Indigenous Standards and Engagement Officer
- ALERT Investigators
- Community Investigators
- Mental Health and Addictions Responder
- Traffic Operations Officer
- Organizational Wellbeing Manager
- Alternative Justice & Victims Support (Hub Tables) Coordinator

## Regional (Urban) Hub Structure:



### Key Capabilities & Services Represented:

- Community policing and field operations
- Mental health and addictions response
- Investigations
- Indigenous engagement and policing
- Community Partnerships, crime reduction, and Victim Supports
- Traffic operations
- Regional Strategic Leadership

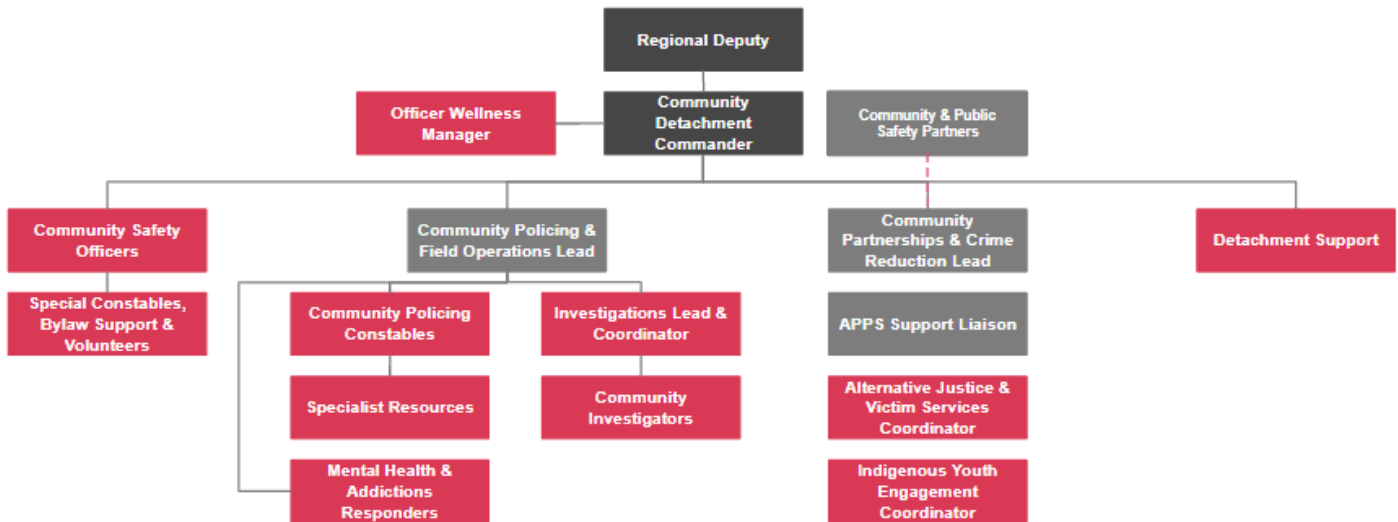
### Roles in Regional (Urban) Hubs

- Regional Deputy
- Detachment Commander
- Community Policing Constables (all ranks)
- Regional Lead, Community Policing and Wellbeing
- Local Community Partnerships and Crime Reduction Lead
- Specialist Service Teams
- Specialist Services Lead
- Indigenous Standards and Engagement Officer
- Alternative Justice & Victims Support (Hub Tables) Coordinator
- ALERT Investigators
- Investigations Lead
- Treaty Territory & Metis Region Coordinator and Liaison
- Community Investigators
- Regional Lead, Mental Health and Addictions Response
- Mental Health and Addictions Responder
- Traffic Operations Officer
- Organizational Wellbeing Manager

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

## Example Detachment in Indigenous Community Structure

The detachment structure presented below is one possible option that can be considered as a starting point for discussions and collaboration between the government of Alberta, the APPS and Indigenous Communities that may wish to contract the APPS to provide policing services in their communities. This is not a recommendation but rather a starting point to be used to design and structure a detachment, roles and capabilities that can be considered.



There are no specific role recommendations put forward for Detachments in Indigenous Communities. Any future decisions in this area will need to be developed in conjunction with the Indigenous peoples living in Alberta. The creation of an APPS presents an opportunity to alter the paradigm of policing in Indigenous communities and there further options to go beyond what is listed here should be explored, in particular regarding the support of existing and potential future First Nations Police Services funded through the federal First Nations Policing Program. This is not within the scope of this engagement currently and will require participation and discussion with organizations and individuals impacted by these changes.

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

- Community Safety Officers
- Indigenous Youth Engagement Coordinators
- APPS Support Liaison
- Indigenous Alternative Justice and Victim Services Coordinator
- Indigenous Programs Manager
- Indigenous Recruitment and Training

## Summary of Capabilities by Detachments Profile

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

	Regional Service Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachments in Indigenous Community
<b>Services &amp; Capabilities</b>				
Community Policing and Field Operations (i.e., 'core' or 'generalist' frontline policing and field operations), including but not limited to: <ul style="list-style-type: none"> <li>Urgent response</li> <li>Crime reduction and prevention</li> <li>Protecting vulnerable people</li> <li>Mental health and addictions response</li> </ul>	●	●	●	●
Community Policing led investigations (supported by ALERT)	●	●	●	●
ALERT led Investigations (supported by Community Policing)	●	●	◐	◐
Community partnerships/commissioning and community safety strategy	●	●	●	●
Specialist services Constable (with support of 'flex' and 'surge' resources from Service Hubs, as required)	●	●	◐	◐
Victims' services and alternative justice	●	●	●	●
Officer well-being support services	●	●	●	●
Traffic operations	●	●	●	●
Services relating to or supporting Policing in Indigenous Communities	●	●	●	●
Alternative Justice Approaches & Support	●	●	●	●

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

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

### Summary of Roles by Detachment Profile

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

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

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

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

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

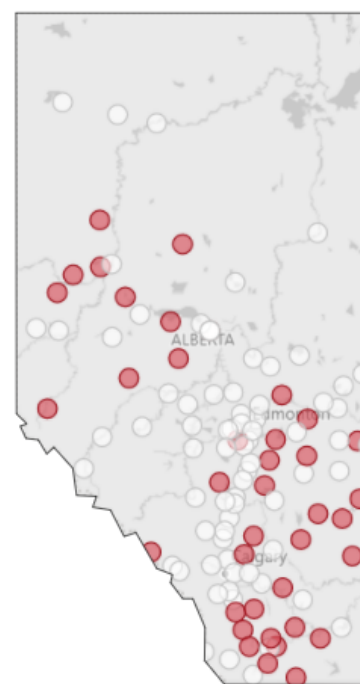
For Community Detachments, it is recognized that service demands are unlikely to be necessary 24 hours per day, and attempting to adhere to that standardized deployment model actually disadvantages the community and the officer wellness, as resources are spread too thin to be safe or effective. For this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

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

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

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

Locations That Would Increase in Size with a Minimum of 10 Sworn Members



Note: The locations highlighted here are for illustrative purposes to show the impact of introducing a minimum viable detachment size. This is not a recommendation for sizing or resourcing in these locations.

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

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

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

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

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

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



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

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

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

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

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

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

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

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

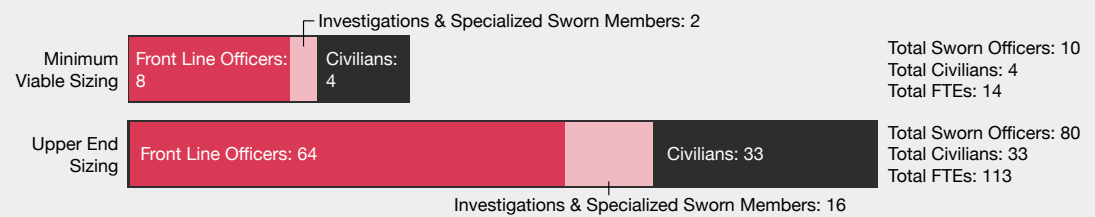
A unique feature to the APPS deployment model enables 'layering of resources to ensure local presence and service capabilities throughout the province.



## Community Detachments

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

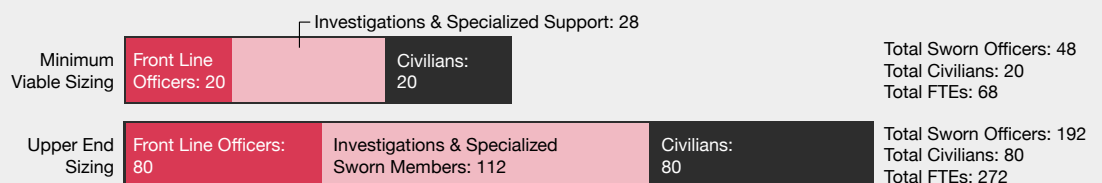
### SIZING EXAMPLE FOR COMMUNITY DETACHMENTS



## Service Hubs

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

### SIZING EXAMPLE FOR SERVICE HUBS





### Regional (Urban) Hubs

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

#### SIZING EXAMPLE FOR REGIONAL (URBAN) HUBS

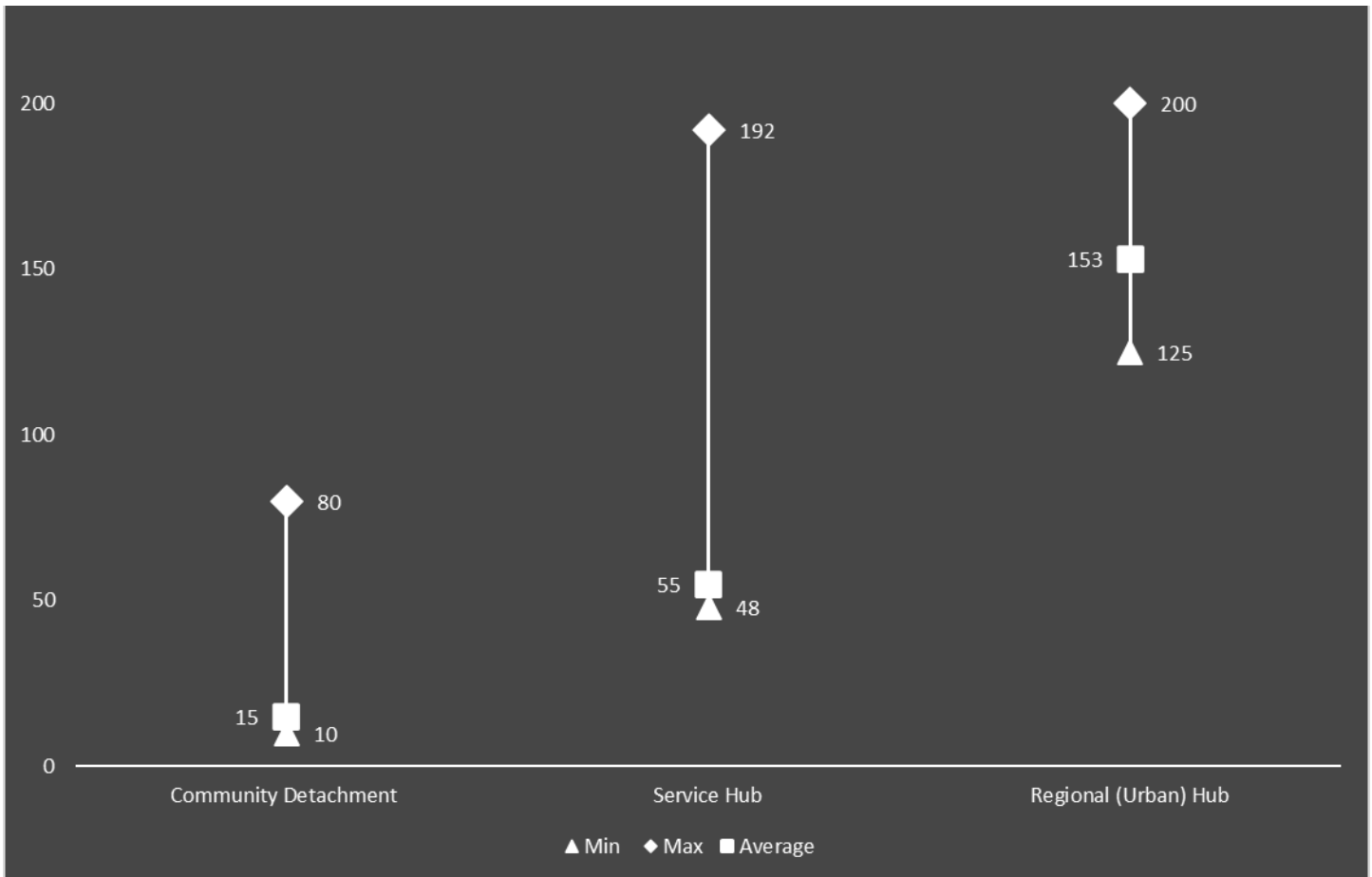
Generic Sizing Example	Front Line Officers: 80	Investigations & Specialized Support: 120	Civilians: 83	Total Sworn Officers: 200 Total Civilians: 83 Total FTEs: 283
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# 8. Staffing and Deploying Resources to Maintain Consistent Shift Coverage and Presence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

## Deploying Resources to Enable the Hub Model

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



Conceptual Sizing Ranges by Detachment Profile

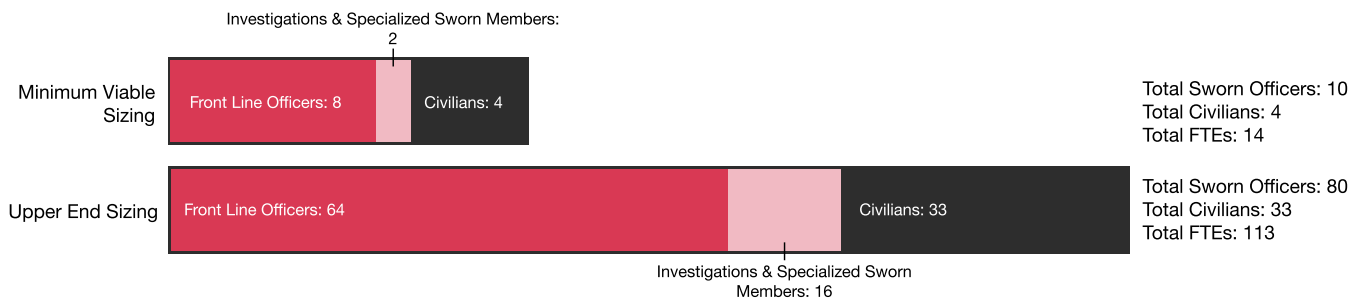
### Community Detachment Resourcing Model Concept

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

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

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

### Sizing Example for Community Detachments



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

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

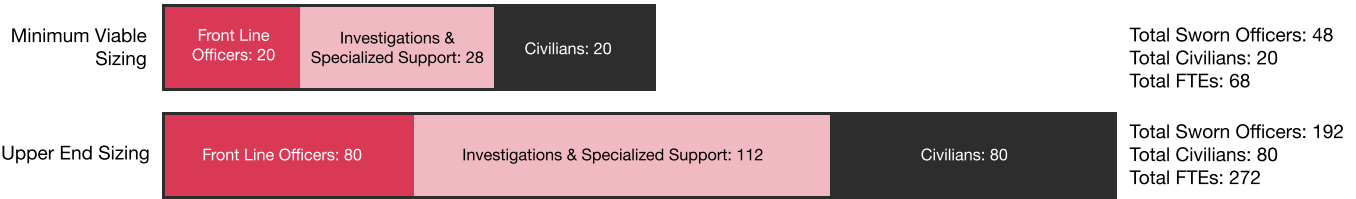
Minimum Viable Sizing			Upper End Sizing		
Resource Type	Proportion of Resource Type	Total	Resource Type	Proportion of Resource Type	Total
Front Line officer response	80% of staffing	8	Front Line officer response	80% of staffing	64
Invest & Specialized Support	20% of staffing	2	Invest & Specialized Support	20% of staffing	16
<b>Total Sworn Officers</b>		<b>10</b>	<b>Total Sworn Officers</b>		<b>80</b>
Civilians	2.4 officer: civilian ratio	4	Civilians	2.4 officer: civilian ratio	33
<b>Total Resources (Including Civilians)</b>		<b>14</b>	<b>Total Resources (Including Civilians)</b>		<b>113</b>

### Service Hubs Resourcing Model Concept

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

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

## Sizing Example for Service Hubs



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

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

Service Hub Minimum Viable Sizing			Service Hub Upper End Sizing		
Resource Type	Proportion of Resource Type	Total	Resource Type	Proportion of Resource Type	Total
Front Line officer response	40% of staffing	20	Front Line officer response	40% of staffing	80
Invest & Specialized Support	60% of staffing	28	Invest & Specialized Support	60% of staffing	112
<b>Total Sworn Officers</b>		<b>48</b>	<b>Total Sworn Officers</b>		<b>192</b>
Civilians	2.4 officer: civilian ratio	20	Civilians	2.4 officer: civilian ratio	80
<b>Total Resources (Including Civilians)</b>		<b>68</b>	<b>Total Resources (Including Civilians)</b>		<b>272</b>

### Regional (Urban) Hubs Resourcing Model Concept

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

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

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

## Sizing Example for Regional (Urban) Hub

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

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

Regional (Urban) Hub	Generic Sizing Example	
Role	Calculation	Result
Front Line officer response	30-40% of staffing	60-80
Invest & Specialized Support	60-80% of staffing	140-160
<b>Total Sworn Officers</b>		<b>200</b>
Civilians	2.4 officer: civilian ratio	83
<b>Total Resources (Including Civilians)</b>		<b>283</b>

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

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

### Projecting the Conceptual Deployment Model into the Future

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

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

### Proposed Future Resourcing Model

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



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


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

### Impact of Proposed Resourcing Increases

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

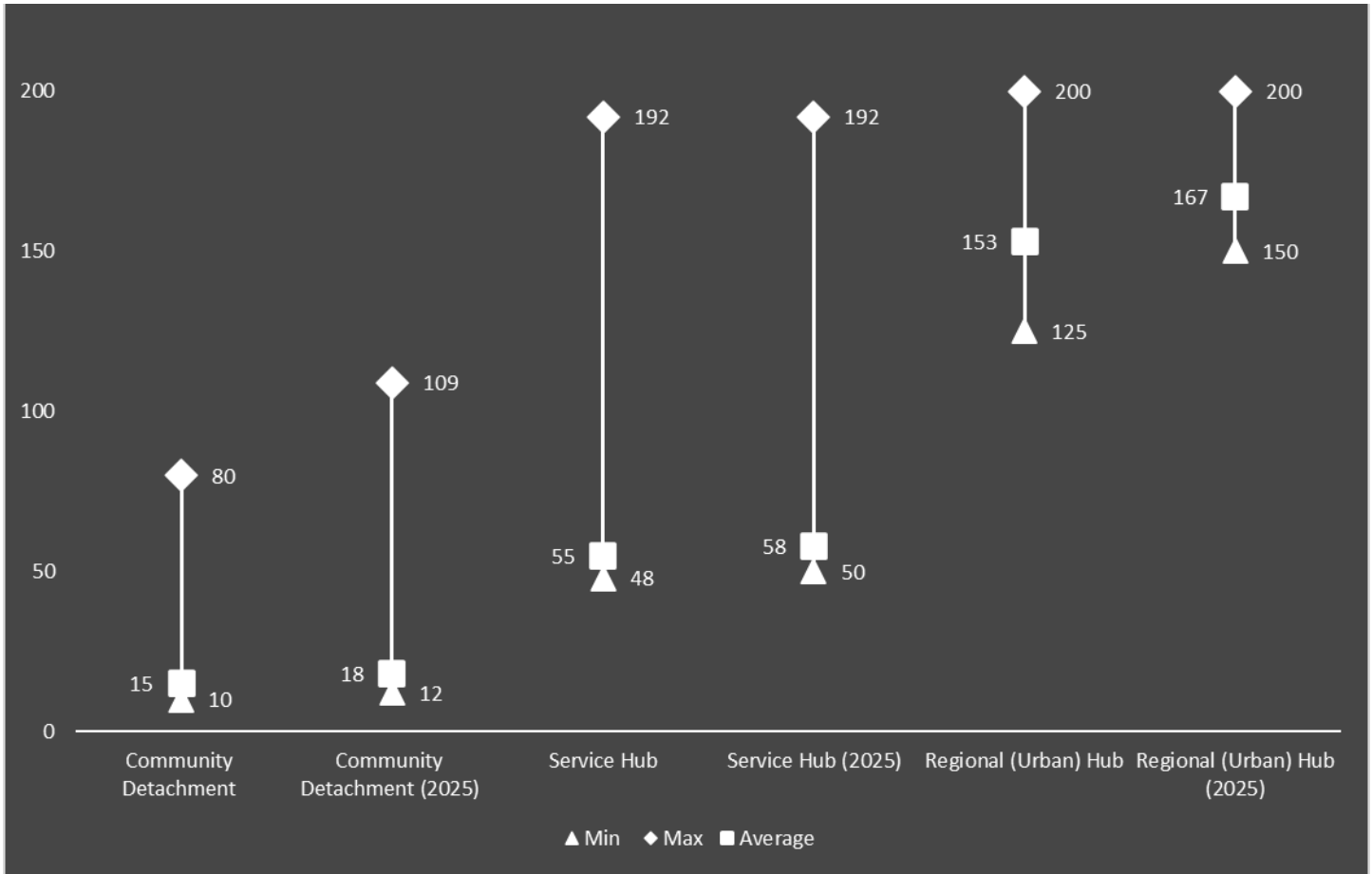
- Minimum baseline sizing of Community Detachments increased from 10 members to 12 members
- Average size of Community Detachments increased from 15 members to 18 members
- Minimum baseline sizing of Service Hubs increased from 48 members to 50 members
- Average size of Service Hubs increased from 55 members to 58 members
- 95 -100% of detachments will have increased numbers of sworn officers
- Average increase in sworn officer complement of 65% across all detachments in the province

- **95 - 100% of detachments see an increase in sworn resources with no detachments decreasing in size**
- **Projected 65% average increase in sworn resources across all detachments**



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

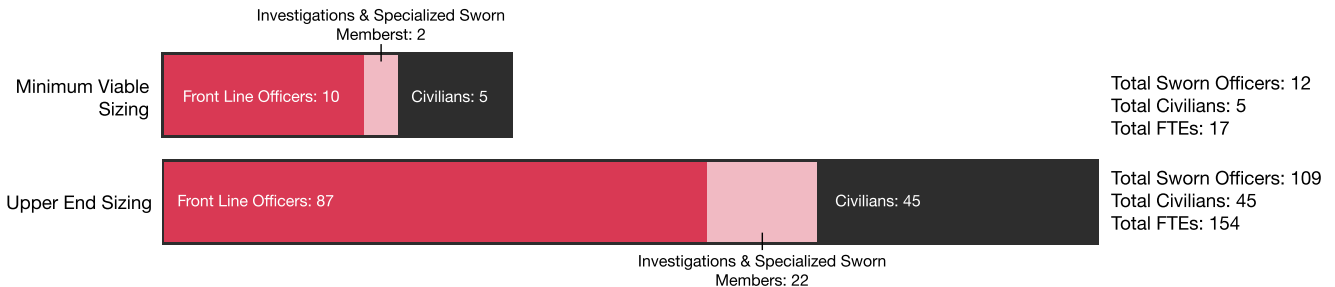
## Comparison of Baseline and 2025/26 Detachment Profile Sizing Concepts



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

### Sizing Concept for Community Detachments in 2025/26

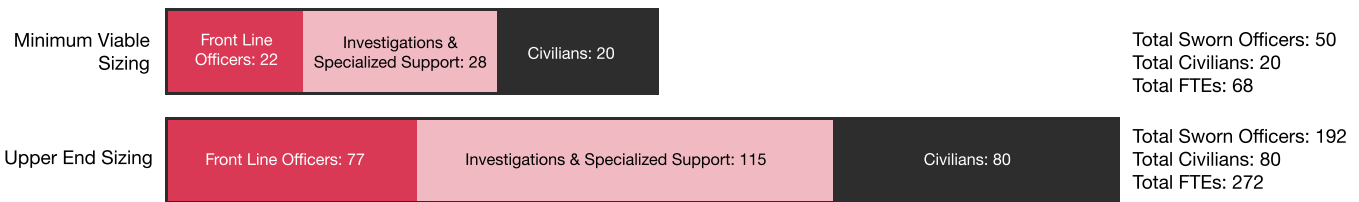
Sizing Example for Community Detachments in 2025/26 (projected)



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

## Sizing Concept for Service Hubs in 2025/26

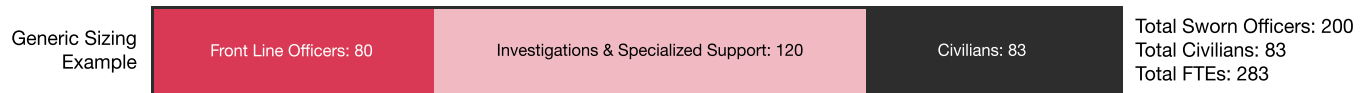
### Sizing Example for Service Hubs in 2025/26 (projected)



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

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

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



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

### Other Resourcing Scenarios Considered:

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

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

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

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

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

### Resourcing Mix Scenario Summary Table

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

A scenic landscape at sunset or sunrise. The sky is a warm, hazy orange. Three birds are silhouetted against the sky. In the foreground, a dark silhouette of a house with a tiled roof is visible. Behind the house, a dense forest of trees is silhouetted against the bright sky. A white tower or lighthouse is visible in the distance through the trees.

# Service Delivery Examples

9

## 9. Service Delivery Examples

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### **Introduction to Service 'Use Cases'**

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

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

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

# Mental Health Response

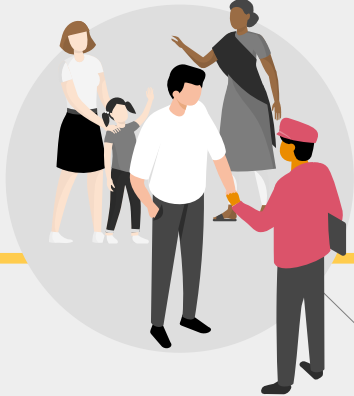
**1** Community Policing Officers that are based in the community proactively engage with community members and get to know the people they serve.

**SERVICE & RESPONSE OPTIONS:**

- Relationship Building
- Community Engagement
- Providing Resources
- Problem Solving

**OUTCOMES:**

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



Community Detachment

Community Policing Officer

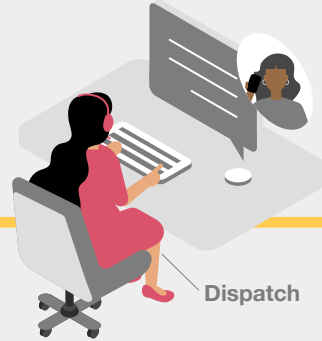
**2** A member of the community calls police about a citizen that is known to struggle with mental health and addictions. Dispatch receives the call and takes the relevant information.

**SERVICE & RESPONSE OPTIONS:**

- Mental Health Dispatcher
- Divert to medical care
- Deploy Community Police
- Mental Health Team

**OUTCOMES:**

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



Dispatcher

Dispatch

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

**SERVICE & RESPONSE OPTIONS:**

- Mental Health Coverage
- Community Policing Coverage
- Community Partners

**OUTCOMES:**

- ✓ Service coverage for local communities



Mental Health Team

Service Hub

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

**SERVICE & RESPONSE OPTIONS:**

- Provide Care on Site
- Contact medical professional
- Transport to Hospital

**OUTCOMES:**

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

Community Detachment

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

**SERVICE & RESPONSE OPTIONS:**

- Community Partners
- Information
- Check-ins & engagement
- Family supports

**OUTCOMES:**

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



Victims Services Coordinator

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

**SERVICE & RESPONSE OPTIONS:**

- Mental Health Check-ins
- Community Programs
- Medical Treatment
- Distress Lines

**OUTCOMES:**

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

Community Detachment

Community Detachment

# Complex Investigations with ALERT: Rural

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

**SERVICE & RESPONSE OPTIONS:**

- Relationship Building
- Community Engagement
- Providing Resources
- Problem Solving

**OUTCOMES:**

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



Community Detachment

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

**SERVICE & RESPONSE OPTIONS:**

- Non-urgent response
- Urgent Response
- Resolve without Deployment
- Connect to community resources

**OUTCOMES:**

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



Dispatcher

Community Detachment + Regional Hub

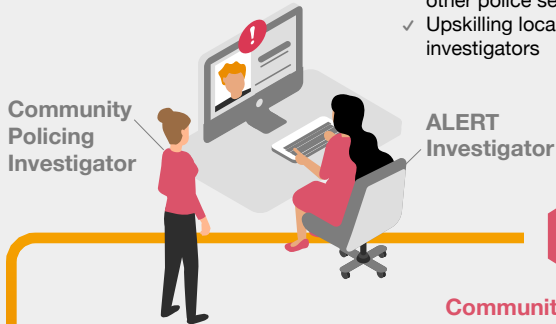
**4** The DNA evidence has a hit in the shared Alberta DNA profile database. The suspect is connected to organized crime. The stolen property is recovered by collaborating with Calgary Police and ALERT.

**SERVICE & RESPONSE OPTIONS:**

- APPS Collaborates with ALERT
- ALERT takes over investigation
- APPS continues investigation with internal APPS teams

**OUTCOMES:**

- ✓ Efficient partnership with ALERT
- ✓ Data sharing and collaborating with other police services
- ✓ Upskilling local investigators



Community Policing Investigator

ALERT Investigator

Community Detachment + ALERT

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

**SERVICE & RESPONSE OPTIONS:**

- Conduct initial investigations
- Provide support to victim
- Collect evidence
- Engage with regional lab for Forensics

**OUTCOMES:**

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



Community Policing Officer

Community Policing Investigator

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

**SERVICE & RESPONSE OPTIONS:**

- ALERT takes over investigation
- Continuous development of prevention strategies
- APPS continues to investigate alone or in collaboration with ALERT

**OUTCOMES:**

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



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

**SERVICE & RESPONSE OPTIONS:**

- Connect with Victim's Services Coordinator
- Crime Prevention Strategy
- Providing Resources
- Volunteer crime watch

**OUTCOMES:**

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

Community Detachment + ALERT

Community Detachment



# Emergency Response with a Municipal Police Service

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

**SERVICE & RESPONSE OPTIONS:**

- Partnership Development
- Establish Training standards
- Efficient Data Sharing
- Shared Training programs and standards

**OUTCOMES:**

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



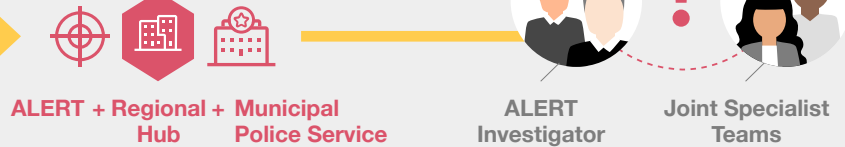
**2** An ALERT led investigation prompts an urgent joint operation in response to local organized crime, led by APPS. APPS coordinates a joint specialist response with municipal police teams. These teams adhere to mutually agreed operational standards.

**SERVICE & RESPONSE OPTIONS:**

- Multi-agency collaboration
- Joint Operation
- Shared Emergency Response Teams
- Province Wide Operational standards

**OUTCOMES:**

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



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

**SERVICE & RESPONSE OPTIONS:**

- Real Time Command for tactical teams
- Specialist Teams from Service Hubs and Community Detachments
- Community Policing Coverage

**OUTCOMES:**

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



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

**SERVICE & RESPONSE OPTIONS:**

- Joint Investigations
- Case Management Supports

**OUTCOMES:**

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



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

**SERVICE & RESPONSE OPTIONS:**

- ALERT Led, Community Supported Investigations
- Upskilling Community Investigators with technical experience

**OUTCOMES:**

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



PROACTIVE PARTNERSHIPS AND INTEROPERABILITY DEVELOPMENT

JOINT RESPONSE PLANNING

RESPONSE

RESOLUTION & ONGOING PARTNERSHIP

# Appendix

# 10. Appendix

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## 10.1 Service Capability Catalog

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

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

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

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

- Urgent response
- Rural crime response
- Minor incident response and resolution without deployment
- Directed patrols
- Community policing-led investigations (supported by ALERT)
- Crime reduction and prevention
- Mental health and addictions response
- Community engagement, outreach, and collaboration
- Family, youth, and child intervention

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

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

- Intimate partner violent crime investigations
- Human trafficking and child exploitation investigations
- Missing persons
- Missing and Murdered Indigenous Women and Girls (MMIWG) investigations
- Threat assessments
- Inter-agency intelligence and data-sharing
- Drug, alcohol, and contraband

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

- Provincial traffic safety
- Highway patrol
- Motorized snow/off-road/water enforcement
- Collision reporting center
- Collision reconstruction and investigations
- Commercial vehicles and dangerous goods
- Education and engagement relating to traffic operations
- Breath analysis and drug recognition

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

- Air support services
- Critical incident response (mass casualty or large-scale incidents)
- Special tactical operations
- Canine units
- Real time operations command
- Explosive device response
- Asset and civil forfeiture
- Crisis negotiation
- Search and rescue operations
- Witness protection
- Robotic devices
- Chemical, biological, radiological, and nuclear response

- Terrorism, extremism, and hate crime response

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

- Community policing services in Indigenous Communities that contract the provincial police service to provide policing services
- Support for self-administered police services
- Coordination and liaison services
- Community empowerment and oversight
- Specialized training programs
- Indigenous engagement and outreach
- Recruitment programs for Indigenous Communities
- Alternative justice programs
- Community Safety Officer (CSO) program

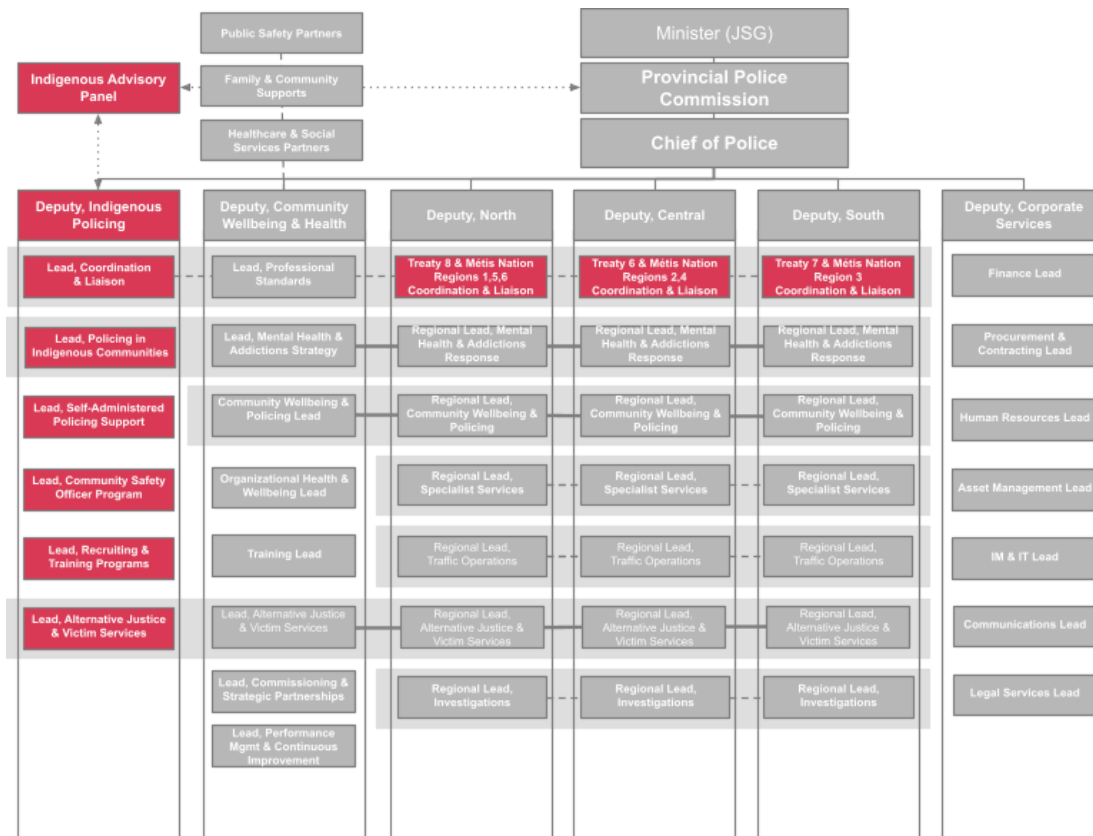
**Victim Services and Alternative Justice:** Delivery of services to support and protect vulnerable persons to drive proactive community policing and problem-solving, including after victimization. This includes providing support services relating to navigating legal processes across the justice system.

- Victim assistance and support services
- Victim call back and update
- Family, youth, and children support services
- Protecting vulnerable peoples
- Restorative justice and diversion
- Collaborative response (e.g. Hub Tables)
- Offender management, transportation, and detention
- Managing and monitoring high risk offenders
- Court services and support
- Witness management
- Community supervision

## 10.2 Deputy Level Portfolio Descriptions

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

### Deputy of Indigenous Policing



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

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

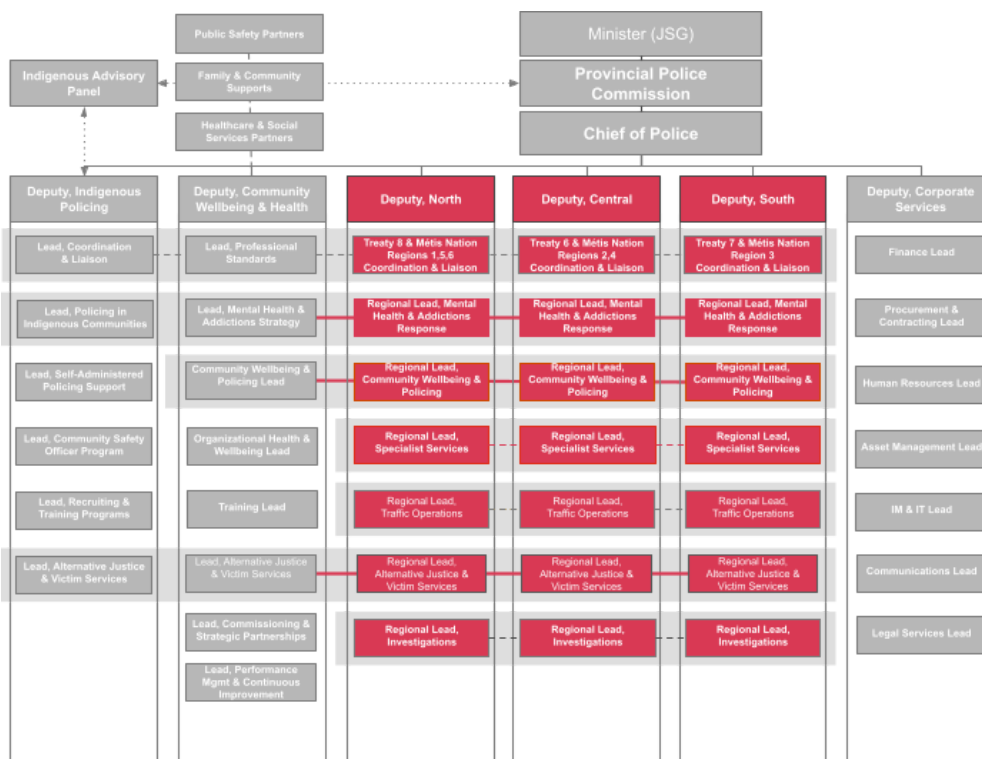
delivery throughout the police service.

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

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

- Driving Respectful Practices** - Embedding culturally respectful and responsive services and procedures into the DNA of the Alberta Provincial Police Service.
- Developing standards of policing and Service** - Development and implementation of standards of service that are respectful and responsive to the culture, history, values and contemporary needs of Indigenous Peoples in Alberta that can be applied across the APPS across all regions and in all locations.

- **Leading of Truth and Reconciliations Calls to Action and MMIWG Recommendations** - The Deputy of Indigenous Policing should be a key driver, alongside the Chief of Police, in the implementation of the Truth and Reconciliation Commission Calls to Action, The National Inquiry into Murdered and Missing Indigenous Women and Girls recommendations, and other meaningful initiatives that can contribute to reconciliation and a new relationship between the Police Service and Indigenous Peoples.
- **Coordination and Liaison Services** - Coordination, communication, and relationship building will be a responsibility of all members of the APPS. However, the Deputy of Indigenous Policing will be responsible for the formal liaison and coordination at the community level and across all regions of the APPS. This includes leading the Treaty and Metis Region Coordinators who work with the Regional Deputies.
- **Managing and Coordinating Support for Self-Administered Police Services** - Acting as the primary point of contact for support services and infrastructure needs of self-administered police services. This role will be critical in supporting Indigenous led police services in providing services to their community in response to their specific needs, wants and requirements.
- **Acting as Feedback Mechanism** - Collecting and providing feedback from Indigenous People and Communities across Alberta and providing that feedback to the Indigenous Advisory Panel will be an important responsibility. The Deputy of Indigenous Policing is the connection point between front line policing services for Indigenous



Communities and the Indigenous Advisory Panel and Chief of Police and may also report when required to the Provincial Police Commission.

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

## Deputy of Community Wellbeing & Health

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

- **Professional Standards** - Creating and maintaining mechanisms for achieving the goals of the organization, including operational standards and oversight, adjudication of complaints, procedural justice oversight, and standards coordination and implementation across regions for all capabilities.
- **Mental Health & Addictions Lead** - Managing the provision of mental health, addictions, and family crisis response services for the provincial police service.  
This includes setting the strategy and standards for how mental health, addictions, and family crisis response services are delivered across the province, prioritizing capabilities, as required, and working with regional leads to more effectively provide these services in each region.
- **Community Wellbeing & Policing** - Leading the provision of community policing and wellbeing services across the province, including standard-setting and implementing evidence-based programs aligned with community policing priorities. This includes setting the overall strategy for community policing, wellbeing, and citizen services, and setting the standard operating procedures and expectations of service delivery that are aligned with citizen-focused, respectful, community services. Leading the development of provincial community safety and wellbeing plans is included in this portfolio along with supporting local detachments and communities in developing local community safety and wellbeing strategies.
- **Organizational Health & Wellbeing** - Employee wellness is a core capability for the APPS and is a strategic priority that falls under the portfolio of the Deputy of Corporate Services. This must be a comprehensive health and wellness function that is tailored to the broad range of support required by police services including mental health, physical health, rest and recovery, peer support, disability services, counseling, and family support. This is an essential enabler for embedding the health, wellness and dignity of members into how APPS operates.
- **Training and Development** - The ability to develop the required skills, expertise, and technical capabilities to support the development of the organization as a whole as well as at the individual level. This includes training for operations, procedural justice, non-operational customer service-related training, problem solving approaches, de-escalation, community specific Indigenous training, and other essential community policing capabilities. This unit develops and delivers training programs.
- **Alternative Justice & Victims Services** - Delivery of services to support and protect vulnerable people including victims assistance and supports, restorative justice initiatives, and family and children support programs. Providing support services relating to legal processes across the justice system, including offender management and community supervision.
- **Performance Management and Continuous Improvement** - Creating and maintaining strategies, governance, operating procedures, and managing the overall performance of the organization. Using evidence and data to implement new initiatives, improve decision making and performance to drive continuous improvement across the organization.
- **Commissioning & Strategic Partnerships** - Managing relationships with strategic and operational partners to enable the integrated model of policing in Alberta. This includes managing partnerships with other police services, Government agencies, community groups and other organizations in delivering services. Commissioning of services will be an essential part of this portfolio.

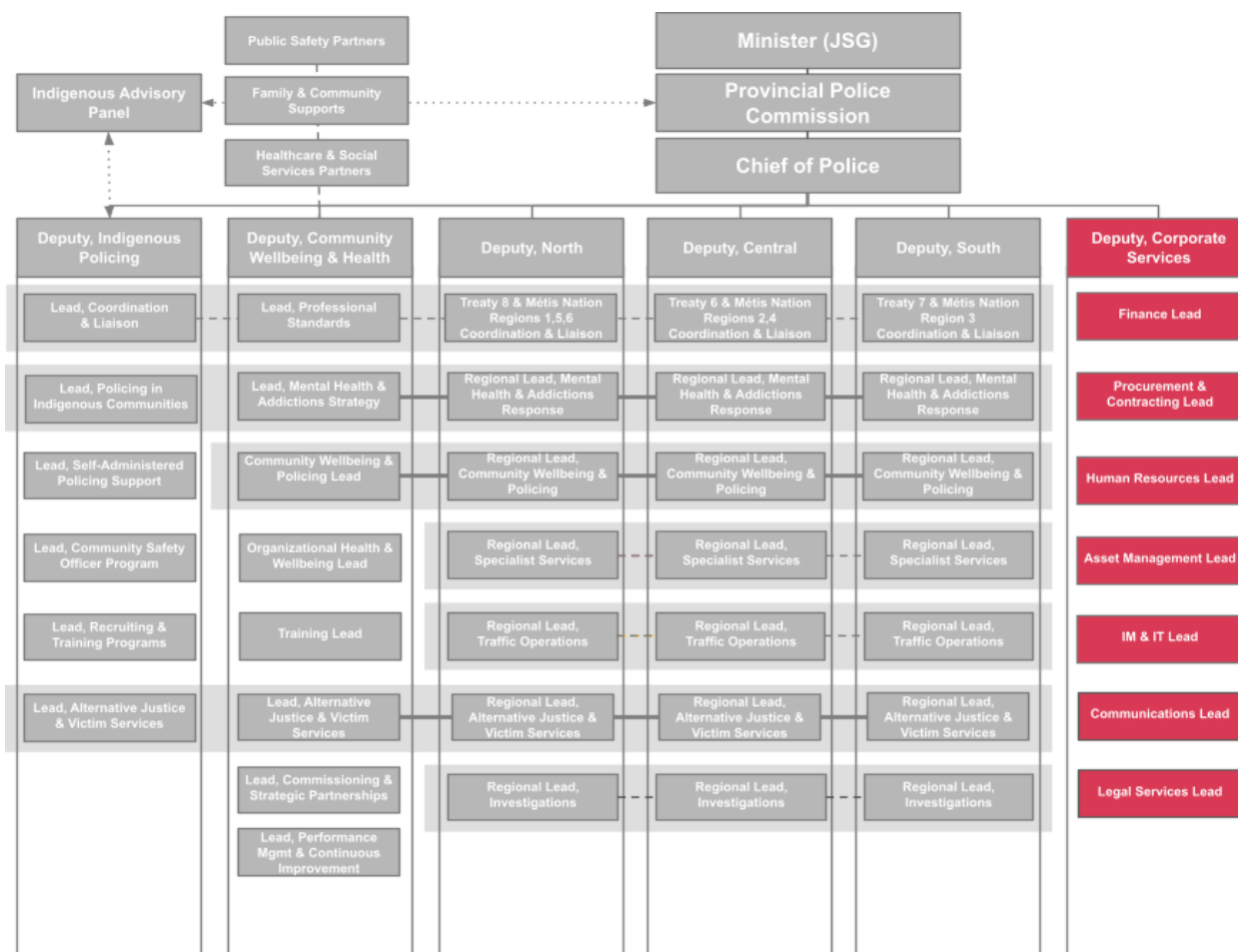


## **Regional Deputies:**

The Regional Deputies will be responsible for delivering community policing, investigations, specialist services and traffic operations in different geographic regions of the province. These Deputies will work closely with the Chief to drive APPS organizational strategy across the province while making decisions with regards to resourcing requirements, strategies and priorities with local stakeholders that best meet the needs of their region. These Deputies will also work closely with the Functional Leads to ensure that standards of delivery are consistent across the province. These Deputies will likely be supported by functional leaders within each region to assist with the broad scope of services. These services will include:

- **Community Policing and Field Operations** - Management of day-to-day and routine operations of police service in delivering proactive, problem solving services with the public including urgent response, crime reduction and prevention initiatives, community focused and low complexity (Tier 1) investigations. This should include the ability to respond appropriately and provide services in response to community safety and wellbeing needs including mental health response, family crisis response, addictions services, community engagement, and collaborative responses including “Hub Tables”.
- **Alternative Justice & Victims Services** - Delivery of services to support and protect vulnerable people including victims assistance and supports, restorative justice initiatives, and family and children support programs. Providing support services relating to legal processes across the justice system, including offender management and community supervision under the provincial standard set by the provincial functional lead.
- **Traffic Operations** - Management of public safety services and response relating to traffic, road, and transportation safety and enforcement including provincial traffic safety, highway patrol, collision investigations and reporting, education, and breath analysis and drug recognition.

- **Specialist Services** - Supporting community policing and field operations with complex and high risk responses through collaboration with other services including air support, tactical response, explosive device units, real time



operations command and canine units among others.

### Deputy of Corporate Services:

The Deputy of Corporate Services is responsible for managing all the enabling services that will allow the APPS to provide community policing services to people in Alberta. This portfolio will include coordinating with the Government of Alberta and other partner organizations in the delivery of many of these services as dictated by the integrated model for the APPS. The major responsibilities in this portfolio include:

- **Human Resources** - Management of assessing, planning, recruitment, sustainment and development of the workforce. This includes workforce planning, succession planning, HR shared services, payroll and pension administration, occupational health and safety and employee engagement.
- **Financial Services** - Management of the APPS financial resources including reporting, financial controls, treasury, budgeting, payables and receivables and accounting services.
- **Information Management and Technology** - Managing all aspects of information and communications technology and the ability to capture, gather, manage, store, share, preserve, analyze and deliver information appropriately and responsibly with partners, customers and other Police Forces. This includes personal and fleet technology and communication assets and infrastructure and operations support.
- **Procurement & Contracting** - The ability to plan, execute, manage and administer procurements of goods and services through appropriate channels and manage and administer contracts and agreements in order to support operations and maintenance of all assets.

- **Asset, Property, and Equipment Management** - Management of office infrastructure, operational equipment, fleet and real estate from acquisition to disposal including asset lifecycle management and maintenance, quartermaster services, fleet maintenance and management and infrastructure services.
- **Communications** - Planning, developing, and executing internal and external communications on behalf of the Chief of Police and the Alberta Provincial Police using appropriate channels and mediums.
- **Legal Services** - Provision of legal support services for the APPS including legal challenges, contracting and procurement services and any other legal advisory services as required.

## 10.3 Detailed Role Descriptions

### Front Line Strategy & Leadership Roles

#### **Detachment Commander**

##### *Roles and Responsibilities*

The Detachment Commander is the head of the local policing organization and is responsible for locally delivering on community needs while balancing Regional and Provincial public safety priorities. The Detachment Commander will provide leadership for all members of the APPS within their Detachment. The Commander will be responsible for establishing a community oriented, proactive, and collaborative culture of community policing within his units.

The Commander will be responsible for directing and overseeing the delivery of front line policing services locally. This includes local deployment planning and working with other detachment commanders to enable the hub model of deployment. This will include working with Regional leadership to adapt services, resources, and priorities in their local detachment to respond to community needs.

The Commander will be responsible for delivering specific operational mandates as directed from the Chief of Police to the Regional Deputies and down to the detachment level. The performance of the Commander will be assessed as part of the performance management cycle internally by the Regional Deputy against specific metrics and performance indicators agreed upon as a part of their annual performance review. The performance of the Commander will also be assessed by the Local Police Commissions to determine if service levels are meeting local needs and expectations from the public's point of view. This increased accountability to local citizens will allow for a more responsive police service that is accountable directly to Albertans.

Services Provided in Deployment Model:

- Detachment command
- Deployment planning
- Performance management

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Regional Deputy (Primary accountability)
- Deputy Community Policing and Wellbeing (Functional accountability)

### Policing & Support for Indigenous Communities Roles

#### **Indigenous Standards & Engagement Officer (Indigenous uniform/civilian)**

##### *Roles & Responsibilities*

Coordination, communication, and relationship building will be a responsibility of all members of the APPS but will be the sole focus of the indigenous Standards and Engagement Officer. However, the Indigenous Standards and Engagement Officer will be responsible for the formal liaison and coordination at the community level. Collecting and providing feedback from Indigenous People and Communities locally and providing that feedback to the Detachment Commander and Regional Coordination and Liaison Lead will be an important responsibility. The Indigenous Standards and

Engagement Officer is the connection point between front line policing services for Indigenous Communities and Peoples and the APPS.

The Indigenous Standards and Engagement Officer will provide critical input from Indigenous Communities and Peoples into the development and implementation of standards of service that are respectful and responsive to the culture, history, values and contemporary needs of Indigenous Peoples in Alberta.

They will also be responsible for communications and engagement programs with Indigenous Communities and People who receive services from the APPS. They will be the trusted local face of the APPS and will be critical in establishing and building relationships at the local level to build long-term trust and credibility.

Services Provided in Deployment Model:

- Coordination and Liaison Services
- Community Empowerment
- Indigenous Engagement and Outreach

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Coordination & Liaison Lead (functional accountability)

### **Self Administered Policing Support Services lead**

#### *Roles and Responsibilities*

Through the APPS transition there is an opportunity for additional self administered police services to be developed in First Nation Communities. The APPS can provide critical back office and operational support to help reduce the startup and operating costs for these self-administered police services. In order to enable an effective relationship and collaboration to provide the support requested by Self-Administered Police Services and Indigenous Communities, there needs to be a trusted and consistent communication channel between Indigenous Communities and the APPS. The Support Services Lead ideally is located near Indigenous Communities with self-administered police services.

Acting as the primary point of contact for support services and infrastructure needs of self-administered police services. This role will be critical in supporting Indigenous led police services in providing services to their community in response to their specific needs, wants and requirements. The Self-Administered Policing Support Services Lead will be a relationship builder and a trusted and consistent familiar face. They will be responsible for receiving the requests for support and working with indigenous Communities and the APPS or the Government of Alberta to provide support as necessary.

This role will work closely with the Deputy of Indigenous Policing and Standards to reimagine the relationship between Indigenous Peoples and the police service in Alberta.

Services Provided in Deployment Model:

- Coordination and Liaison Services

- Community Empowerment
- Indigenous Engagement and Outreach

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Coordination & Liaison Lead (functional accountability)

### **Treaty Territory & Metis Nation Coordinator and Liaison**

#### *Roles and Responsibilities*

The Treaty Territory and Metis Nation Coordinator and Liaison working with the Deputy of Indigenous Policing and Standards is a critical step toward building a trusted relationship between Indigenous Peoples and Communities in Alberta. This role embeds relationship building with specific Treaty Territories and Metis Nation Regions within each Region of the APPS. The Treaty Territory and Metis Nation Coordinator and Liaison should be focused on two primary responsibilities in support of the Deputy of Indigenous Policing and Standards:

- Ensuring the unique needs, culture, values, and histories of Indigenous Communities that are tailored to the specific Treaty Nations and Metis Nation Regions in Alberta are reflected in service delivery in each respective APPS Region.
- Liaising and coordinating with Indigenous Communities to build trust, create a strong relationship based on collaboration and mutual respect, and provide a consistent and trusted point of contact for Indigenous Communities, including self-administered police services in Indigenous Communities and communities who receive police services from the Alberta Provincial Police Service. This will ensure the APPS does not apply a “one size fits all” approach to interactions with Indigenous Communities and peoples.

Services Provided in Deployment Model:

- Coordination and Liaison Services
- Community Empowerment
- Indigenous Engagement and Outreach

Located in:

- Regional Hubs

Reporting to:

- Detachment Commander (primary accountability)
- Regional Coordination & Liaison Lead (functional accountability)

### **Local Policing Standards & Bylaw Support**

#### *Roles and Responsibilities*

The Local Indigenous Standards and Bylaw Support will be responsible for working to adopt community specific, respectful policing practices into policing operations within Indigenous Communities who choose to contract the APPS

to provide policing services. Collecting and providing feedback from Indigenous People and Communities locally and providing that feedback to the Detachment Commander will be a critical responsibility. The Local Policing Standards and Bylaw Support is the connection point between front line policing services in each Indigenous Communities and the APPS.

The Local Policing Standards and Bylaw Support will provide feedback to the Indigenous Standards and Engagement Officer to communicate input from Indigenous Communities and Peoples into the development and implementation of standards of service that are respectful and responsive to the culture, history, values and contemporary needs of Indigenous Peoples in Alberta more broadly.

Local Policing Standards and Bylaw Support will provide support to local communities in the enforcement of their local bylaws. This does not necessarily mean assisting with enforcement of bylaws but providing assistance and resources that will allow local communities to more effectively enforce their own bylaws where appropriate.

Services Provided in Deployment Model:

- Coordination and Liaison Services
- Community Empowerment
- Indigenous Engagement and Outreach
- Bylaw enforcement support services

Located in:

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Indigenous Standards and Engagement Officer (functional accountability)

## Mental Health & Addictions Response Roles

### Regional Lead, Mental Health and Addictions Response

#### *Roles & Responsibilities*

The Regional Lead for Mental Health and Addictions Response will manage the provision of mental health, addictions, and family crisis response services for the provincial police services within each Region. This includes setting the strategy and standards for how mental health, addictions, and family crisis response services are delivered across the region, prioritizing capabilities, as required, and working with the provincial Mental Health and Addictions Response to more effectively provide these services in alignment with the provincial strategy and priorities in each region.

The Regional Lead, Mental Health and Addictions Response, will be responsible for monitoring and responding to demands for service, types of calls for service and the effectiveness of response to provide input into resourcing decisions and deployment planning. The Regional Lead will be responsible for balancing provincial priorities and strategy against being responsive to local and regional needs in the context of Mental Health and Addictions Response.

Services Provided in Deployment Model:

- Planning and prioritizing resources needed for mental health emergency response and wellness checks
- Setting regional strategy and planning deployment for mental health and addictions services
- Cascading provincial strategy and priorities into responsive regional operations that meet local needs

- Working with Regional Coordinators and Commissioning Leads to foster and maintain partnerships with relevant government agencies and community partners

Located in:

- Regional Hubs

Reporting to:

- Lead, Mental Health and Addictions Response (primary accountability)
- Regional Deputy (functional accountability)

### **Mental Health & Addictions First Responder**

#### *Roles & Responsibilities*

Mental health calls and well-being checks are an increasingly common responsibility of police services in Canada today. In virtually every province and territory receiving policing services from the RCMP today, the quantity of occurrences relating to well-being checks and mental health responses are increasing year over year at a rapid rate. Alberta experiences the most occurrences of well-being checks and mental health responses by the RCMP than any other province or territory in Canada. Over the past 5 years, *Mental Health Act*-related incidents and wellness checks have made up more than 1 in 25 calls to the RCMP in Alberta without factoring in addictions and drug overdose-related calls for service. The introduction of Mental Health and Addictions First Responders into the core service of the APPS is a recognition that these calls are increasingly becoming part of the core services that must be delivered by the APPS.

Mental Health and Addictions First Responders will be embedded as multi-disciplinary teams within community detachments, service hubs and detachments in Indigenous Communities. First responders will include Registered Psychiatric Nurses, Social Workers, and Health Care providers with acute addiction and overdose response specialties. This will enable and prioritize a province wide-mental health and addictions response capability that is not widely included in the core model of policing in the current model. These teams will be dispatched from their detachments to respond to calls for service relating to mental health and addictions that are traditionally handled by uniformed officers within their communities. This will free up officer's time to focus on public safety and maintaining presence in the community while also allowing for an appropriate response to calls for service with expertise and training required to effectively deliver positive outcomes to the public.

Services Provided in Deployment Model:

- Mental health emergency response
- Mental health wellness checks
- Addictions and opioid response (non-medical emergency)
- Mental health transfers to medical care or community partner organizations

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Mental Health and Addictions Response Lead (functional accountability)



## Community Policing & Field Operations Roles

### Regional Lead, Community Policing and Field Operations

#### *Roles & Responsibilities*

The Regional Lead for Community Policing and Field Operations, will be responsible for leading the provision of community policing and wellbeing services across the Regions, including standard-setting and implementing evidence-based programs aligned with community policing priorities. This includes setting the overall strategy for community policing, wellbeing, and citizen services, and setting the standard operating procedures and expectations of service delivery that are aligned with citizen-focused, respectful, community services. Providing support for local detachments in developing community safety and wellbeing plans is included in this portfolio along with supporting local detachments and communities in developing local community safety and wellbeing strategies.

The Regional Lead, Community Policing and Field Operations will assist Detachment Commanders in driving standards and consistency in day-to-day and routine operations of police service in delivering proactive, problem solving services with the public including urgent response, crime reduction and prevention initiatives.

Services Provided in Deployment Model:

- Implementing standards for service delivery
- Driving adoption of standard operating procedures for community policing and field operations at the Regional level
- Adapting provincial strategies for community policing and field operations to Regional needs

Located in:

- Regional Service Hubs

Reporting to:

- Detachment Commander (primary accountability)
- Community Policing and Field Operations Lead (functional accountability)

### Regional Commissioning & Partnerships

#### *Roles & Responsibilities*

The Regional Lead for Commissioning and Partnerships will be primarily responsible for managing relationships with strategic and operational partners to enable the integrated model of policing in the regions. This includes managing partnerships with other municipal police services in the region, local branches of Government agencies, community groups and other organizations in delivering services.

The Regional Lead will be responsible for acting as the Regional connection for provincially managed partnerships such as Alberta Health Services or ALERT. The Regional Lead, Commissioning and Partnerships will also be responsible for identifying relevant regional partnership opportunities that are aligned with provincial strategy and meet regional needs for service delivery, crime prevention or other support services.

Services Provided in Deployment Model:

- Commissioning and Partnership Management
- Strategic Planning

Located in:

- Regional Service Hubs

Reporting to:

- Regional Deputy (primary accountability)
- Provincial Commissioning and Partnerships Lead (functional accountability)

### **Local Community Policing Partnerships & Crime Reduction Lead**

#### *Roles & Responsibilities*

The Local Community Policing Partnerships & Crime Reduction Lead will focus on and assist in developing further community partnerships, while also promoting accountability of the police service on a local and community level. This will lead to increased cooperation between the community and the police service, and in turn - aid the development of trust and an integrated approach to public safety between the community, local organizations, the public, and the police service.

The Community Policing Partnerships and Crime Reduction lead will focus on developing local strategies and partnerships that assist in preventing crime and disorder proactively. This will require significant community engagement and relationship building at the local level. It will also require a good understanding of local needs and trends in crime and disorder. This role is critical to enabling a proactive approach to community policing at the local level.

Services Provided in Deployment Model:

- Crime Reduction & Prevention
- Community Engagement & Outreach

Located in:

- Service Hubs
- Community Detachments
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Lead. Community Policing and Field Operations (functional accountability)

### **Community Policing Constables**

#### *Roles & Responsibilities*

Community Policing Constables are the backbone of the Alberta Provincial Police Service. They will be responsible for the day-to-day delivery of proactive policing and community safety services at the local level including proactive community problem solving, urgent response, initial investigations and minor crimes investigations. Their role is critical to building trust and credibility by ensuring that in every service they deliver, every interaction they have with a community member, they embody the values of the Provincial Police Service.

In order to ensure Constables are able to connect with the community and engage to better understand local problems. The APPS will need to build a recruitment program that targets members who wish to live a rural lifestyle and want to be deployed in rural areas to reduce transfers in and out of Alberta Communities.

Constables in the APPS will bring a new approach to policing that focuses on community engagement, proactive approaches to problem solving and public safety, communication, relationship building, procedural justice and community service.

Services Provided in Deployment Model:

- Direct Patrols
- Urgent Response

- Minor Incident Response
- Initial Investigations
- Rural Policing Analytics Support
- Rural Crime Response
- Rural Crime Reduction & Partnerships
- Remotely Piloted Aircrafts
- Crime Reduction & Prevention
- Community Engagement & Outreach
- Family & Child Intervention

Located in:

- Service Hubs
- Community Detachments
- Detachments in Indigenous Communities
- Regional Hubs

Reporting to:

- Detachment Commander (primary accountability)
- Regional Lead. Community Policing and Field Operations (functional accountability)

### **Community Safety Officer**

#### *Roles & Responsibilities*

The Community Safety Officer is responsible for working in collaboration with police services in Indigenous Communities to enhance public safety by:

- a. implementing crime prevention strategies and initiatives;
- b. connecting people in need with social service providers;
- c. maintaining a visible presence within a First Nations community or group of First Nations communities; and
- d. providing information to the local policing authority on ongoing or emerging public safety issue

Community Safety officers may also assist with crime and disorder prevention, enforcement of band bylaws and community engagement. They may assist with responding to incidents, intervening where appropriate and acting as a contact for citizens and other agencies, such as the APPS, Bylaw and Conservation officers. CSOs are also responsible for supporting investigations, providing services to citizens experiencing crisis and enforcement.

Each Indigenous Community should develop a Community Safety Officer program that is tailored to meet the specific needs of their community and build a role that enhances trust and credibility while supporting community safety.

Services Provided in Deployment Model:

- Support day to day activities
- Support Investigations, and work collaboratively with other teams and officers
- Act as a liaison and focus on relationship building within the community

Located in:

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Community Leaders (secondary accountability)

### **Youth Engagement Coordinator**

#### *Roles & Responsibilities*

A youth engagement officer will be present in detachments that serve Indigenous Communities. The intent of this role is to develop and implement strategies to increase youth engagement and decrease the number of incidents involving police and youth. This can include providing support for mental health, volunteer opportunities, outreach, addictions support, counseling, career guidance and development and more. The youth engagement coordinator will also act as an advocate for youth in Indigenous Communities, should a Hub Table be requested. They will also work closely with community members to develop outreach opportunities and act as a liaison between multiple youth groups and external community coordinators. This will allow youth to develop and enhance skills that can prove to be beneficial for their future, while also instilling community values, specifically preserving Indigenous traditions, and recognizing the importance and impact that community support can have.

Services Provided in Deployment Model:

- Interacting with multiple youth groups, of varying ages
- Developing strategies to engage and attract youth to encourage community involvement
- Advocating, as needed
- Maintaining relationships with community partners for volunteer opportunities
- Seeking opportunities to integrate youth into community initiatives

Located in:

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Lead. Community Policing and Field Operations (functional accountability)

## **Organizational Wellbeing & Health Roles**

### **Organizational Wellbeing Lead**

#### *Roles & Responsibilities*

The health and wellbeing of officers and members of the Provincial Police Service directly impacts the quality of services provided to the citizens of Alberta. Officers and members of the service are not exempt from the impact of the work that they do in ensuring the safety of Albertans. Currently, the average life expectancy of a police officer is 66 years, more than 10 years less than the life expectancy of the general population. The goal of the Organizational Wellbeing Lead is to ensure that the service provides holistic support and programming for their employees. The wellness portfolio should address the physical, mental, family, emotional, and day-to-day impact that providing services to the public has on members of the police service. By doing so, they can ensure that their employees are taken care of and will be better able to deliver positive outcomes for the public. Organizational wellness is a strategic priority for modern police services and must embed wellness throughout the organization and in day to day operations.

The lead will work with the detachment's well being managers to ensure that all members of the service are aware of the benefits, support and guidance available to them through the Provincial Police Service, third parties and community partners. The lead will communicate with the detachment wellbeing manager the expectations and active initiatives to maintain a positive work environment across detachments. The lead and the manager, together, will be internal advocates for the Provincial Police Service, to remind its members that it is essential to be mindful of their personal well-being, in order to contribute positively to organizational well being and excel in their roles.

Services Provided in Deployment Model:

- Developing strategies to provide mental health, physical and family support that address the specific needs and realities of providing policing services
- Developing strategies and protocols to embed organizational wellness throughout the organization and day to day operations of the APPS
- Ensuring the work environment is healthy and members of the detachment are supported

Located in:

- Regional Service Hubs

Reporting to:

- Deputy of Community Wellbeing & Health (primary accountability)

### **Detachment Wellbeing Manager**

#### *Roles & Responsibilities*

The Detachment Wellbeing Manager will be responsible for ensuring that the guidelines created by the Lead are implemented at the detachment level and for providing leading employee wellness support and educational initiatives locally. This will include ensuring that employees of the provincial police service are taking the appropriate steps to care for their mind, body and overall well being and filling in the gaps where support is needed. Some of the responsibilities will include maintaining formal and informal channels of communication with members of the service to understand whether their needs and expectations are being met and they are being provided with the appropriate level of support. These needs and expectations will then be communicated to the Lead to allow for integration within existing strategies, or to develop new strategies.

Services Provided in Deployment Model:

- Providing local support programming and education on wellness to all detachment members
- Embedding organizational wellness practices in day-to-day operations
- Communicating with other detachments, the lead and community partners to develop more inclusive and well-rounded strategies
- Actively identifying gaps in existing strategies, and looking for partnerships to improve current services

Located in:

- Community Detachments
- Service Hubs
- Detachments in Indigenous Communities
- Regional Service Hub

Reporting to:

- Detachment Commander (primary accountability)
- Organizational Wellbeing lead (functional accountability)

## Specialist Services Roles

### Regional Lead, Specialist Services

#### *Roles & Responsibilities*

The Regional Lead for Specialist Services will be responsible for supporting and managing specialist services that provide support to community policing and field operations in complex and high risk situations. The Regional Lead, Specialist Services will work with the Provincial Lead, Specialist Services and the other Regional Specialist Services Lead to identify and establish the required integrations and partnerships with other services that are needed to deliver specialist services throughout the province.

Due to the broad nature of capabilities that are included within Specialist Services (tactical team, air support, canine units etc) this role will need to work with functional experts and team leads for each unit to understand the staffing requirements to assist in managing deployment. The Regional Lead for Specialist Services, will be responsible for monitoring and responding to demands for service, types of calls for service and the effectiveness of response to provide input into resourcing decisions, partnerships, service level agreements and management, and deployment planning. The Regional Lead will be responsible for balancing provincial priorities and strategy against being responsive to local and regional needs in the context of the broad range of specialist services provided by the APPS and in collaboration with other services.

#### Services Provided in Deployment Model:

- Planning and prioritizing resources needed for specialist services responses in each region
- Setting regional strategy and planning deployment for various specialist responses in coordination with other public safety partners
- Cascading provincial strategy and priorities into responsive regional operations that meet local needs
- Working with Regional Coordinators and Commissioning Leads to foster and maintain partnerships with relevant government agencies and community partners

#### Located in:

- Regional Hubs

#### Reporting to:

- Regional Deputy (primary accountability)
- Provincial Specialist Services Lead (functional accountability)

### Specialist Services Member

#### *Roles & Responsibilities*

Specialist Services Members will be responsible for the provision of a variety of services that are highly complex, require additional technical or operational training and expertise or additional equipment or assets beyond the standard equipment for Community Policing Constables. These officers will provide day to day community policing services as a part of the community in many cases. They will be deployed and dispersed across the province and stationed in every profile of the detachment regardless of community size. For example, a smaller community detachment may include an officer who is trained to be a part of the tactical response team for the region. This will give access to highly trained and experienced resources in communities that in a traditional policing model would not be deployed in such a decentralized manner.

Specialist Services Members will follow Standard Operating Procedures and professional standards that are developed by the Professional Standards unit with input from the Provincial Specialist Services Lead and municipal police services.

Some specialist services will be provided jointly by APPS members and other service providers from Municipal police services. This collaborative response will require jointly developed training standards, programs and integrated communications. This interoperability and collaborative approach will allow the APPS to focus more resources on providing proactive community policing services while maintaining the needed capacity for these complex services.

Services Provided in Deployment Model:

- Tactical terms and emergency response teams
- Canine units
- Explosive device units
- Asset and civil forfeiture
- Air support services
- Crisis negotiation
- Chemical, biological or radiological response
- Terrorism, extremism and hate crime response
- Search and rescue
- Real time operations command
- Federal policing support
- Remotely piloted vehicles and drone services

Located in:

- Community Detachments
- Service Hubs

Reporting to:

- Regional Deputy (primary accountability)
- Regional Lead, Specialist Services (functional accountability)

## Investigations Roles

### Regional Lead, Investigations

#### *Roles & Responsibilities*

The Regional Lead for Investigations will oversee the delivery of all investigations in the Region according to regulatory, legal and technical requirements in partnership with ALERT. Their responsibilities will include implementing protocols, standard operating procedures and resourcing to effectively deliver investigations and case management capabilities across the Region. They will be responsible for working with the Regional Deputies to ensure that deployment of investigators and access to specialist investigation services or resources from ALERT are deployed to best meet the demands for services in the Region to provide timely and effective investigations.

The Regional Lead will play an essential role in managing the delivery of investigations and resources to improve outcomes delivered. They will be responsible for overseeing the appropriate collaborations, data sharing, and partnerships with municipal services within the Region, ALERT or law enforcement services as required. The Regional Lead of Investigations will

#### Services Provided in Deployment Model:

- Develop strategies, standards and protocols needed to ensure consistency in quality-of-service delivery
- Resource Management
- Working with ALERT and community partners to ensure that services meet local needs

#### Located in:

- Regional Hubs

#### Reporting to:

- Lead, Investigations (primary accountability)
- Regional Deputy (functional accountability)

### **Community Investigators**

#### *Roles & Responsibilities*

Community investigators will be responsible for the completion of investigations including conducting interviews, initial investigations, evidence collection and management, crime scene management, case management, and for working with ALERT and forensic identification services to complete investigations locally. Community Investigators are an essential part of the APPS and will be dispersed throughout the province to enable investigative services to be provided by people who are familiar with the community and in a timely manner. They will work closely with Community Policing Constables to support community safety priorities.

Community Investigators will be responsible for escalating investigations to specialists or to ALERT as required, depending on the needs of the investigation and as required. They will work with the Regional Deputy as required to ensure that the right investigative capabilities are brought in as required and that the escalation and management of investigations, evidence, and case files is seamless and supports the effective completion of files and legal requirements.

#### Services Provided in Deployment Model:

- Initial Investigation
- Community

#### Located in:

- Community Detachments
- Service Hubs
- Detachments in Indigenous Communities
- Regional Hubs

#### Reporting to:

- Detachment Commander (primary accountability)
- Regional Investigations Lead (functional accountability)

### **ALERT Investigators**

#### *Roles & Responsibilities*

ALERT investigators will be managed by ALERT's command and leadership. These investigators will be seconded from APPS (along with resources from other municipal police services) to be a part of the integrated ALERT model. The strength of the ALERT model lies in the integration of members from various police agencies who have expertise in



intelligence, enforcement and support services. This co-operative approach to policing has proven to be an extremely successful model, especially as the criminal landscape evolves and pushes beyond local and regional boundaries.

ALERT Led Investigators will provide support to the APPS by assisting with complex investigations that require highly specialized forensics capabilities, covert operations, surveillance and other complex capabilities. These investigators will work closely with Community Investigators and will be called in to support as required. In addition to providing support in complex investigations, ALERT will continue to take a lead on organized crime, human trafficking, drug trafficking, and child exploitation as they do today. ALERT may be expanded to

Services Provided in Deployment Model:

- Organized Crime Investigations
- Financial Investigations Services
- Child Exploitation
- Covert Operations
- Cyber & Internet Crime Investigations
- Forensic Identification Services
- Evidence Management
- Threat Assessment & Planning
- Drug, Alcohol and Contraband Investigations
- Corruption investigations
- Human Trafficking & Modern Slavery

Located in:

- Regional Service Hub
- Service Hubs

## Traffic Operations Roles

### Regional Traffic Operations Lead

#### *Roles & Responsibilities*

The Traffic Operations lead will be responsible for leading Traffic Operations services for the APPS in each region. This includes management of public safety services and response relating to traffic, road, and transportation safety and enforcement including provincial traffic safety, highway patrol, collision investigations and reporting, education, and breath analysis and drug recognition. The Regional Lead will coordinate with the Detachment Commanders and the Regional Deputy to plan resourcing and deployment that supports provincial Traffic safety priorities and local needs.

The Traffic operations lead will work closely with the Community Policing and Field Operations Lead to align services to provide more effective support for community policing operations and to enhance public safety.

Services Provided in Deployment Model:

- Provincial Traffic Safety
- Highway Patrols
- Collision Reconstruction
- Commercial Vehicles & Dangerous Goods

- Education & Engagement Relating to Traffic Operations
- Breath Analysis & Drug Recognition
- Traffic & Road Safety Analytics

Located in:

- Regional Hubs

Reporting to:

- Regional Deputy (primary accountability)
- Traffic Operations Lead (functional accountability)

### **Community Traffic and Road Safety Officer**

#### *Roles & Responsibilities*

The Community Traffic and Road Safety Officer will be responsible for delivering Traffic Operations services in local communities. This includes providing all public safety services and response relating to traffic, road, and transportation safety and enforcement including provincial traffic safety, highway patrol, collision investigations and reporting, education, and breath analysis and drug recognition.

The Community Traffic and Road Safety Officer will work closely with the Community Policing and Field Operations Officers under the guidance of Detachment Commanders to align services to provide more effective support for community policing operations and to enhance public safety.

Services Provided in Deployment Model:

- Provincial Traffic Safety
- Highway Patrols
- Collision Reconstruction
- Commercial Vehicles & Dangerous Goods
- Education & Engagement Relating to Traffic Operations
- Breath Analysis & Drug Recognition
- Traffic & Road Safety Analytics

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (Primary Accountability)
- Regional Traffic Operations Lead (Functional Accountability)

### **Alternative Justice & Victims Support Roles**

#### **Alternative Justice and Victim Services Lead**

### *Roles & Responsibilities*

The Alternative Justice and Victim Services lead will oversee the delivery of services to support and protect vulnerable people including victims' assistance and supports, restorative justice initiatives, and family and children support programs. This may include setting the protocols and standards for alternative approaches and collaborative responses, such as the use of 'hub tables'.

Additionally, the Alternative Justice and Victim's services lead will oversee and manage providing support services relating to legal processes across the justice system, including offender management and community supervision in the Region. This includes management and monitoring offenders' transition back into the community and providing support as required to reduce the likelihood of recidivism.

This role will be critical in developing the capabilities and processes to support victims of crime, protect vulnerable populations, and improve outcomes for offenders who are transitioning back to the community.

#### Services Provided in Deployment Model:

- Develop strategies to implement Alternative Justice approaches
- Provide holistic support services for Victims after victimization and through the legal process
- Overseeing the delivery of offender management and reintegration services
- Cascading the provincial strategy for victims' services and alternative justice within the Regions

#### Located in:

- Regional Hubs

#### Reporting to:

- Detachment Commander (primary accountability)
- Alternative Justice and Victim Services Lead (functional accountability)

### **Alternative Justice and Victim Services Coordinator (Hub tables)**

#### *Roles & Responsibilities*

The Alternative Justice and Victim Services Coordinator will deliver services to support and protect vulnerable people including victims' assistance and supports, restorative justice initiatives, and family and children support programs at the local level. This may include coordinating the delivery of alternative approaches and collaborative responses, such as the use of 'hub tables' and ensuring the right local resources are engaged in those processes.

Additionally, the Alternative Justice and Victim's Services Coordinator will manage providing support services relating to legal processes across the justice system, including offender management and community supervision as needed for their local community. This includes management and monitoring offenders' transition back into the community and providing support as required to reduce the likelihood of recidivism within their specific communities and working with local detachment resources. This role will be the primary point of contact for the public, victims of crime, and offenders who are seeking support through the various legal processes or after victimization or release from custody.

#### Services Provided in Deployment Model:

- Victim Assistance & Support Services
- Child Advocacy Services
- Family & Child Support Services
- Restorative Justice Services
- Witness Management & Services

Located in:

- Community Detachments
- Service Hubs
- Regional Hubs
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Alternative Justice and Victim Services Lead (functional accountability)

### **Alternative Justice Lead**

#### *Roles & Responsibilities*

The Alternative Justice Lead in Indigenous Communities will be responsible for supporting culturally appropriate approaches to alternative justice in their communities. This may include assisting with coordination of mediation practices, peacemaking, meeting with elders or other approaches that may result in restoration to harmed members of the community, diversion away from the justice system and application of appropriate alternative justice sentencing, such as community service or mandatory counseling.

Services Provided in Deployment Model:

- Victim Assistance & Support Services
- Restorative Justice Services

Located in:

- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)
- Regional Victim Services & Alternative Justice Lead (functional accountability)

### **Volunteer Coordinator**

#### *Roles & Responsibilities*

The volunteer coordinator will be responsible for recruiting, training and supervising new volunteers, promoting volunteer opportunities within the community, coordinating communications and logistics for each volunteer. They may be required to work collaboratively with community partners or third parties to provide sufficient volunteers and maintain community engagement.

Located in:

- Regional Service Hub
- Service Hub Detachment
- Community Detachment
- Detachments in Indigenous Communities

Reporting to:

- Detachment Commander (primary accountability)

## Summary of Detailed Services by Detachment Profile

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
<b>Community Policing &amp; Field Operations</b>				
Call Center	✓			
Dispatch	✓			
Deployment Analytics	✓	✓	✓	✓
Deployment Planning	✓	✓	✓	✓
Operational Communications	✓	✓	✓	✓
Directed Patrols	✓	✓	✓	✓
Urgent Response	✓	✓	✓	✓
Minor Incident Response	✓	✓	✓	✓
Resolve without Deployment	✓			✓
Initial Investigation	✓	✓	✓	✓
Community Focused (Tier 1) Investigations	✓	✓	✓	✓
Rural Policing Analytics Support	✓	✓		
Rural Crime Response	✓	✓	✓	✓
Rural Crime Reduction & Partnerships	✓	✓	✓	✓

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Remotely Piloted Aircraft	✓	✓	✓	✓
Crime Reduction & Prevention	✓	✓	✓	✓
Community Harm Communications & Education	✓	✓	✓	✓
Community Harm Analytics Support	✓	✓		
Community Engagement & Outreach	✓	✓	✓	✓
Youth Engagement & Outreach	✓	✓	✓	✓
Mental Health Response	✓	✓	✓	✓
Restorative Justice Services	✓	✓		
Addictions Response	✓	✓	✓	✓
Family & Child Intervention	✓	✓	✓	✓
Collaboration with Community Partners & Hub Tables	✓	✓		
<b>Alternative Justice and Victim Services</b>				
Victim Assistance & Support Services	✓	✓		✓
Victim Call Back & Update	✓	✓		✓
Protecting Vulnerable People	✓	✓	✓	✓
Child Advocacy Services	✓	✓		✓

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Family & Children Support Services	✓	✓		✓
Restorative Justice Services	✓	✓		✓
Victims Financial Benefits Program	✓			
Offender Transportation	✓	✓	✓	
Managing & Monitoring High Risk Offenders	✓			
Witness Management & Services	✓	✓		
Offender Management & Detention	✓	✓		
Court Services	✓	✓		
Community Supervision	✓	✓	✓	✓
<b>Investigations &amp; Intelligence</b>				
Lab Services	✓			
Anti-Counterfeiting	✓	✓		
Financial Investigations Services	✓			
Investigations Data Analytics Support	✓			
Cyber & Internet Crime Investigations	✓			
Serious Crime Investigations	✓	✓		

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Intimate Partner Violent Crime Investigations	✓	✓	✓	✓
Digital Evidence Forensics	✓			
Polygraph	✓	✓		
Major Case Management	✓	✓		
Missing Persons	✓	✓		
Forensic Identification Services	✓			
Evidence Management	✓	✓	✓	✓
Covert Operations	✓	✓		
Anti-Terrorism	✓			
Threat Assessment & Planning	✓			
Interagency Data, Communication & Collaboration Services	✓			
Drug, Alcohol, and Contraband Enforcement	✓	✓	✓	✓
Corruption	✓	✓		
Child Exploitation	✓	✓		
Human Trafficking & Modern Slavery	✓	✓		
<b>Policing in Indigenous Communities</b>				



	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Policing in First Nations Communities	✓			✓
Policing in Metis Communities	✓			✓
Support for Self-Administered Police Services	✓			✓
Coordination & Liaison Services	✓	✓		✓
Community Empowerment & Oversight	✓	✓		✓
Specialized Training Programs	✓	✓		✓
Indigenous Engagement & Outreach	✓	✓	✓	✓
Recruitment Programs for Indigenous Communities	✓	✓		✓
Alternative Justice Programs	✓	✓	✓	✓
Community Safety Officer Program	✓	✓		✓
<b>Traffic Operations</b>				
Provincial Traffic Safety	✓	✓	✓	✓
Highway Patrols	✓	✓	✓	✓
Motorized Snow/Off-road/Water Enforcement	✓	✓	✓	✓
Collision Reporting center	✓			
Collision Investigations	✓	✓	✓	✓

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Collision Reconstruction	✓	✓		
Commercial Vehicles & Dangerous Goods	✓	✓	✓	
Traffic & Transportation Analytics	✓			
Education & Engagement Relating to Traffic Operations	✓	✓	✓	✓
Breath Analysis & Drug Recognition	✓	✓	✓	✓
<b>Specialist Services</b>				
Air Services	✓			
Remotely Piloted Vehicles	✓			
Robotic Devices	✓			
Asset & Civil Forfeiture	✓	✓		
Crisis Negotiation	✓			
Critical Incident Response	✓	✓		
Search & Rescue	✓			
Special Tactical Operations	✓	✓		
Canine Units	✓			
Real Time Operations Command & Control	✓			

	Regional (Urban) Hub (Urban centers)	Service Hub (Mix of Urban and Rural)	Community Detachment (Mostly Rural & Remote)	Detachment in Indigenous Community
Explosive Device Response	✓			
Witness Protection	✓			
Chemical, Biological, Radiological, Nuclear Response	✓			
Terrorism, Extremism & Hate Crime Response	✓			
National Security & Border Enforcement Support	✓			
Federal Policing Support	✓			
Dignitary Protection Services	✓			

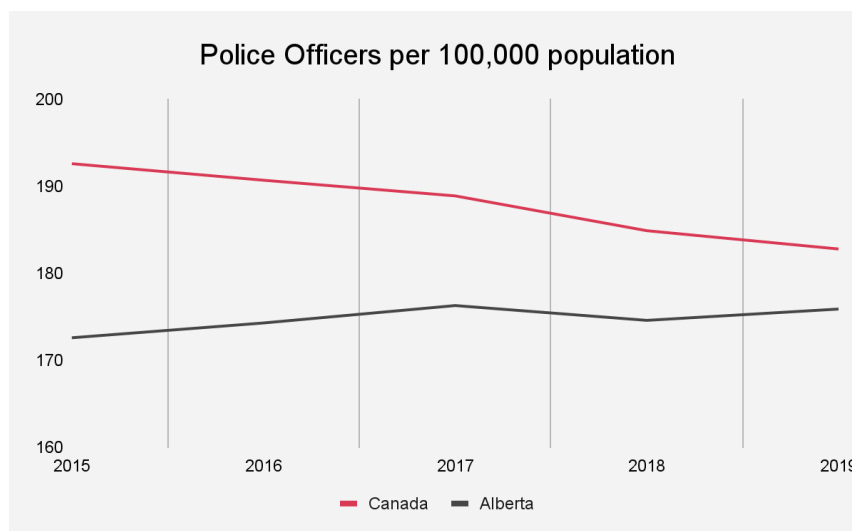
## 10.4 Section 8 Supplement

### Sizing Methodological Considerations

#### Patrol/Community Policing

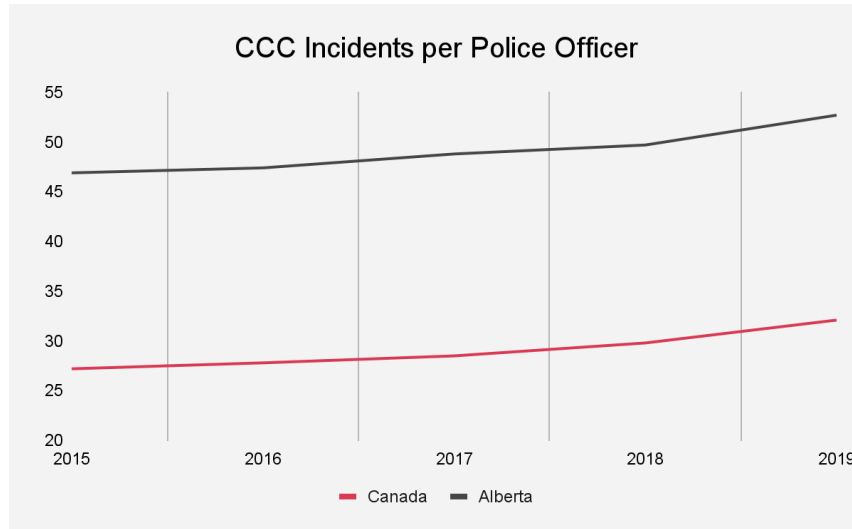
There are several ways to estimate the number of officers required or optimal for a particular geography or municipality. The most common of these is the use of the “pop to cop” ratio, or the converse, “cop to pop” ratio. This is a way of estimating the number of police officers that would be reasonable for a given population. While there is no absolute minimum or optimal number for these ratios, they may be helpful to establish a baseline for consideration based on similar areas or communities.

For reference, between 2015 and 2019, the “cop to pop” ratio in Alberta remained relatively stable, moving from 172 officers per 100,000 population in 2015 to 176 officers per 100,000 population in 2019. This is somewhat in contrast to the trend overall in Canada, which showed a larger drop nationwide, although it remained higher than Alberta in general.



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

What is helpful as well when considering the proper use of these metrics, is the actual workload of these officers, most generally exemplified by the Criminal Code caseload (CCC incidents per Police Officer) and the Crime Severity Index. The caseload metric only shows the raw number of Criminal Code incidents per officer as a blunt ratio. This does not include incidents that may require a significant amount of workload per officer, such as provincial statutes or municipal bylaws. In particular, these may not include all traffic infractions, which can be substantial. However, it does provide another option for comparison to establish a general agreement on what a baseline should look like.

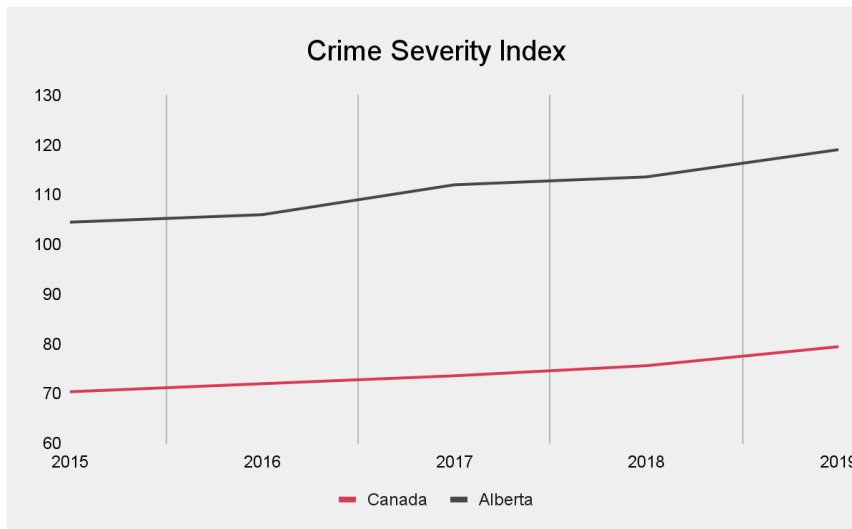


Statistics Canada. Table 35-10-0076-01 Police personnel and selected crime statistics  
 DOI: <https://doi.org/10.25318/3510007601-eng>

As is shown above, the caseload in general has been increasing in Alberta and Canada overall. What is also notable, is that the general caseload of Criminal Code incidents appears significantly higher in Alberta vs the rest of Canada, which should be considered.

The Crime Severity index can also be helpful when assessing the incoming service demands in comparison to the available workforce. The CSI is weighted based on how serious a particular crime category is, thereby allowing a more reasonable assessment of case complexity vs. simple case counts. For example, a simple assault case requires far fewer resources and time to work through than a homicide. However, each would count equally within the “Criminal Code Incidents per Officer”, despite officers carrying 5 homicides being far more stretched than officers carrying 5 assault level 1 offences. Thereby, the CSI index gives a normalizing view on those case counts by incorporating the severity of the offence. The higher the CSI, the more complex the investigations and the more serious the cases.

Looking at the CSI scores in Alberta vs. Canada over time, the statistics show a steady increase over time in both jurisdictions. Again, however, Alberta shows both a higher number of cases and a higher severity of cases as compared to the rest of the country.



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

The takeaway from these metrics seems to suggest that Alberta is experiencing higher caseloads, as well as more complex and serious. Matched with an overall lower proportion of officers per population, this suggests that the current

ratios of officers may not be adequate to properly address the community safety demands placed on officers in Alberta. However, any such blanket determinations are not intended as a one-size-fits all, and rather, should be considered when constructing and finalizing the numbers for specific areas and/or specific detachment profiles.

### Patrol Ratios for Coverage

The determination of officer availability will also have significant bearing on the overall detachment size and number of officers assigned. For instance, if 24/365 coverage for first response is necessary, some broad calculations can start to determine the overall size of officer complements. In general, patrol availability in most communities will be scheduled on a 24/365 basis. In addition, most police services operate their patrol units on a 12-hour shift rotation (or closely therein), generally alternating between day shift and night shift. This may vary depending on the size of the community, which may necessitate a three-shift system for larger urban areas, or a two-shift overlapping 20-hour system that maximizes coverage during peak periods while not operating on a 24-hour basis.

These basic assumptions lead to a baseline calculation of the number of officers required to keep a patrol car on the road for the duration of the determined coverage. For instance, the calculation of staffing for a 24/365 shift system, operating two shifts over a 24-hour period, with one patrol vehicle operated by a single officer would be as follows:

<i>How many officers does it take to keep 1 car on the road 24/7/365?</i>	<i>24/7/365</i>	<i>12/7/365</i>
Maximum hours per person per year	2,080	2,080
Less relief factor (vacation, sick, court, etc.)	1,536	1,536
Hours per 'car' per year	8,760	4,380
Number of officers needed to keep 1 car on the road 365 days per year	6	3
Number of cars per shift, assuming single officer deployment	2	2
<b>Total staff needed for each model</b>	<b>12</b>	<b>6</b>

<b>Relief Factor estimates</b>		
<i>(to be validated with Collective Agreement and HR Data)</i>		
Vacation (4 weeks typical)	160	hours
Sick time (5 days per year estimated)	60	hours
training (1 day per month)	144	hours
court time (1 day per month)	144	hours
personal time (3 days per year estimated)	36	hours
<b>TOTAL estimated non-deployable time per officer per year</b>	<b>544</b>	<b>hours</b>

As can be seen in the example above, six officers would be needed to ensure constant operation of one vehicle 24 hours per day, 365 days per year. As needs increase, this can therefore be scaled up. As it would generally be ill advised to operate solely on a single officer available without scheduled backup consistently, that may necessitate doubling up this figure to ensure two officers were on shift at any given time.

This figure would also need to be modified given the nature of the policing jurisdiction geographically, as well as the nature of community demands. A more geographically spread-out jurisdiction may warrant numerous vehicles available to cover more area, perhaps operated by a single officer to maximize human capital. However, if the area shows a relatively serious crime mix with consistent calls involving violence, it may be more efficient to deploy two-officer units in at least some cases to ensure backup is built in. These are the nuances of staffing estimates that must be tailored to each community.

### Shift Structures and Service Coverage Calculations

#### Community Detachments

##### Community Policing Shift Coverage

12-hour coverage, 1 shift model		
	A Side	B Side
Minimum	2	2
Shifts	1	1
Officers	2	2
Minimum Deployed	4	
<i>Person Hours</i>	8,320	
<i>Availability per Officer</i>	1,536	
<i>Officers Needed</i>	6	

#### Service Hubs

##### Community Policing Shift Coverage

24-hour coverage, 2 shift model		
	A Side	B Side
Minimum	3	3
Shifts	2	2
Officers	6	6
Minimum Deployed	12	
<i>Person Hours</i>	24,960	
<i>Availability per Officer</i>	1,536	
<i>Officers Needed</i>	17	

## Investigations and Specialist Services Shift Coverage

Investigative Team Shifting, 4/10 schedule		
	Team A	Team B
Minimum	4	4
Shifts	1	1
Officers	4	4
Total Minimum Deployment	8	
<i>Person Hours</i>	16,640	
<i>Availability</i>	1,536	
<i>Persons Needed</i>	11	
Specialist Team Shifting, 4/12 shift		
	A Side	B Side
Minimum	2	2
Shifts	2	2
Officers	4	4
Total Minimum Deployment	8	
<i>Person Hours</i>	16,640	
<i>Availability</i>	1,536	
<i>Persons Needed</i>	11	

## Regional (Urban) Hub

### Community Policing Shift Coverage

24 -hour coverage, 3 shift model		
	A Side	B Side
Minimum	5	5
Shifts	3	3
Officers	15	15
Minimum Deployed	30	
<i>Person Hours</i>	62,400	
<i>Availability per Officer</i>	1,536	
<i>Officers Needed</i>	41	



Investigations and Specialist Services Shift Coverage

<b>Investigative Team Shifting, 4/10 schedule</b>		
	<b>Shift A</b>	<b>Shift B</b>
Officers per Team	11	11
Teams	3	3
Total Officers	33	33
Total Minimum Deployment	66	
Person Hours	137,280	
Availability per Officer	1,536	
Officers Needed	90	
<b>Specialist Team Shifting, 4/12 shift</b>		
	<b>A Side</b>	<b>B Side</b>
Officers per Team	10	10
Shifts	2	2
Total Officers	20	20
Total Minimum Deployment	40	
Person Hours	83,200	
Availability per Officer	1,536	
Officers Needed	55	

# Disclaimer

Our Services were performed, and this Report was developed, in accordance with our engagement letter dated November 5, 2021 and are subject to the terms and conditions included therein.

Our role is advisory only. The Government of Alberta is responsible for all management functions and decisions relating to this engagement, including establishing and maintaining internal controls, evaluating and accepting the adequacy of the scope of the Services in addressing Government of Alberta needs, and making decisions regarding whether to proceed with recommendations. The Government of Alberta is also responsible for the results achieved from using the Services or deliverables.

Our work was limited to the specific procedures and analysis described herein and was based only on the information made available through March 17, 2022. Accordingly, changes in circumstances after this date could affect the findings outlined in this Report. We are providing no opinion, attestation, or other form of assurance with respect to our work and we did not verify or audit any information provided to us.

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